Employee Motivation and Job Satisfaction in Project-based Organization: The case of the UAE

تحفيز الموظفين والرضا الوظيفي في مؤسسة قائمة على المشاريع العملية: دراسة حالة في دولة الإمارات العربية المتحدة

By
Glen George Thomas

Student ID: 80134

Dissertation submitted in partial fulfillment of
MSc Project Management

Faculty of Business

Dissertation Supervisor:

Dr. Abubakr Suliman

November 2011

DISSERTATION RELEASE FORM

Student Name	Student ID	Programme	Date
GLEN GEORGE THOMAS	80134	MSc Project Management	April 2012

Title

Employee Motivation and Job Satisfaction in Project-based Organization: The case of the UAE

I warrant that the content of this dissertation is the direct result of my own work and that any use made in it of published or unpublished copyright material falls within the limits permitted by international copyright conventions.

I understand that one copy of my dissertation will be deposited in the University Library for permanent retention.

I hereby agree that the material mentioned above for which I am author and copyright holder may be copied and distributed by The British University in Dubai for the purposes of research, private study or education and that The British University in Dubai may recover from purchasers the costs incurred in such copying and distribution, where appropriate.

I understand that The British University in Dubai may make that copy available in digital format if appropriate.

I understand that I may apply to the University to retain the right to withhold or to restrict access to my dissertation for a period which shall not normally exceed four calendar years from the congregation at which the degree is conferred, the length of the period to be specified in the application, together with the precise reasons for making that application.

Signature

Abstract

Employees are the most important assets of an organization. Moreover in today's highly competitive world employees are the factors which determine success or failure of an organization. They are the ones who interact with the customer on a day to day basis and carry out the whole operations. As such the organizations need to give more attention to the contentment of the employees. In addition, as quality human resource gets more and more sparse, the companies need to pay more heed to the satisfaction of employees. Also in addition to the satisfaction of the employee, employer has a role to play in the motivation of the employee. If the employee is motivated towards the work then it is likely to yield more results.

All the organization's need to focus on employee satisfaction and keep the worker motivated. In case of project based organizations, the subject acquires greater significance as the projects have various constraints and require quality manpower and effort on the part of employees. As such the study is quite relevant to the project organizations. The current study is directed towards understanding the importance of job satisfaction and the role it has on employee motivation in case of project based organizations. The research attempts to fulfill the following objectives –

1. The first purpose is to examine the overall level of job satisfaction within a project based organization in UAE.
2. The second purpose is to examine the employee motivation within a project based organization in UAE, in relation to research into job satisfaction and the efforts of various demographic characteristics, if any, job satisfaction.

In order to provide an answer to the research questions and to understand the concept of employee satisfaction and motivation, researcher analyzed the works of various scholars. The literature review chapter provided a theoretical perspective for the study and a direction for the research by elaborating on the subject and the different factors that impact job satisfaction and employee motivation. Further for the purpose of getting the viewpoints of the employees in a project based organization, researcher utilized the survey approach for the same. Finally the researcher also carried out interviews for understanding the perspectives of the managers. The study was able to establish that the job satisfaction and employee motivation are associated with each other and the workers seek satisfaction to a greater extent in the project based organizations, and the same was quite high in the organization where research was carried out.

الملخص

يعتبر الموظفين من أهم أصول المؤسسة. وعلاوة على ذلك، وفي عالم اليوم ذو القدرة التنافسية العالية, يعد الموظفون من هم العوامل التي تحدد نجاح أو فشل المؤسسة. أنهم هم الذين يتفاعلون مع العملاء بشكل يومي ويقومون بكل العمليات. ولذلك يجب على المؤسسات إعطاء المزيد من الاهتمام لراحة الموظفين. وبالإضافة إلى ذلك، وبما أن الموارد البشرية ذات الجودة العالية تكون محدودة، فإنه يتعين على الشركات أن تولي مزيدا من الاهتمام لتحقيق رضا الموظفين. وبالإضافة إلى رضا الموظف فإن لدى المؤسسات دور تلعبه في تحفيز الموظفين. وذلك لان الموظف المحفز للعمل قادر على اعطاء مخرجات عمل اكثر جودة

يجب على كل المؤسسات التركيز على رضا الموظفين وأن تحفزهم بشكل مستمر. وفي حالة المؤسسات القائمة على المشاريع العملية، فإن هذا الموضوع يكتسب أهمية أكبر وذلك لأن مثل هذه المشاريع لديها قيود متعددة وتتطلب نوعية جيدة من القوى العاملة والجهد من جانب الموظفين. ولذلك فإن مثل هذه الدراسة تكون ذات الصلة تماماً للمؤسسات القائمة على المشاريع العملية. تم توجيه الدراسة الحالية لفهم أهمية الرضا الوظيفي والدور الذي تلعبه في تحفيز الموظفين في حالة المؤسسات القائمة على المشاريع العملية. وتدور أهداف الدراسة الحالية حول مابيلي:

1. الهدف الأول هو دراسة المستوى العام للرضا الوظيفي في إحدى المؤسسات القائمة على المشاريع العملية في دولة الإمارات العربية المتحدة.

2. والهدف الثاني هو دراسة تحفيز الموظفين في إحدى المؤسسات القائمة على المشاريع العملية في دولة الإمارات العربية المتحدة، وعلاقتها بالرضا الوظيفي وجهود مختلف الخصائص الديموغرافية، إن وجدت.

ومن أجل تقديم إجابة على أسئلة البحث وفهم مفهوم رضا الموظفين والتحفيز، حلل الباحث عمل العديد من الباحثين. وتشكل وحدة مراجعة الآداب الأساس لتعطي الدراسة تصور نظري وتوجه البحث وذلك عن طريق التوسع في الموضوع، والعوامل المتعددة التي تؤثر على الرضا الوظيفي وتحفيز الموظفين. واستخدم الباحث طريقة الاستبيان بغرض الحصول على وجهات نظر العاملين في إحدى المؤسسات القائمة على المشاريع العملية. وأخيراً قام الباحث بالعديد من المقابلات لفهم وجهات نظر المديرين. وأثبتت نتائج هذه الدراسة على أن هناك علاقة بين الرضا الوظيفي وتحفيز الموظفين، كما يبحث الموظفين عن الارتياح إلى حد أكبر في المؤسسات القائمة على المشاريع العملية، والذي كان جليا في تلك المؤسسة و التي أجري البحث فيها.

Table of Contents

List of Tables

List of Figures

Chapter-1: Introduction

The current lesson initially discusses the backdrop of the recommended investigation subsequent to which the experiential foundation and aims of the research are discussed, after which the conundrum is asserted, investigative queries, investigative postulations, importance of the research, arrangement of the investigation and definition of the terms are provided.

1.1. Background

The current research studied the variations amongst worker job contentment and different individual demographic attributes like age, gender, tenure and job position within the Construction and Planning Agency Ministry of the Interior, UAE. The current agency acted as the populace depicting public sector workers in UAE. The motivation-hygiene premise of work inspiration put forth by Herzberg (1968) was an element of the experiential basis of the investigation. Recently, Molander (1996) showed that, if a firm desires to be successful, it requires personnel who will help to attain the aims of the firm and who have a strong inclination to stay with the firm. In the opinion of Schultz and Schultz (1998), work inspiration is the driving power required to attain enhanced productivity and work contentment.

The aim is to raise the self-confidence of the public servants of UAE, to improve the service quality and work contentment, to make a breakthrough in the conventional bureaucracy, and to promote resourcefulness, enhance performance, creativity, promote honesty and accountability and enhance achievements with the aim of offering service for all individuals. In the words of Eskildsen and Dahlgaard (2000, p. 1081), it is not possible to generate superlative merchandise and unfeasible to attain contented and dedicated clients in the absence of contented and inspired personnel.

With the extant trend towards internationalization, the novel 21st century competition in UAE is quality of service, with time and speed of competition, environmental quality, public works, employee training, firms and efficacy administration all acting as motivating drivers. It is crucial that UAE fulfills this additional extreme competition. In maintaining this benchmark, the UAE government is strongly dedicated to restructuring the public agency framework. The UAE Executive Yuan is working to create four crucial policy aspects: genuine and truthful politics, expertise and the novel economic, society and moral principles for the novel UAE. In other

words, so as to ensure that the economy can manage such progress to enhance the nation, the government is planning novel techniques and novel policies for the new century to develop a "Challenge 2008 Year National Development Plan".

In the opinion of Herzberg (1996), Huse and Bowditch (1977) and others, in public management and organizational conduct, work contentment and inspiration are the main driving forces to face the current tests. As per Adams (1965); Herzberg (1982) and Herzberg, Mausner & Snyderman (1959), inspiration and work contentment enhance public service and the efficacy of an enterprise. They also correlate inspiration and work contentment to managerial efficacy in the enterprise.

In an enterprise it is the leader who requires offering workers a work milieu which is acceptable. In the opinion held by Herzberg, Mausner & Snyderman (1959), the workers sentiments in context to the work have considerable impact on the success or failure of a firm, since inspired workers contribute to the firm's continued existence. As per Huddleston and Good (1999), the influence of inspiration on work performance and efficiency, focus towards inspiration in the work milieu and success of enterprises relies on having an inspired workforce, personnel and their anticipations of being recompensed. The most crucial drivers to workers are salaries and responsiveness of fellow workers and the anticipation of getting suitable rewards. In the words of Bittel et al (1990), worker performance is impacted by the personnel anticipation of what the work provides and worker approaches in context to individual attainments and progress. In the words of Lau and Huang (1999), good work contentment results in enhanced performance in addition to enhanced client contentment. It was documented by Liptow and Jennifer (2001) that a firm must fulfill the worker's desires and makes them feel significant and that their job performance is important for the success of an enterprise.

Thus, the extant research tried to comprehend how different aspects impacted the work contentment of personnel in a public sector enterprise in UAE. This enhanced comprehension of the procedure should assist in enhancing the administrative efficacy and assist this agency and others to attain the aim of the enterprise.

1.2. Problem Statement

It was asserted that in the absence of contented and inspired personnel it was not possible to generate superlative merchandise opine Eskildsen and Dahlgaad (2000). A motivation postulation was created by Vroom (1960) which tried to describe how conduct is initiated, energized, maintained, conducted and stopped. The essential significance of the inspiration query was recognized by Behn (1995), to successful government functions and responsibility. Additionally, Kanfer (1990) thought that inspiration was correlated to strength, length and the direction of endeavor on personal output. It was asserted by Dilulio (1994) that recreation proposals at all degrees of government suggest providing public managers more judgment to form the rewards of government employment and enhance performance results. Meckler (1996) informed that what are important to successful work associations include admiration, gratitude and the rewards of the task.

Managers require comprehending worker personal discrepancies in the milieu, education, job position, job attributes, individual dissimilarities requirements, approaches, principles, interests, learning capabilities, institutional customs, strategies, human resource regulations and systems. Leaders need to pay heed to all these aspects, how they communicate to impact the work contentment and performance of the workers.

As per Miller and Catt (1989), worker confidence includes sentiments that impact confidence which encompass the standing or customs of the firms, approach of the management, job duties, co-workers, interaction. Additionally, after discussing with the supervisors, he/she must recognize the fortes and drawbacks, anticipations and aims of the personnel. They opine that the headship pattern is also correlated to the work contentment and inspiration of personnel. The headship style of managers with extreme association conduct intensely impacts the worker's work contentment and is also linked to work anticipations, morale, and admiration, creation of chances, attainments and work inputs.

Within the Construction and Planning Agency Ministry of the interior, UAE, the officials require matching the rapid technological developments of the 21st century and the individual's need for backing of high quality facilities from the government, to bear crucial liabilities and to comprehend the stress personnel experience in their place of work.

So as to pursue superior efficacy and output, institutional requirements for an inspired work force have become essential to personnel. In the opinion of Myers (1964), a given incentive, incentive worth and the attempt-incentive likelihood merged, ascertains the inspiration of the person. The workers must notice that good performance on the work will result in sentiments of attainment, development and morale. It was reported by Meckler (1996) that admiration, acknowledgement and incentives are crucial in successful work associations of the job. Boone (1978) discovered that job attributes most innately correlated with job contentment include feedback, variety, freedom and participation.

Adams (1965) contented that work contentment raises public service, inspiration and the efficacy of the enterprise. The crucial significance of the inspiration query to successful government functions and liability were recognized by Behn (1995). Many other organizational behavior authorities (for instance Lutahns, 1995; Newson, 1990; Huse & Bowditch, 1977) indicate that work contentment and inspiration in firms are the drivers to fulfill majority of the tests. Furthermore, Lutahns (1995); Burke (1970); Herzberg, Mausner & Snyderman (1959); Herzberg (1982) also correlated work contentment and inspiration to administrative success.

In a firm or organization, the director requires paying heed to the study which has depicted that low work contentment is the most crucial aspect in trying to forecast and comprehend turnover intents Smith et al (1969). Herzberg (1968) proposed a correlation amongst work contentment and labor turnover and Smith et al (1969) considered that high work contentment was linked to reduced turnover, dependable attendance, and continuous regularity.

Thus, so as to inspire workers in the firm, we must comprehend where the workers are coming from and which principles ascertain their desires are fulfilled and the choices they make. The conundrum of how inspiration and work contentment of workers can be enhanced indicates that the aim is to enhance the general success within the firm. Thus, there is a pressing requirement for investigations correlated to work inspiration and work contentment especially in the public segment in UAE.

1.3. Study Aim/Objectives

It was recommended by Herzberg et al. (1959) that the worker's inspiration to work is best comprehended in their personal approaches of that worker. As per Spector (1997) the degree of work contentment provides inputs to how successfully a person performs his or her job. Additionally, Ducharme & Martin (2000) investigative outputs denote that work contentment impacts the physical and emotional health of a person.

1.3.1. The Rationale of the Study

The purpose of this study was to investigate the current level of motivation and job satisfaction within a public sector firm in UAE. The study had two primary purposes:

1. The first purpose was to examine the overall level of job satisfaction within a project-based organization in UAE.

2. The second purpose is to examine the employee motivation within a project based organization in UAE, in relation to research into job satisfaction and the efforts of various demographic characteristics, if any, job satisfaction.

Chapter-2: Literature Review

2.1. Introduction

The current lesson presents an appraisal of the literature, linked to inspiration and work contentment as subjects which have been extensively evaluated in the sphere linked to industrial and organizational psychology, in addition to elaborating a lot about matters linked to inspirational and work scenarios. (Burgess and Ratto, 2003)

In the initial section, the investigator explains what is meant by inspiration and work commitment in addition to examining the hypothetical foundation for the existing research, for instance review of the administration past, introduction to Herzberg's motivation—hygiene theory, in addition to investigating researchers related to other inspirational and work contentment outlooks available in the literature. (Bourantas and Papalexandris, 2009)

The subsequent second segment outlines investigation linked to such topics as they are concerned with the age, gender, education, duration, post and work contentment. The following segment provides an overview on researches in the extant literature related to inspiration and work contentment in the public sector, reimbursement and work contentment, internal and external aspects in relation to work contentment, researches linked to location of work contentment, work contentment and loyalty to the enterprise apart from other contentment feedback forms investigations. (Judge and Ilies, 2002)

2.2. Concept of Motivation

The term inspiration originates from the Latin phrase "movers", which indicates "to progress". Inspiration commences with a real or psychosomatic defect or requirement or targeted at all or inducement which results in 'conduct in the opinion of Behn, (1995). It was asserted by Herzberg that the psychology linked to inspiration is extremely intricate. He states that as per the cognitive and inspirational extents proposed by such inspiring aspects such as ingenuity, individuation, accountability for the task, accomplishments. In the words of Pfeffer, (2004), inspiration includes those procedures which provide an explanation for a person's concentration, focus and diligence of endeavors in the direction of fulfilling an objective apart from the emphasis on the objectives of an enterprise so as to replicate our solitary attention in conduct linked to the job. According to Perry and Wise (2000), inspiration comprises of the following

crucial elements: passion, focus and diligence; passion relates to how relentlessly an individual attempts to and endeavors to focus on the objective which is in harmony with the objectives of an enterprise; it is the type of attempt an individual must look for. It was documented by Perry and Porter, (2002) that inspiration comprises of conduct which is linked to the three elements of invigorating, focusing and upholding or supporting. According to them, the upholding aspect is impacted by several aspects in the enterprise atmosphere and has special significance.

The motivation-hygiene theory was put forth by Wright, (2007). The theory argues that workers are inspired by their individual innate desires to accomplish testing assignments and not really by being offered additional advantages, novel indications of repute, or increased salaries. He also contended that supervisors must offer chances to workers to accomplish testing assignments. It was discovered by Lewin, (2003) that de-inspiring aspects have an impact on the efficiency in civil engineering ventures and that employees who are insufficiently inspired are inclined to put in least attempts, thus lowering the general efficiency capability. The firms must recognize the aspects which probably will stimulate the employees not to be inspired if the firm wishes to enhance the employee productivity.

According to Rainey, (2004), inspirational theories aim to offer a superior comprehension of the significance of inspiration and also investigate techniques to enhance the competence, output and the work quality. One requires comprehending the usage of various inspirational theories and also checking how varied inspirational theories result in enhancement of the output so as to enhance worker efficiency. The query here arises how can one make employees toil more effectively? Since the egalitarian headship technique attains enhanced output and competence, the matter related to the type of headship surely influences the worker productivity.

The theories linked to inspiration have been outlined in the subsequent segments.

2.3. Concept of job satisfaction

According to Maidani, (2001), work contentment is regarded to be the general sentiment related to the work or a linked group of thoughts related to the different facets of the profession in context of experiential researches which have been conducted. The explanation of work contentment given by Rainey, (2002) is that it is an enjoyable or affirmative poignant condition arising from the evaluation of an individual's work or work familiarity. On the other hand it has been suggested by Brewer and Selden, (2000) that contentment is ascertained by the differences

arising from a psychosomatic judgment procedure including the assessment of the existent work experiences in contrast to a few individual benchmarks of assessments.

Work contentment has been defined as a manifestation of predilection for the experienced work in contrast to external chances restricted to the data present at the given time (Brewer and Selden (2000). This explanation includes a contrast amongst the actual experience formerly experienced by individuals and the psychological experiences of external chances till that time. It also includes the contrast amongst likely anticipations of one's individual work and extrinsic chances that are likely to occur in times to come (Sansone and Harackiewicz, 2000).

Work contentment is a crucial variable which is capable of providing an estimation related to the overall sentiments and assessments shaped by the workers related to their work and location of work. Thus, work contentment indicates the anticipation of the workers in reference to their location of work and their outlooks related to their tasks. Consequently, job contentment pays the role of the degree to which an individual's requirements are fulfilled in his or her work (March, 2009).

The extant literature comprises of manifold theories linked to the explanation pertaining to worker contentment. For instance, the motivation-hygiene theory put forth by Herzberg (2008) discusses all aspects encompassed in developing job contentment were unconnected and dissimilar from aspects which resulted in work frustration. Aspects which resulted in work contentment are referred to as inducers and comprise of aspects including attainment, identification, and the job per se, accountability and growth. The aspects that thwart work contentment and result in work frustration are referred to be hygiene aspects which comprise of the management strategies, administration, earnings, associations between workers and their bosses and the functional circumstances (Calder and Staw, 2005)

2.3.1. Studies of job satisfaction

For a long time, work contentment has stayed to be an outstanding subjected talked about in the area of management, psychology and particularly organizational behavior and human resource management. Several economists have concentrated and pursued this topic in the past few years states Igalens and Roussel, (2009). Work contentment describes how workers are optimistic to attend their jobs and how they are obliged to perform their assignments when they are content

with their work state Lawler, (2004). What is that makes the workers exultant when they perform and they remain committed to their work? According to other investigators, the work contentment satisfies the person's requirements (Spilerman, 2006). As per Gomez-Mejia and Welbourne (2008), work contentment arises from a condition of emotive delight which is derived when one attains the objectives that one has thought of while performing his or her role in the enterprise.

In his investigation, Smith et al. (2004) has investigated that work contentment inspires the individual to perform. Simultaneously, it is inspiration that results in individuals being contented with their work. According to Amabile's (2008), it is not merely self-contentment and recognition delight, but also a mixture of psychosomatic and environmental which impacts the pleasure of the individuals in their jobs. Thus the predictors related to work contentment include the salary and financial incentives according to Rainey (2002). Varied enterprises use a varied salary system and other incentives. The enterprises reimburse payments and remunerations in addition to inducements, requirements and non-fiscal advantages.

In an investigation related to work approach and performance of the workers Posner and Schmidt, (2006) deduced that work contentment endorses an affirmative impact on the worker performance as it improves work engagement and the enhanced performance also results in the individuals feeling more happy and loyal to the enterprise. The contentment and performance of the worker works in succession and are dependent on one and another. Improved degree of performance by the worker is the result of job contentment and participation of the worker

According to an investigation undertaken by Crewson, (2007), the impacts of job contentment on performance have been described. They inferred that an aspect which influences job contentment must be regarded by the enterprise to be crucial which require to be expanded so as to enhance the performance of the workers and initiate situations which may lead to the most superior performance. The performance degree is reduced with decreased degree of contentment ranking. There should be some knowledge programs, relating to the anxiety and contentment degree in the trades. It will assist the enterprises to comprehend the advantages linked to anxiety awareness in context to contentment and objective attainment in the trade.

In the investigation pertaining to work contentment and exhaustion variables Stein, (2006), discovered the damaging association amongst the exhaustion and contentment in the profession. A harmful determinant to work contentment has been discovered to be exhaustion. It was evidently denoted that varied matters for Call Centre workers regarding the UAEn economy under which the investigator stated that there are different aspects resulting in frustration that are "on the job" and "off the job". It has also been outlined in the research that if exhaustion is mitigated, work contentment can be enhanced by different pioneering and supportive policies.

An initial and extensively applied short metric related to work contentment was suggested by Brewer et al (2000), and work contentment was explained to be an amalgamation of psychosomatic, physiological, or environmental situations which result in an individual to honestly state that he/she is really contented with the profession. Additionally, Crewson (2007) also explained investigations which calculated the results of contentment. Such contentment was the outcome of satisfactory wages, administration, associates and the job per se in addition to the operative environment. For instance, Wright (2007) evaluated the instances in which work was extended, the yield per worker rose on an hourly basis by 20 percent. If the wages were increased, he discovered and augmented rise in the yield by around 35%. Investigations pertaining to the inferences for worker advancement of understood individual-efficiency indicated that nurses who shifted to home care practice, studied the degree to which recognized individual-efficiency was linked to work contentment. The outcomes for individual-efficiency were linked importantly with raised work contentment according to Frank and Lewis (2004) in nurses who had only just shifted from hospital-dependent practice to home care.

According to Wright (2007), it was discovered that frustration linked to the work resulted in imagination which promoted the articulation of the intonation: helpful pointers from associates or data offered to associates that permits a worker to make enhancements on the job is beneficial. Assistance from associates and backing like requiring communicating information or technical help or offering support and back-up is also helpful. Apparent organizational reinforcement for innovation like when a worker supposed that the enterprise endorses, admires and appreciates workers who display innovation denotes that workers may try to be innovative when they notice that innovation is respected and reinforced by an enterprise (Herzberg, 2008).

2.3.2. Job satisfaction instruments

It is possible to calculate work contentment dependably and logically. Some of the tools comprise of:

1. The Job Descriptive Index (JDI) which was introduced by Smith, Kendall, and Hulin (1969). It calculates the general work contentment by calculating contentment with the administration, associates, and the work per se and wages and advancement.
2. The Job Diagnostic Survey (JDS) (Hackman & Oldham, 2005) which calculates the five essential spheres: assortment of talents, work recognition, importance of the assignment, freedom and pointers.
3. The Job Satisfaction Survey (JSS) which was created by Spector (1997).
4. The Minnesota Satisfaction Questionnaire (MSQ), which was put forth by Weiss, Davis, England, & Lofquist (1967). This is amongst the most well known investigative feedback forms which calculate the work contentment. The MSQ includes 100 articles related to work contentment and comprises of application of capability, attainment, actions, development, power, systems strategies and customs, reimbursement, associates, freedom to be innovative, principles, identification, accountability, safety, social service, ranking, administration –human associations, administration – expertise, assortment and requirements for work.

2.4. Theoretical Background

The subsequent segment provides an outline on the extant theories linked to inspiration and work contentment.

2.4.1. Motivation-Hygiene theory

It was suggested by Herzberg *et al.* (1959) that a worker's incentive to perform is superiorly comprehended when the individual approach of the worker is comprehended. This means that the internal idea of outlook which finds its origins from the mental condition, when investigated, should disclose the most realistic data for administrators in context of inspiration of the employees. In his method to investigate the sentiments of individuals in context of their job, or their outlooks, Herzberg *et al.* (1959) aimed to reply to the following three queries:

1 How can an individual identify the outlook of any person in context of his or her work?

2 What are the reasons for these outlooks?

3 What are the outcomes of these outlooks?

The sequence of these queries is experientially logical and for Herzberg, the last query, which would show the link amongst the outlook and following conduct, was crucially relevant. In reply to the disconnected character of prior erudition, the amalgamation of the three queries leads to a solitary entity of the investigation – the aspects-outlooks-impacts (F-A-E) involvement. This novel method according to Herzberg is idiographic (Herzberg *et al., 195*9). In contrast to the numerical or nomothetic method this gives more stress on a set communication with a specific variable, the idiographic outlook was dependent on the theory that the (F-A-E) involvement must be investigated within persons.

Considering the workers, Herzberg *et al.* (1959) created two unique lists of aspects. One group of aspects was the grounds for pleased sentiments or a superior approach within the employer, and these aspects, in totality, were linked to the work. The other set was chiefly existent when sentiments of misery or horrific approach were visible, and these aspects asserted Herzberg were not directly linked to the work per se, but to the scenarios that encircle the work. The initial set he stated was called stimulators work facets):

- Identification;
- Attainment;
- Chance of advancement;
- Development;
- Liability
- The work per se;

The next facet was termed to be hygiene aspects by Herzberg (extra-work aspects):

• Income;

• Interpersonal links – manager;

• Interpersonal links – juniors;

• Interpersonal links – contemporaries;

• Administration – technological;

• Corporate strategy and management;

• Operative scenario;

• Aspects in individual life;

• Ranking;

• Work guarantee.

Stimulators are aspects which are internal to the tasks for instance the identification of a finished assignment. In contrast, hygiene aspects encompass external units like links with associates, which are not really relevant to the employee's real work.

2.4.2. Locke's theory on job Satisfaction

The complex premise related to work contentment put forth by Locke is the result of several other ideas created by him by investigating and analyzing linked subjects like deciding of aims and performance of the workers. Similarly, his description of work contentment is a component of the reply to a few recommendations put forth by Herzberg. Consequently, the censure of Herzberg's theory by Locke will be initially outline and subsequently his theory on principles, agent/incidence aspects, and ultimately an adapted opinion related to work contentment will be provided. (Armstrong, Michael, 2006)

Criticisms of Herzberg

The evaluation of Herzberg's two-aspect premise by Locke can be synopsized by the subsequent results related to the philosophy of Herzberg: (Kosteas, 2009)

1. Work contentment and frustration are the outcome of varied reasons.

2. The two-factor premise is equivalent to the twin premise of an individual's requirement, which asserts that tangible requirements (similar to those of animals) work in juxtaposition with hygiene aspects, and psychosomatic requirements or advancement

requirements (distinctive to humans) operate besides stimulators (Locke, 2006). In addition to such suppositions as the foundation for Locke comprehending Herzberg, subsequent is a list of Locke's censures:

- Psyche-body dichotomy;

- Unidirectional function of requirements;

- Deficiency of equating the requirements of a man and the incentive and hygiene aspects

- Occasion taxonomy system;

- Protectiveness;

- The employment of frequency data;

- Refutation of personal variations.

As per the initial analysis of Locke (2006), the opinion of Herzberg related to a man's character entails a division amongst the psychosomatic and biological procedures related to the human constitution. The two are of double characteristics and yet different operationally. Contradictorily, Locke suggested that the mind and body are innately linked. It is through the psyche that the human identifies the character of his/her tangible and psychosomatic requirements and how they may be fulfilled. Locke proposes the evidence that the primary requirement for continued existence, a biological requirement, is only attained by applying the psyche.

It can be deduced that the initial group are unidirectional, as are the tangible and psychosomatic requirements in context of the Herzberg's connection amongst hygiene aspects, stimulators and psychosomatic requirements (Locke, 2006). This deduction has no validation states Locke. He puts forth the instance of the tangible requirement – hunger, he notes that actions like eating can behave in such a manner that it evades hunger pangs, but also gratifies the body.

According to Locke (2006), the next censure which is directly linked to the other two, is merely the absence of an equivalent link amongst the two sets of aspects and requirements. Their link is

unclear and coinciding in many examples. A new corporate strategy (hygiene) may have a considerable impact on the employee's attraction in the work per se or his/her achievement with it. The link does not have an apparent line of differentiation.

2.5. Factors affecting Job satisfaction

There has been a lot of research done in understanding employee job satisfaction. One opts for a global approach to measuring the employee job satisfaction quotient, especially when the idea is to calculate the overall perspective to the job. Facet approaches can, however, only specify what particular features of the job work towards bringing about job satisfaction or a negative feeling for the person on the job. Job satisfaction has several aspects to it – monetary emoluments, co-workers or colleagues, supervisors, organizational environment and social conditions that exist in that environment. Researchers like Dawis & Lofquist (2004) and Rao (2005) believe that employees ought to expect an aggregation of various features which they have positive expectations from. As for the employee's satisfaction on the job, there are five aspects to it – salary, job features and profile, working conditions, politics in management and working with colleagues. Though the salary is basically regarded as an external feature, there are other job features that fall into the internal factors category (Aswathappa (2003). The effects of discretion, outcome feedback and process feedback have been investigated by Velnampy (2008).

The researchers discovered that it is not enough to simply provide discretion and outcome feedback alone so as to raise employee satisfaction. However, when employees are given discretion as well as outcome and process feedback helps majorly in making huge developments in the matter of job satisfaction of employees.

Shahu & Gole (2008) observe that employee satisfaction is an amalgamation of many features of the job. These features could be the working conditions of the job, the remuneration, inter-personal skills of the employee vis-à-vis his colleagues and supervisors, the rules, regulations and policies of the company and the basic core nature of the job. Shah & Shah (2008) and Luthans (1995) observe different features of the job that interact with job satisfaction. With regard to job features - overload of work, deadline pressures, occupational features – different kinds or types of work, features of the organization – ambiguity of the job profile, conflict of the perceived and actual role, background features – age, gender, personality features – self-esteem,

locus of control and assertiveness or lack of it. All these elements have been explored in more ways than one. Gagne´ et al (2010).

Researchers Simon (2007) studied the concept of employment satisfaction and established ten key groups. These were: The Management and their relationship with the personnel of the company, inter-employees relations, motivation in employees, education and skill development, wages, salaries and other emoluments, job appraisal and job promotion, systems and processes in the organization. Frey (2007) has also put forth his views and has identified elements like content of work, age, gender, educational qualifications, work environment, location of the work place (whether rural or urban), colleagues, monetary remuneration and working hours as those that influenced job satisfaction either positively or negatively.

Certain important job features like work redesign and empowerment of employees play a vital role in ensuring more empowerment of employees. These create more loyalty on the part of employees toward their company. Researchers Wright and Pandey (2005) explored the direct and indirect relationship among the top management of the company. They also identified a connection between human resource-centric TQM or Total Quality Management and the job satisfaction and loyalty. The concept of Total Quality Management necessitates more involvement of employees with more consistent and frank feedback improving employee satisfaction. It is only when employees perceive themselves as an integral part of the organization that they are motivated to work together towards a common goal to improve the system (Allen & Meyer, 2000)

Terms like pay and benefit levels, leadership and synergy, work environment, job profile and interpersonal communication are increasingly used variables finding their way in public administration-related literature. All these variables function at the organizational level with other variables being procedural fairness as it is perceived, loyalty and trust as well as job security as perceived by the individual at his/her own level. All these features and variables play a dynamic role in reality and in business literature as well (Horwitz et al (2003)

As part of this study, job satisfaction factors were determined on the basis of features of the public organization that had been surveyed in the study as well as founded on relevant literature .

Here are the significant elements that influence the level of job satisfaction among employees of the Istanbul Branch of Social Security Institution in Turkey.

- Empowerment and Participation of employees
- Work conditions
- Recognition of efforts and Rewards for the same
- Acknowledgment of Teamwork
- Training and Development of individual skills

2.5.1. Empowerment and Participation of Employees

When employees in management and decision-making functions participate together and take decisions related to relevant strategies, common goals and policies of the organization it is called participation. Brown (2006) note that the understanding of employees of the aims, ethics, values and the political fabric of their companies determine to a great extent their job satisfaction. As per Wagar and Terry (2008), it is important for public managers to include employees in decision-making processes of the company. Employee participation in various functions or events of the organization holds the potential to step up their job satisfaction.

Empowerment is a very important value of an organization. When employees are given adequate amount of power for them to work well independently and without needing to check with the management all the time, empowerment is said to have been a practiced value (Baron, 2003). Empowerment is defined by Kovach (2007) as one's belief in one's own ability to use choice to the best of the abilities. The concept of employee empowerment is to develop the performance of the individual's as well as the company's performance as well as to facilitate the employees in achieving the individual goals as well as those of the organization overall. Empowerment also consists of helping employees achieve their subtler goals by giving them chances to take decisions that would have an impact on the organization's performance.

It often happens that workers or employees are quite preoccupied with their jobs and work at finding and solving problems they encounter in that zone (Kreitner and Kinicki, 2004).

Employees often feel that it is important for the emotions of empowerment must work positively on attitudes, responses as well as their job satisfaction (Snipes et al., 2005)

2.5.2. Physical Aspects of Working Conditions

The workplace has several physical working conditions like a proper and comfortable working area that is airy with sufficient light and temperature as well. Bigger, better and cleaner workplaces are often preferred by one and all. Employees expect a working environment that gives them the least or nil physical discomfort (Broad, 2007). Naturally, when such an environment is provided, it leads to happier employees. There have been studies whose findings reveal lower job satisfaction rises from poor physical working conditions (Vansteenkiste, 2005).

2.5.3. Reward and Recognition

We recognize the importance of reward and recognition in order to be amply motivated individuals. These values are also essential factors that determine employee satisfaction. According to Oosthuizen, (2001), when employees are recognized for their efforts towards the progress of the organizations and are rewarded for it, organizations achieve success in the real sense (La Motta, 2005). According to Ciscel, (2004) research, when there is no recognition or rewards for one's work, it is the fault of the system since rules require supervisors to give 'encouragement reward' that acknowledges a well-done assignment or job. To put it differently, the lesser the recognition or reward, the lesser is the job satisfaction and involvement of the employee with the organization. Organizations must therefore pay a lot of importance and efforts in developing better reward and recognition systems for their employees if they are keen on developing happier employees.

2.5.4 Teamwork

When there is good synergy in the team members, there is effective teamwork and it leads to better motivated employees. This, in turn, improves employee performance. Better motivated individuals try to better their performance to achieve their own goals as well as those of the team and therefore, of the organization. This is a source of employee autonomy and a satisfying work relation with team members. As per the surveys of Lawler (2003), using teams is a very effective technique in achieving organizational goals, besides having immensely positive effects on

employee morale. Similar positive relationship between good teamwork and employee satisfaction can also be developed in public sector companies too.

2.5.5. Training and Individual Development

When companies provide their employees proper and adequate training, they provide more opportunities that help them do a better job. Employees are able to equip themselves with more awareness and more knowledge to hone their talents and skill. Additionally, this also helps in developing more self-sufficient teams whose members have their focus on the progress of their team as well as on their own goals (Meyer & Kirsten, 2005). Employees who receive training to improve their own development, have more job satisfaction than those who do not receive such training (Freedman, 2008). Csikszentmihalyi (2000) observed that employee satisfaction improved tremendously when training programs that developed individual skills and competencies were conducted. Employees who attend such training programs were able to gain their self-confidence to work on their job effectively, to identify development opportunities in their own careers and also felt good about themselves that the company had invested in them by providing them training programs to develop their potential.

2.6. Motivation and Job Satisfaction in a project-based organization

There was a study conducted on the connection between motivation and job satisfaction in a particular R&D environment at an American project research laboratory. The idea was to understand the different factors that affected job satisfaction. Herzberg's motivation-hygiene factor theory was opted for by the research framework. The findings of this study showed that Herzberg's theory worked well for the particular environment and that the researchers and managers were in sync with the vital role of the factors in improving their performance. They however did not agree on the kind of importance shared by the different factors in the employees' job satisfaction (Flynn, 2008). According to the researchers, it was essential for the agency to first concentrate on providing good working conditions like the hygiene elements, clean surroundings and fair company policy and administration. Further, it was also important to step up the role of motivating factors – the work profile, appraisals, acknowledgement, appreciation, reward and recognition must be a part of the employee development programs. The

company would also do well to reduce negatively working factors that would work towards creating more positivity and enthusiasm in the employees (Gruneberg, 2009)

Herzberg's two-factor theory has also been studied by Baron (2003). He compares this theory of job satisfaction in project-based companies. The findings leaned more toward the intrinsic or motivator elements of employment whereas the public sector was tuned towards valuing the extrinsic or hygiene and cleanliness factors, considerably more than the workers in project-based companies. Here it was seen that the motivator factors were actually providers of satisfaction and happiness than the contrary. (Morris, 2004)

Some research findings that were the result of a study done on job satisfaction among the project-based companies in the USA also refer to the value of Herzberg's theory especially in connection with the primary sources of job satisfaction. The importance of individual employees and their working conditions in project-based organizations was specifically focused on and this culminated into a situation where project managers valued their work environment especially because of the freedom they enjoyed in decision-making since it helped them develop their own overall skills as well as specific decision-making skills (Deeprose, 2004)

Further research done on project managers found that in general, the job features or job profile of project managers is by and large the same as those for the blue-collar employees, other than the actual task structure. This also had its own effects on the recruitment and retention of the best professionals' opportunities (Bull, 2005)

Project managers were also observed to be a little more dissatisfied on account of their low levels of work satisfaction and without proper motivation than their blue-collared counterparts. The findings revealed that project-based companies had to take special efforts to make sure their recruitment and retention policies worked to the benefit of the company at all times. Work attitudes and interpersonal skills with co-workers and colleagues and how the work helps employees to meet their intrinsic needs (Robbins, 2001). In this way, the theory of job design complemented by effective management profiling for project managers has to incorporate social interactions like feedback from co-workers or colleagues and possibilities to achieve intrinsic goals. Such organizations that provide work with ability to meet professionals' expectations will have a strong and distinct USP in the competitive human resources market.

2.7. Summary

This chapter has provided a relevant review of the literature, related to motivation and job satisfaction. These topics have been widely investigated in the field of industrial and organization psychology. Halepota (2005) stated "that motivation is the key factors in influencing humans to work better, so an increase in motivation will result in higher productivity and more profit. Understand and having knowledge about motivations theories can help to create a motivation atmosphere".

The first section reviews the theoretical basis for the present study, an introduction to the theory based on Herzberg's motivation-hygiene theory, and a discussion of management theory history and integrating contemporary theories of motivation, and work adjustment theory.

The second section looked at research at age and job satisfaction and the factors affecting the job satisfaction among employees.

The third section presented research findings connected with motivation and job satisfaction in the project based organization, compensation and job satisfaction, intrinsic and extrinsic factors and job satisfaction, workplace job satisfaction studies, job satisfaction and organizational commitment.

The next chapter presented the proposed methodological procedures for this study, including the research design, research question and hypotheses, description of the survey instruments and their validity, reliability, data collection procedures and proposed the statistical procedures to be used to test the hypotheses and answer the research questions and analyze the data.

In this study of Employee Motivation and Job Satisfaction in Project-based Organization: The case of the UAE we tested the following hypotheses:

Hypothesis 1: A positive and strong relationship exists between participation and empowerment and job satisfaction among employees.

Hypothesis 2: There is a positive and strong relationship between working conditions and employee satisfaction.

Hypothesis 3: A positive and strong relationship exists between rewards and recognition and employee satisfaction.

Hypothesis 4: A positive and strong connect exists between good teamwork and employee satisfaction.

Hypothesis 5: There is a positive and strong connection between training and development of the individual (employee) and employee satisfaction.

<p style="text-align: center;">**Chapter-3: Research Methodology**</p>

3.1. Background

The main purpose of the dissertation is to collect data and find answers to research questions. This will be undertaken by this chapter on Methodology. This chapter is divided into sections on the research purpose, strategy, and the ways to approach the research. There is also a presentation on how sampling is carried out and how the function data collection is undertaken. Once the methodology problems are assessed, the Chapter explains the General Analysis method. According to Harber (1998), a visual summary of the research process is also presented.

This study examines the relationship between job satisfaction and consumer behavior in Project-based Organizations in the UAE. Some sections in this chapter are dedicated to the theoretical base while the others explain the rationale behind choosing it as the research approach.

3.2. Data Collection

No research is complete without data. Data collection can be classified as:

- Primary data

- Secondary data

Secondary Data: As the name suggests, this data is collated from the existing sources of information such as archive papers, company records, research material, periodicals, books on the particular topic, among others. After examining the secondary sources in detail, one can build ones inferences from the collated secondary data. The importance of the secondary data lies in the comparison of information that is made possible when the primary data has been collated using the secondary data as the base. Since it involves using the available sources such as academic journals, newspapers, articles, and the Internet—yielding an ocean of information— collecting secondary data is not a tedious affair unlike primary data collection. However, ample time and dependable sources of information are required when formulating this kind of research methodology. Once this is obtained, it is imperative to classify secondary data for the purpose of examining certain details relevant to the research.

Primary Data: Primary data plays an important role where research is being carried out for the first time. This is the data, which is collected after interacting with people through the use of interviews and questionnaire forms. Primary data is inferred by statistical analysis and has a clear and precise structure. Naturally, it enhances the value of the research study and this ensures accurate and precise findings. However, along with involving long periods of time, primary data collection proves to be a cumbersome exercise. After interacting with the selected sample of people from a population interview, personal reports must be prepared. According to Polit and Hungler (2009), some reports and information can also be gleaned from personal written communication sources like diaries, autobiographies, photographs among others.

For any research study, both, the primary and secondary data play fundamental parts. On both levels the researcher carried out data collection in the case of this one. through sources such as literature, archives and other sources mentioned earlier secondary data was sourced, through questionnaires the primary data was collected. The researcher used the questionnaire as the main form of data collection and the information from these questionnaires were termed primary data, aimed at measuring the consumers' preferences and purviews.

3.3. Research Approach

During a research study, a researcher takes two approaches: a qualitative approach and a quantitative one. A lot of information can be derived from some examined units such as, interviews, discussions, and observations and this is termed the qualitative method of research. To get relevant material, the researcher has to study existing sources like periodicals and investigations and this method is termed the quantitative method. The various factors influencing consumer choices and preferences in the local market scenario were introduced in this research paper to achieve better understanding, by making use of the quantitative approach to the research. According to Walsham (1995), for the quantitative method, the tool used was the questionnaire, which would provide valuable primary data.

In this research, the researcher offers many broad-ranged concepts, especially those like advertisements, consumer preferences, and sponsorship moving towards substantial empirical evidence. The approach is inclusive of studies made over varied kinds of local and global factors that are subject to influence the consumers' likes and dislikes. By the end of the research, the

researcher offers a comparative analysis of derivations along with theory. Here, the deductive approach with theory-based or condition of applied research problem is used in addition to the endings with empirical measurement and relevant data analysis. On the other hand, the inductive approach follows detailed observations in addition to abstract ideas and generalizations.

The researcher uses a questionnaire to feel and reflect the same with regard to the mathematical solutions that are managed through the quantitative approach. Findings relevant to the similarities and differences between the cultural consumers and groups, statistical diagrams and tests show a marked distinctiveness.

3.4. Method of Data Collection

For the collection of data, the researcher applies some techniques and tools. The 'questionnaire' can be considered as the basic and possibly, the most popular research instrument that is important for any kind of investigation. The structure of the questionnaires is a set of questions that are copied and circulated among the sample population. Selected respondents were subject to answer the questions as per their interpretation and kinds of opinions related to the questions. The approach was very flexible and thus, the questionnaires were deemed both, popular and a common instrument for the collection of primary data. Along with the questionnaires, there were the interviews that were considered appropriate for the research in the field of the social sciences. The best instance of a large scale questionnaire form used to collate information is the census. Questionnaires are easy to administer to varied numbers of people (Phillips, 2001).

- Questionnaires have a better score over any kind of survey method,
- They are cheaper,
- They do not depend on the presence of the researcher and telephonic interviews or verbal surveys are instances of this,
- They are easy to distribute and it is easier to collate information from them as the answers here follow a similar structure.

However, in spite of these advantages, the structure of questionnaires still possesses some drawbacks. The common format of answers usually annoys the respondents. In case the respondents cannot read and understand the questions, their responses turn vague and this makes

the entire approach quite futile. Thus, questionnaire too can prove to be impractical for some sections of social research (Patton, 2000).

Data collection was conducted using the Job Satisfaction Questionnaire Survey administered by the researcher. The researcher prepared and hand-distributed the survey to 400 respondents randomly selected and e-mailed them about the purpose of this study, reassuring the respondents about the confidentiality and anonymity for those who were completing the survey.

If the subjects chose not to participate in the study, they were asked to return the blank survey, and after two weeks, a reminder was sent out and new surveys were dispatched to replace the incomplete ones. Thus, two weeks after the initial survey, another letter stressing on and encouraging the return of the completed questionnaire was dispatched. This also stressed the importance of the survey. In this study, the target population was a representative sample of the employees from the Project-based Organization in the UAE.

This study utilized an existing validated instrument. Emphasis was placed on identifying an instrument that had already been successfully used and adapted for use in the UAE. The researcher drafted the instrument in English and established the reliability and validity of each of the measures. Since the reliability and validity measures were not reported in his publication, the reliability and validity scores were obtained by direct personal contact with the senior author. The questionnaire drafted included questions with regard to age, gender, tenure, job position. Questionnaires were structured as per the relevant literature related to the concerned topic and these were framed much before creating certain hypotheses.

Research objectives defined the hypothesis. Subsequently, there were some apt parameters followed in the process of drafting the questionnaires. Questions here were both, open- and close-ended, and were created by considering the demographics of the consumers and their preferences for specific kinds of soft drinks, or related products (Moustakas, 1994).

A questionnaire offers space to gather specific information about the ways different consumers make their preferences clear with regard to soft drinks, especially Coca-Cola. Ruane (2005,

p.123) declares that a questionnaire is a *"self-contained, self-administered instrument for asking questions."* It can be divided into unstructured and structured questions, where the structured questions can have multiple choices, a scale or dichotomous questions; whereas the unstructured questions may be open-ended implying that the respondents' answers will be in their own words (Malhotra, 2004).

3.5. Selection of the Sample

The participants in this research all currently work at the Project-based Organization in the UAE. There are about 1000 employees in this organization and the sample was drawn from this population. Employees included both males and females from across the project-based organization in the UAE. Employee positions included the Organization Director, the Vice Director, and the Head of the Department of Director, the Production Managers among others. The final sample size surveyed was expected to reach 400 but in fact ended at 305. A total of 305 surveys were returned. Thus, the final sample was 305 and the usable response rate was 100%. The sampling frame used randomly selected pre-assigned e-mail addresses for employees in this project-based organization. Data analysis that was used in this research has been explained below.

3.6. Analysis of Data

According to Yin, researchers must select a specific mode of investigative method much before they decide to review the information from the context of questionnaires. The core content of this research is based on academic plans, where collection of data is undertaken as per the queries selected from previous studies.

Further, he adds that noting three relevant flows of activity in the process of data collection can make it apt. These are:

1. Information cutting is related to the study of every data in the form of organized information for excessive outcomes. It is inclusive of focusing, fixing, changing, and extracting information.

2. Show-casing information is meant for the cut data that should be portrayed and implemented in a very condensed and formatted manner yet relies on the simplification of the flow for deriving the information.

3. Authentication follows the route of models, consistencies, casual flows, explanations, and suggestions, which are supposed to be observed and further authenticated in the study of data.

According to Miles and Huberman (1994), researchers can identify the connection between different concepts through descriptions and models, as well as suggestions and consistencies. In this research, the approach supports a determined proposition related to the structure of studying information for a relevant end. All the information that is collected is systematically arranged through the implication of pie-charts, diagrams, and tables in order to enhance comprehensive content.

3.7. The Tools Used in Data Study

In the process of collecting information there is the follow up of the statistical software SPSS – that is Statistical Package for Social Sciences applied in Windows 17.0 and all the other numerical instruments and tools. Further, tools like percentages, ratios, and index numbers in addition to the co-efficient of variations, standard deviation, correlation, growth rate, and regression especially for detailed study related to financial information have also been used. The use of multiple regression, 'T' test, and similar numerical instruments help comprehend the connection between illogical theory and multiple variables. Variables are measured through the SPSS thus offering the base for theoretical analysis (Singleton and Straits, 2005).

3.8. Research Accuracy

The methodological approach implied in all the four stages of this particular research offers accurate results. Explanation related to accuracy demands an explanation. Research is inclusive of trade-offs led among validity, relevance, generalizability and reliability as explained below:

Relevance in the process of data collection is established through the research's usefulness for the consumers.

Validity is the correctness assessed in the collected data.

Reliability is the ability to replicate the derived results by the way of using same techniques, by offering results that all the other researchers can repeat.

Generalizability has been identified by the ability to make a prediction accurately from a sample of the entire population that has been represented (Moustakas, 1994).

3.9. Research Ethics

The social unit or aspects related to social arrangement follow ethical notions. These notions determine the standards related to professional behavior. Ethics are subject to guide the researcher to undertake fair play and integrity, specifically in terms of research participants. Technical competence is considered a part of ethical obligation as it can ensure the fairness of the research, relevant awareness, and integrity as per the credibility of the researcher Coderre et al. (2004).

In the present research, the ethical notions mentioned below have been strictly followed (Antonius, 2003):

- Keeping participants informed about research purposes.
- Ensuring that participants have adequate awareness about the activities related to the research findings.
- Answering all kinds of queries, questions, or doubts related to the research topic at every possible point in the process of the research.
- Requesting genuine permission from the participants in order to continue the process of the research.
- Respecting the rights of the participants to refuse to participate in the survey.

- Respecting the rights of the participants to withdraw from the project at a particular point.

In the process of collecting data, the whole research is subject to how the above ethics are adhered to in a manner that ensures absolute freedom for all the respondents in terms of filling up the questionnaires. Each and every participant gets treated with respect and every single query gets answered with appropriate timeline being offered to every respondent when filling up the questionnaire (Merriam, 2001).

3.10. Summary

This research follows a quantitative and a descriptive approach. Respondents were selected through the method of non-random selection. An optimum sample was selected with reference to a company matching with the respondents. Application of a general analytical strategy based on theoretical propositions was used. The four tests of validity, as stated by Yin and mentioned below were applied to bring in credibility and quality to the research project:

- Constructing validity
- Internalizing validity
- Externalizing validity
- Reliability of the study

Chapter-4: Statistical Analysis

4.1. Descriptive Statistics

The Table 1 given below shows the information about the frequency distribution of the Gender of the respondents taken for the study

Figure 1: Pie chart of the Gender of respondents taken for study

Gender		Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid	Male	179	58.7	58.7	58.7
	Female	126	41.3	41.3	100.0
	Total	305	100.0	100.0	

Table 1: Frequency Distribution of the Gender of respondents taken for study
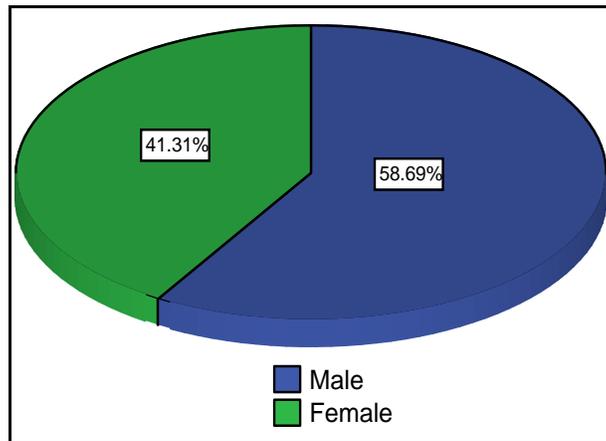
From the Table 1 and Figure 1, the researcher sees that, nearly 58.7% of the employees participated in the study are male employees and 41.3% of them were female employees

The Table 2 given below shows the information about the frequency distribution of the Age of the respondents taken for the study

Figure 2: Pie chart of the Age of respondents taken for study

Age				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24 or under	112	36.7	36.7	36.7
	25-34	163	53.4	53.4	90.2
	35-44	20	6.6	6.6	96.7
	45-54	8	2.6	2.6	99.3
	55 or above	2	.7	.7	100.0
	Total	305	100.0	100.0	

Table 2: Frequency Distribution of the Age of respondents taken for study
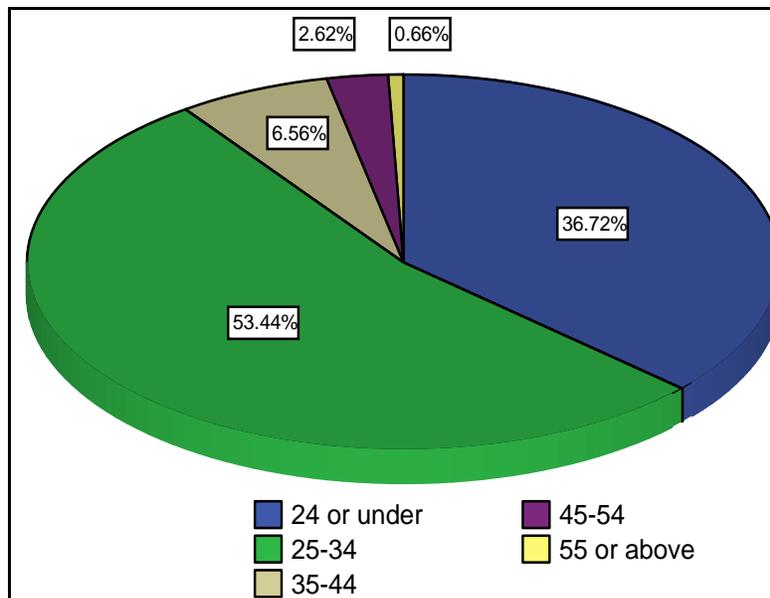
From the Table 2 and Figure 2, the researcher sees that, nearly 53.4% of the employees are in the age group of 25 and 34 years, 36.7% of the employees are in the age group of under 25 years, and 6.6% of the employees are in the age group of 35 and 44 years. This indicates that most of the employees taken for the study are at younger age.

The Table 3 given below shows the information about the frequency distribution of the Marital Status of the respondents taken for the study

Figure 3: Pie chart of the Marital Status of respondents taken for study

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	208	68.2	68.2	68.2
	Married	97	31.8	31.8	100.0
	Total	305	100.0	100.0	

Table 3: Frequency Distribution of the Marital Status of respondents taken for study
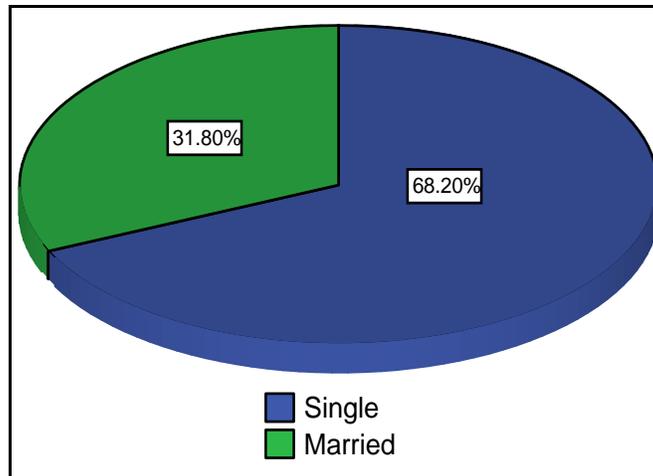
From the Table 3 and Figure 3, the researcher sees that nearly, 68.2% of the employees are single and 31.8% of the employees are married.

The Table 4 given below shows the information about the frequency distribution of the 'Level of Education' of the respondents taken for the study

Figure 4: Pie chart of the Level of Education of respondents taken for study

Level of Education				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school or less	34	11.1	11.1	11.1
	Junior college	36	11.8	11.8	23.0
	University	146	47.9	47.9	70.8
	Master's or Doctoral	89	29.2	29.2	100.0
	Total	305	100.0	100.0	

Table 4: Frequency Distribution of the Level of Education of respondents taken for study
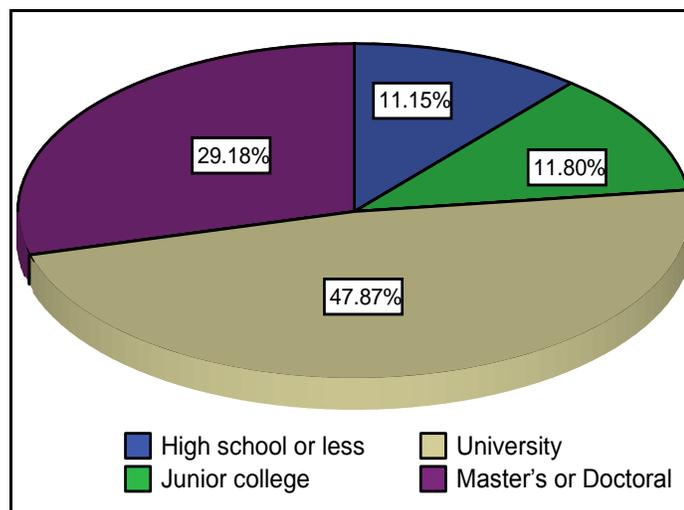
From the Table 4 and Figure 4, the researcher sees that nearly 47.9% of the employees are holding University degree qualification and 29.18% of the employees are holding Masters or Doctoral degree qualification.

The Table 5 given below shows the information about the frequency distribution of the Nationality of the respondents taken for the study

Figure 5: Pie chart of the Nationality of respondents taken for study

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UAE National	17	5.6	5.6	5.6
	Non-UAE National	288	94.4	94.4	100.0
	Total	305	100.0	100.0	

Table 5: Frequency Distribution of the Nationality of respondents taken for study
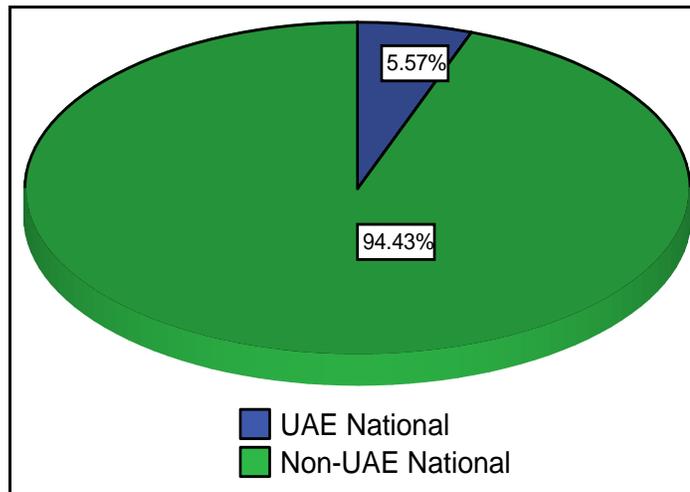
From the Table 5 and Figure 5, the researcher sees that nearly 94.4% of the employees are Non – UAE Nationality and only 5.6% of the employees are UAE Nationality.

The Table 6 given below shows the information about the frequency distribution of the Position of the respondents taken for the study

Figure 6: Pie chart of the Position of respondents taken for study

Position				
		Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid	Technical	116	38.0	38.0	38.0
	Administrativ e	189	62.0	62.0	100.0
	Total	305	100.0	100.0	

Table 6: Frequency Distribution of the Position of respondents taken for study
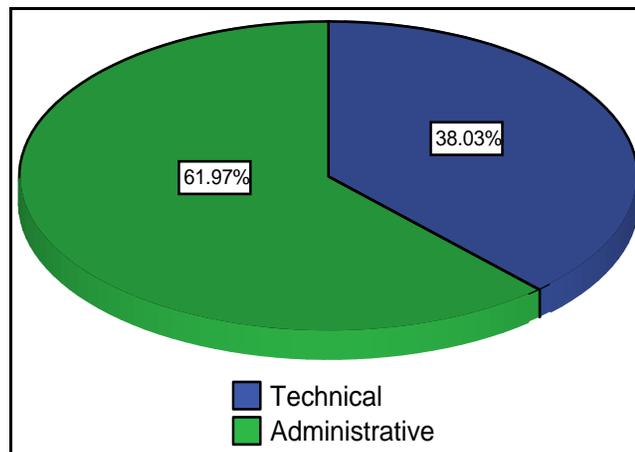
From the Table 6 and Figure 6, the researcher sees that, nearly 62% of the employees are holding Administrative position and 38% of the employees are holding Technical position

The Table 7 given below shows the information about the frequency distribution of the Work Experience of the respondents taken for the study

Figure 7: Pie chart of the Work Experience of respondents taken for study

Work_Experience				
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	112	36.7	36.7	36.7
	3 years to 5 years	103	33.8	33.8	70.5
	6 years to 10 years	60	19.7	19.7	90.2
	11 years to 15 years	14	4.6	4.6	94.8
	15 years to 20 years	4	1.3	1.3	96.1
	Over 20 years	12	3.9	3.9	100.0
	Total	305	100.0	100.0	

Table 7: Frequency Distribution of the Work Experience of respondents taken for study
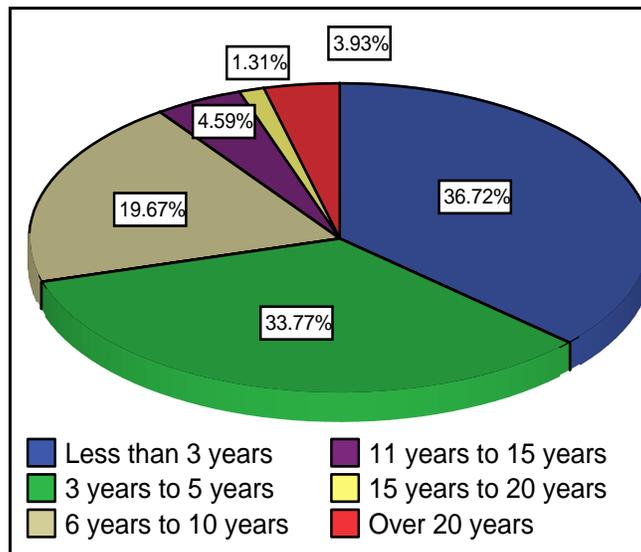
From the Table 7 and Figure 7, the researcher sees that, nearly 36.7% of the employees are having less than 3 years of experience, 33.8% of the employees are having 3 to 5 years of experience and 19.7% of the employees are having 6 to 10 years of experience

4.2. Chi – Square Test for Independence

To test whether there is any association between 'Level of Education' and 'I feel happy with the supervisory style of my manager'

Table 8: Chi – Square Test between 'Level of Education' and 'I feel happy with the supervisory style of my manager'

Crosstab								
			I feel happy with the supervisory style of my manager					
			very dissatisfied	dissatisfied	neither	satisfied	very satisfied	Total
Level of Education	High school or less	Count	4	1	11	13	5	34
		% within Level of Education	11.8%	2.9%	32.4%	38.2%	14.7%	100.0%
	Junior college	Count	3	8	1	18	6	36
		% within Level of Education	8.3%	22.2%	2.8%	50.0%	16.7%	100.0%
	University	Count	9	19	33	57	28	146
		% within Level of Education	6.2%	13.0%	22.6%	39.0%	19.2%	100.0%
	Master's or Doctoral	Count	12	12	20	40	5	89
		% within Level of Education	13.5%	13.5%	22.5%	44.9%	5.6%	100.0%
Total		Count	28	40	65	128	44	305
		% within Level of Education	9.2%	13.1%	21.3%	42.0%	14.4%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.756[a]	12	.016
Likelihood Ratio	29.955	12	.003
Linear-by-Linear Association	1.659	1	.198
N of Valid Cases	305		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is 3.12.

Figure 8: Bar chart count between 'Level of Education' and 'I feel happy with the supervisory style of my manager'
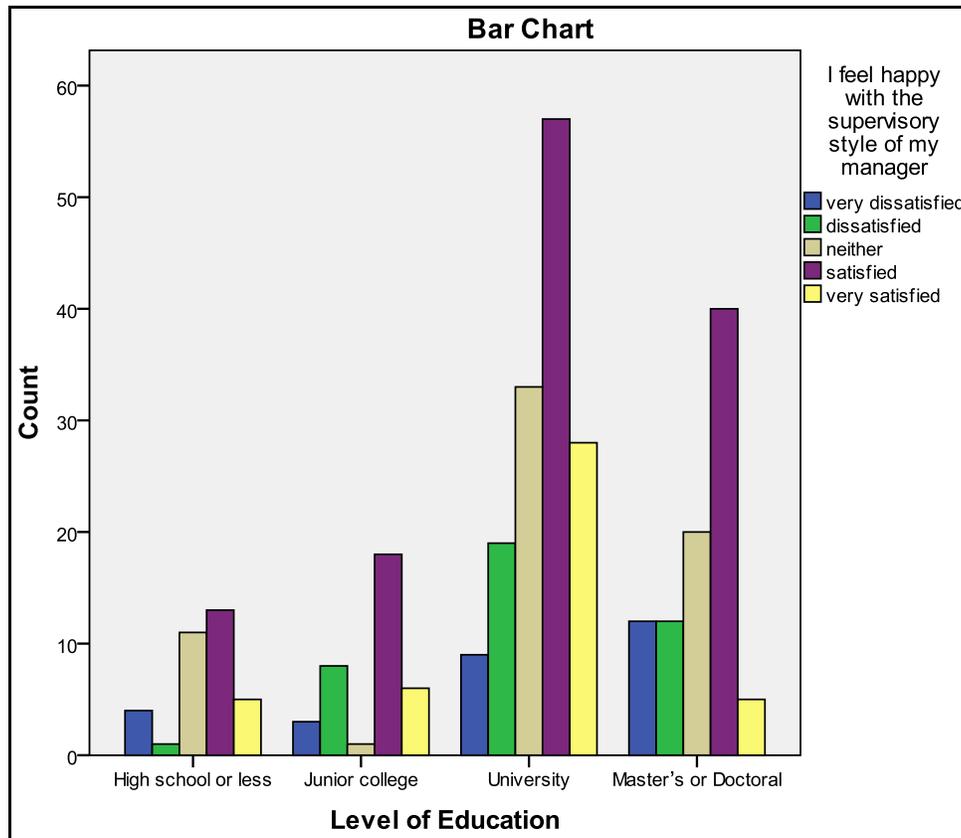
` There exists a significant association between 'Levels of Education' and 'I feel happy with the supervisory style of my manager' (Chi – Square test statistic = 24.756, p – value = 0.016 < 0.05). Going through the row percentage, we see that nearly 39% of the employees holding University degree and 44.9% of the employees holding Master's or Doctoral degree are satisfied to the statement that they feel happy with the supervisory style of my manager.

To test whether there is any association between 'Position' and 'Being able to keep myself busy all the time'

Table 9: Chi – Square Test between 'Position' and 'Being able to keep myself busy all the time'

			Being able to keep myself busy all the time					Total
			very dissatisfied	dissatisfied	neither	satisfied	very satisfied	
Position	Technical	Count	8	31	34	39	4	116
		% within Position	6.9%	26.7%	29.3%	33.6%	3.4%	100.0%
	Administrative	Count	2	1	0	164	22	189
		% within Position	1.1%	.5%	.0%	86.8%	11.6%	100.0%
Total		Count	10	32	34	203	26	305
		% within Position	3.3%	10.5%	11.1%	66.6%	8.5%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	146.052[a]	4	.000
Likelihood Ratio	165.297	4	.000
Linear-by-Linear Association	103.364	1	.000
N of Valid Cases	305		

a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 3.80.

Figure 9: Bar chart count between 'Position' and 'Being able to keep myself busy all the time'
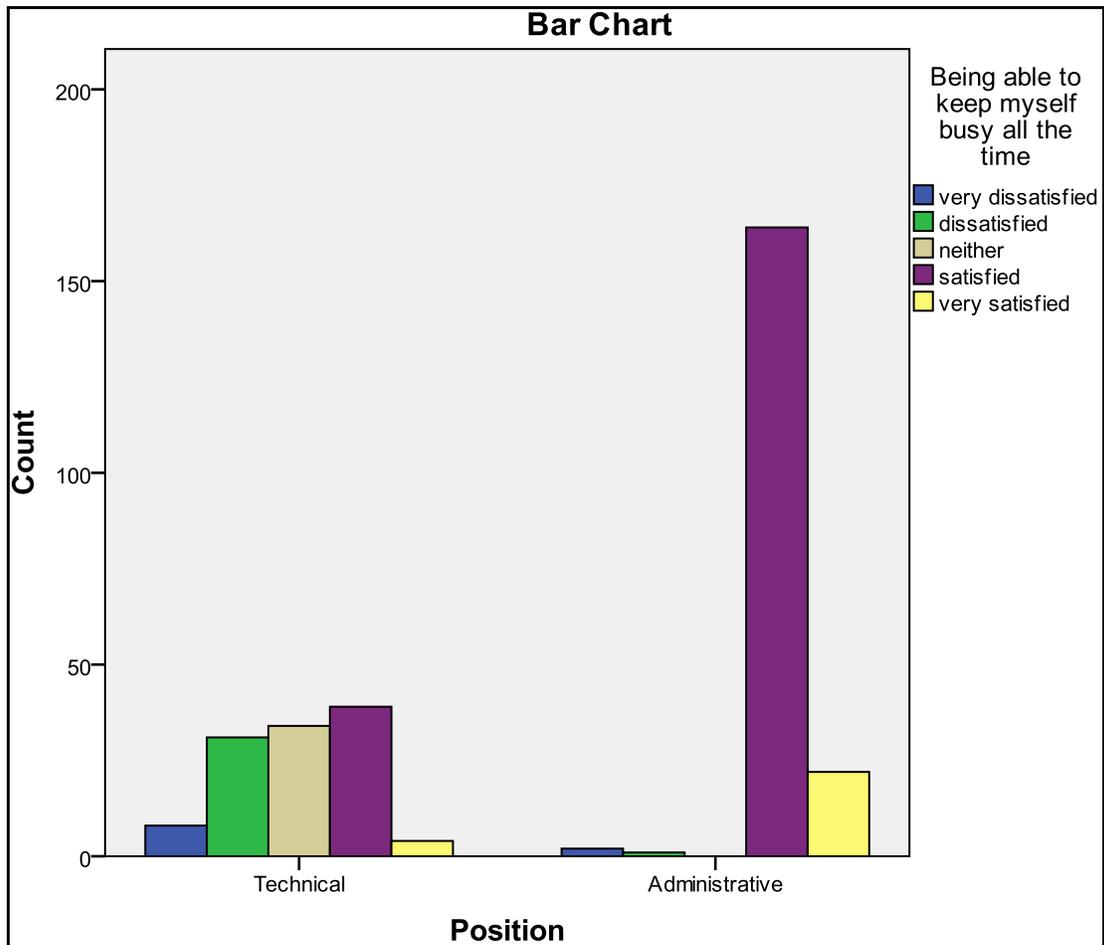
`   There exists a significant association between 'Position' and 'Being able to keep myself busy all the time' (Chi $-$ Square test statistic = 146.052, p $-$ value = 0.000 < 0.05). Going through the row percentage, we see that nearly 86.8% of the employees holding administrative position are satisfied to the statement that 'Being able to keep myself busy all the time'

To test whether there is any association between 'Position' and 'There is a chance to work alone in my job'

Table 10: Chi – Square Test between 'Position' and 'There is a chance to work alone in my job'

Crosstab								
			There is a chance to work alone in my job					Total
			very dissatisfied	dissatisfied	neither	satisfied	very satisfied	
Position	Technical	Count	11	30	53	22	0	116
		% within Position	9.5%	25.9%	45.7%	19.0%	.0%	100.0%
	Administrative	Count	3	0	3	151	32	189
		% within Position	1.6%	.0%	1.6%	79.9%	16.9%	100.0%
Total		Count	14	30	56	173	32	305
		% within Position	4.6%	9.8%	18.4%	56.7%	10.5%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	201.475[a]	4	.000
Likelihood Ratio	235.417	4	.000
Linear-by-Linear Association	144.289	1	.000
N of Valid Cases	305		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.32.

Figure 10: Bar chart count between 'Position' and 'There is a chance to work alone in my job'
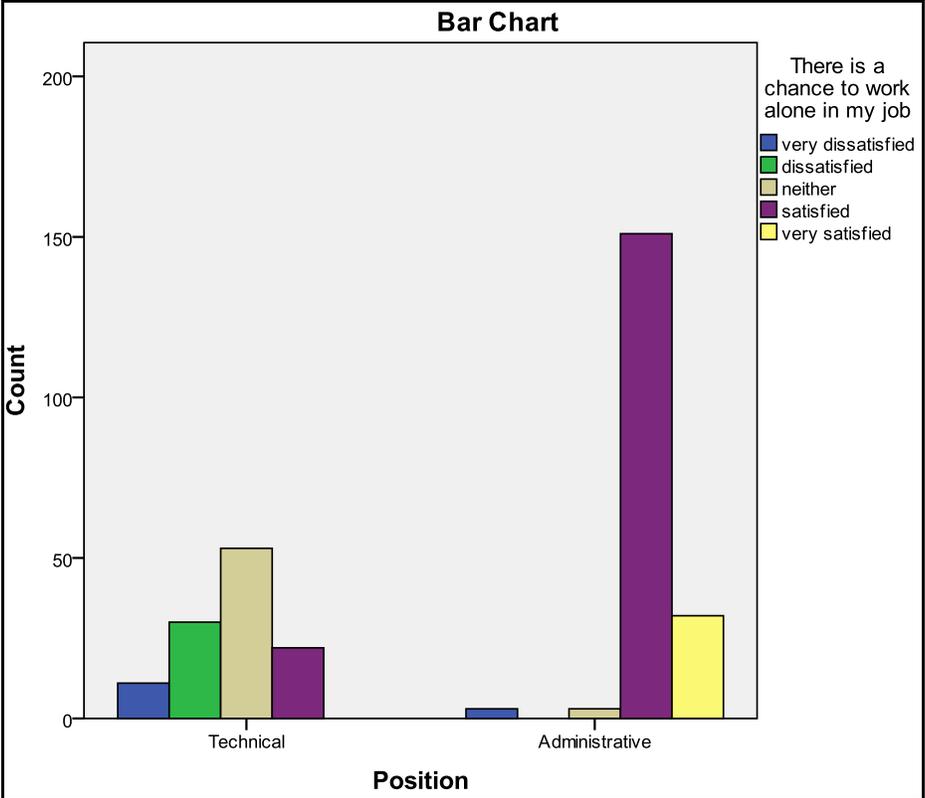
` There exists a significant association between 'Position' and 'There is a chance to work alone in my job' (Chi – Square test statistic = 201.475, p – value = 0.000 < 0.05). Going through the row percentage, we see that nearly 79.9% of the employees holding administrative position are satisfied to the statement that 'There is a chance to work alone in my job'

To test whether there is any association between 'Work Experience' and 'I get the chance to tell people what to do'

Table 11: Chi – Square Test between 'Work Experience' and 'I get the chance to tell people what to do'

Crosstab								
			I get the chance to tell people what to do					
			very dissatisfied	dissatisfied	neither	satisfied	very satisfied	Total
Work_Experience	Less than 3 years	Count	4	4	9	65	30	112
		% within Work_Experience	3.6%	3.6%	8.0%	58.0%	26.8%	100.0%
	3 years to 5 years	Count	3	10	19	60	11	103
		% within Work_Experience	2.9%	9.7%	18.4%	58.3%	10.7%	100.0%
	6 years to 10 years	Count	3	3	12	31	11	60
		% within Work_Experience	5.0%	5.0%	20.0%	51.7%	18.3%	100.0%
	11 years to 15 years	Count	0	2	2	9	1	14
		% within Work_Experience	.0%	14.3%	14.3%	64.3%	7.1%	100.0%
	15 years to 20 years	Count	0	0	3	1	0	4
		% within Work_Experience	.0%	.0%	75.0%	25.0%	.0%	100.0%
	Over 20 years	Count	0	1	1	6	4	12
		% within Work_Experience	.0%	8.3%	8.3%	50.0%	33.3%	100.0%
Total		Count	10	20	46	172	57	305
		% within Work_Experience	3.3%	6.6%	15.1%	56.4%	18.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.696[a]	20	.028
Likelihood Ratio	31.828	20	.045
Linear-by-Linear Association	1.612	1	.204
N of Valid Cases	305		

a. 17 cells (56.7%) have expected count less than 5. The minimum expected count is .13.

Figure 11: Bar chart count between Work Experience' and 'I get the chance to tell people what to do'
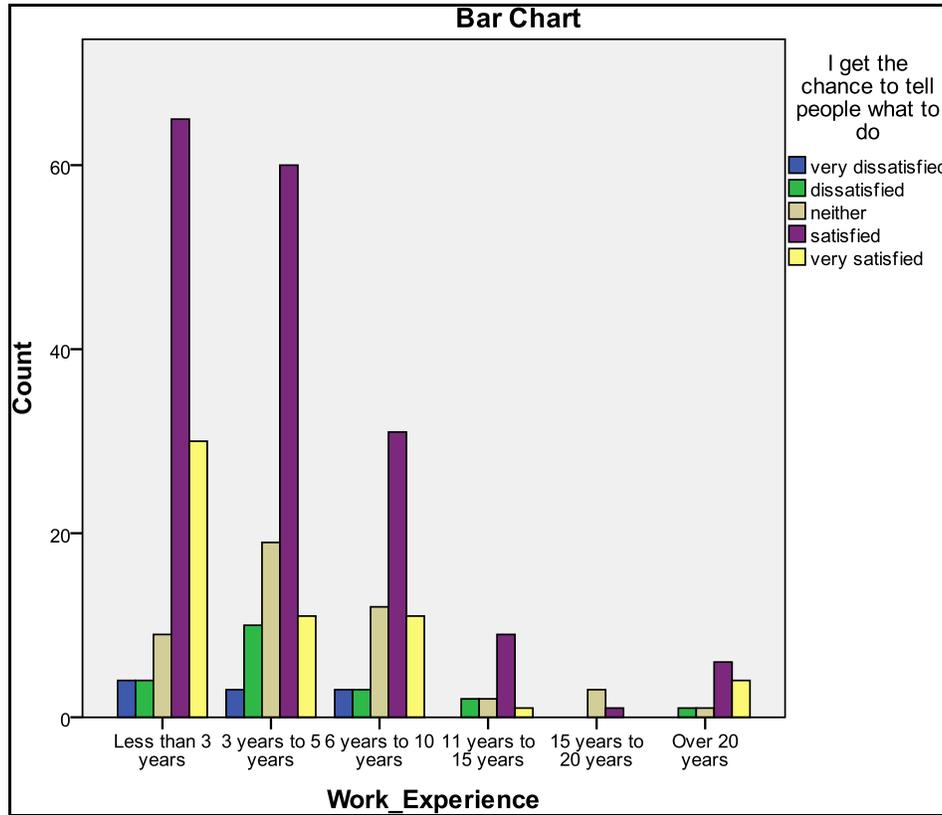
`   There exists a significant association between 'Work Experience' and 'I get the chance to tell people what to do' (Chi – Square test statistic = 33.696, p – value = 0.028 < 0.05). Going through the row percentage, we see that nearly 58% of the employees having less than 3 years of experience said that they get the chance to tell people what to do. 58.3% of the employees having 3 to 5 years of experience said that they get the chance to tell people what to do.

To test whether there is any association between 'Work Experience' and 'I like the way my co-workers get along with each other'

Table 12: Chi – Square Test between 'Work Experience' and 'I like the way my co-workers get along with each other'

Crosstab								
			I like the way my co-workers get along with each other					Total
			very dissatisfied	dissatisfied	neither	satisfied	very satisfied	
Work_Experience	Less than 3 years	Count	2	13	5	68	24	112
		% within Work_Experience	1.8%	11.6%	4.5%	60.7%	21.4%	100.0%
	3 years to 5 years	Count	4	17	15	54	13	103
		% within Work_Experience	3.9%	16.5%	14.6%	52.4%	12.6%	100.0%
	6 years to 10 years	Count	4	10	6	34	6	60
		% within Work_Experience	6.7%	16.7%	10.0%	56.7%	10.0%	100.0%
	11 years to 15 years	Count	0	3	2	9	0	14
		% within Work_Experience	.0%	21.4%	14.3%	64.3%	.0%	100.0%
	15 years to 20 years	Count	0	1	2	1	0	4
		% within Work_Experience	.0%	25.0%	50.0%	25.0%	.0%	100.0%
	Over 20 years	Count	0	1	0	6	5	12
		% within Work_Experience	.0%	8.3%	.0%	50.0%	41.7%	100.0%
Total		Count	10	45	30	172	48	305
		% within Work_Experience	3.3%	14.8%	9.8%	56.4%	15.7%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	33.521[a]	20	.030
Likelihood Ratio	33.987	20	.026
Linear-by-Linear Association	1.130	1	.288
N of Valid Cases	305		

a. 16 cells (53.3%) have expected count less than 5. The minimum expected count is .13.

Figure 12: Bar chart count between Work Experience' and 'I like the way my co-workers get along with each other'
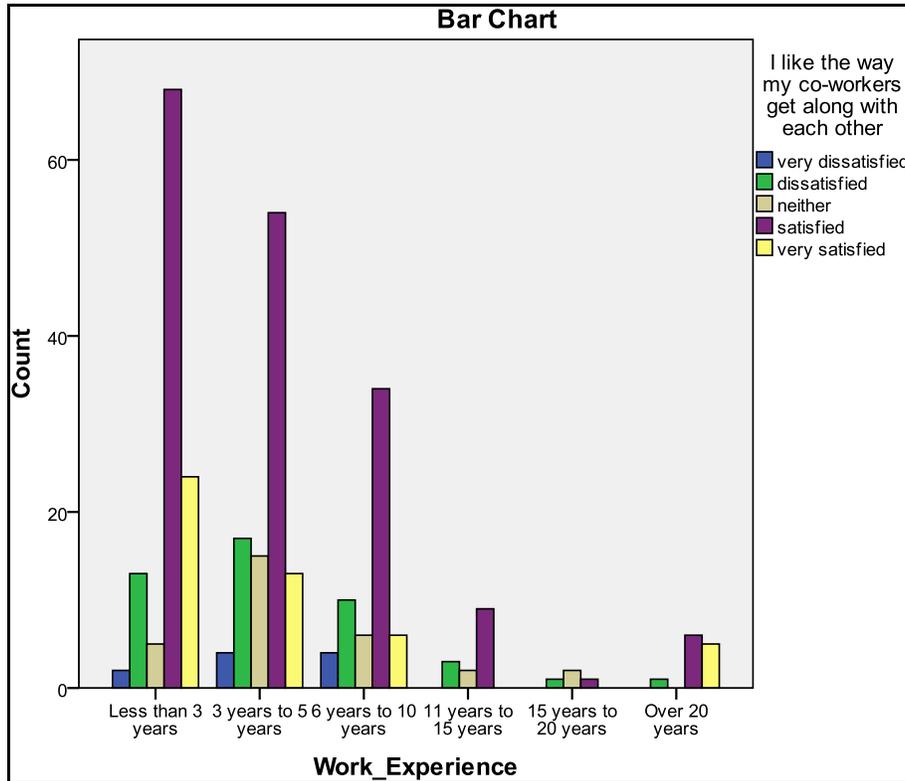
`   There exists a significant association between 'Work Experience' and 'I like the way my co-workers get along with each other' (Chi – Square test statistic = 33.527, p – value = 0.030 < 0.05). Going through the row percentage, we see that nearly 60.7% of the employees having less than 3 years of experience said that they like the way their co-workers get along with each other

4.3. One Way ANOVA

To test whether there exist any significant difference in the mean Employment Motivation ratings among the different categories of Work Experience

Table 13: ANOVA analysis between Employment Motivation and Work Experience

Descriptives

Employee_Motivation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 3 years	112	25.8304	6.65073	.62844	24.5851	27.0756	7.00	35.00
3 years to 5 years	103	23.1845	7.36546	.72574	21.7450	24.6240	7.00	35.00
6 years to 10 years	60	23.5667	7.51578	.97028	21.6251	25.5082	7.00	34.00
11 years to 15 years	14	22.3571	6.89043	1.84154	18.3787	26.3356	9.00	29.00
15 years to 20 years	4	20.7500	7.88987	3.94493	8.1955	33.3045	14.00	32.00
Over 20 years	12	27.5833	5.36755	1.54948	24.1730	30.9937	15.00	35.00
Total	305	24.3344	7.15245	.40955	23.5285	25.1403	7.00	35.00

ANOVA

Employee_Motivation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	655.002	5	131.000	2.629	.024
Within Groups	14896.886	299	49.822		
Total	15551.889	304			

Figure 13: Mean Plot of Employment Motivation and Work Experience
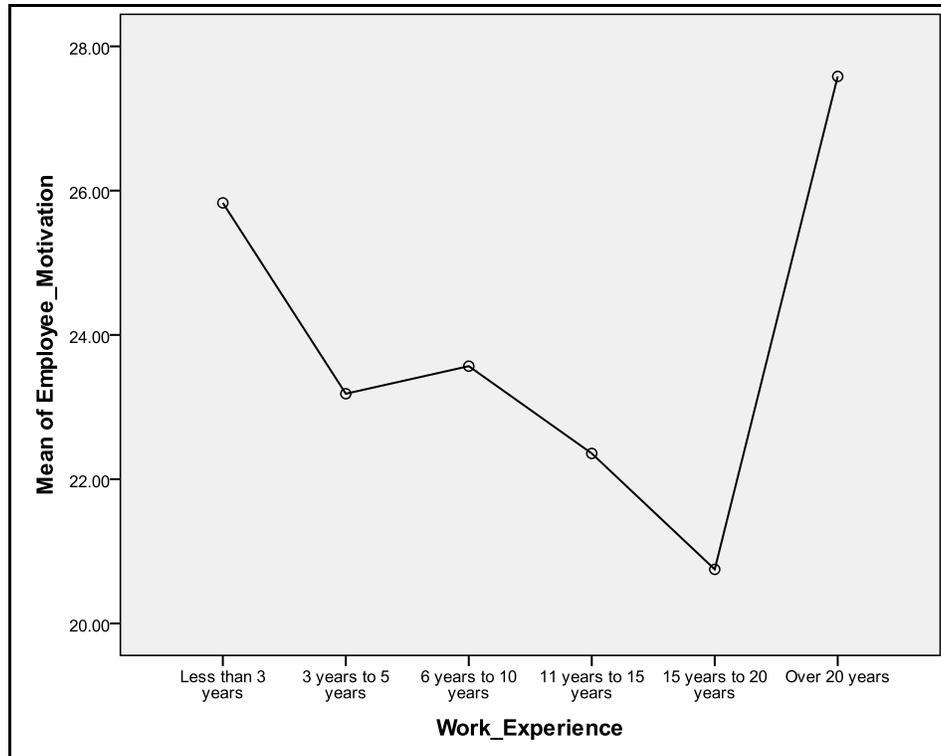
There exists a significant difference in the mean Employment Motivation ratings among the different categories of Work Experience (F test statistic = 2.629, $p-value = 0.024 < 0.05$). Going through the mean plot, we see that the mean ratings for the employees having less than 3 years and greater than 20 years of experience are significantly high when compared to the other employee work experience groups. This indicates that the employees having less than 3 years and greater than 20 years of experience are satisfied with the employment motivation activities implemented at their organization.

To test whether there exist any significant difference in the mean Employment Motivation ratings among the different categories of 'I am satisfied the way company policies are put into practice'

Table 14: ANOVA analysis between Employment Motivation and 'I am satisfied the way company policies are put into practice'

Descriptives

Employee_Motivation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
very dissatisfied	42	11.7143	4.46278	.68862	10.3236	13.1050	7.00	28.00
dissatisfied	54	19.6296	5.30680	.72216	18.1812	21.0781	14.00	35.00
neither	63	24.3651	2.24544	.28290	23.7996	24.9306	21.00	28.00
satisfied	124	29.0161	1.87835	.16868	28.6822	29.3500	26.00	35.00
very satisfied	22	33.5000	1.47196	.31382	32.8474	34.1526	30.00	35.00
Total	305	24.3344	7.15245	.40955	23.5285	25.1403	7.00	35.00

ANOVA

Employee_Motivation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12450.654	4	3112.663	301.106	.000
Within Groups	3101.235	300	10.337		
Total	15551.889	304			

Figure 14: Mean Plot of Employment Motivation and 'I am satisfied the way company policies are put into practice'
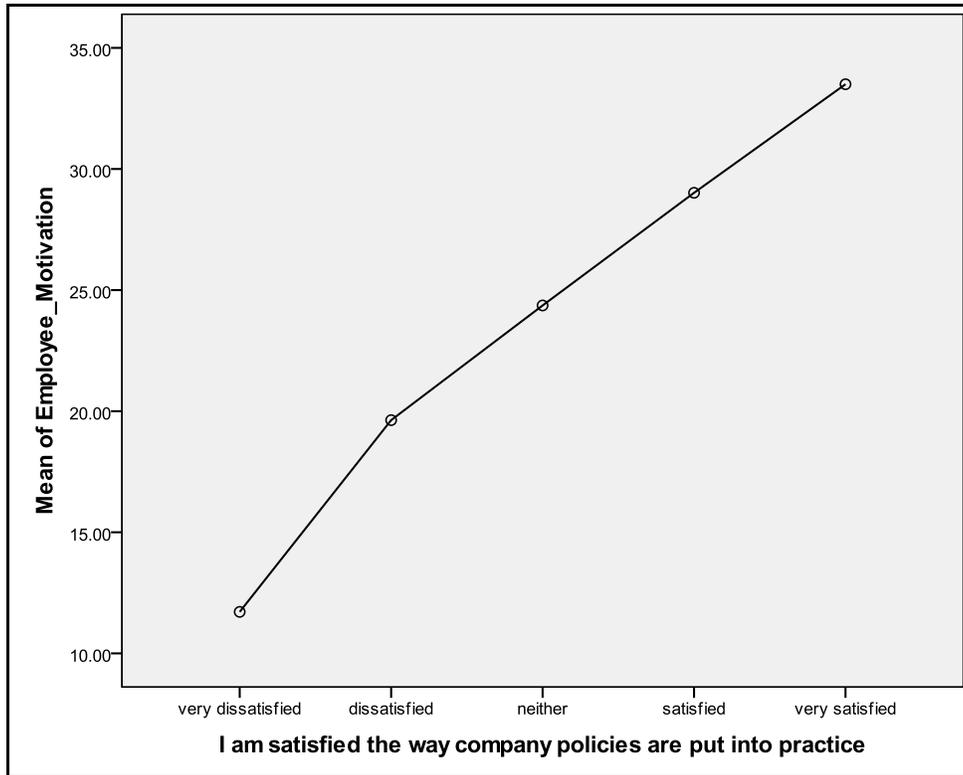
There exists a significant difference in the mean Employment Motivation ratings among the different categories of 'I am satisfied the way company policies are put into practice' (F test statistic = 301.106, p − value = 0.000 < 0.05). Going through the mean plot, we see that the mean employment motivation ratings for the employees who are very satisfied with the way company policies are put into practice is high when compared to other groups. This indicates that employees who are very satisfied with the way company policies are put into practice are also satisfied with the employment motivation activities implemented at their organization.

**To test whether there exist any significant difference in the mean Employment Motivation ratings among the different categories of 'I can relate my performance with the pay I get and the amount of work I do'**

Table 15: ANOVA analysis between Employment Motivation and 'I can relate my performance with the pay I get and the amount of work I do'

Descriptives								
Employee_Motivation								
					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
very dissatisfied	38	12.3421	6.90975	1.12091	10.0709	14.6133	7.00	34.00
dissatisfied	51	17.6667	3.27210	.45819	16.7464	18.5870	14.00	30.00
neither	52	23.4808	1.87335	.25979	22.9592	24.0023	21.00	27.00
satisfied	136	28.6176	1.65130	.14160	28.3376	28.8977	26.00	35.00
very satisfied	28	33.5357	1.57485	.29762	32.9251	34.1464	30.00	35.00
Total	305	24.3344	7.15245	.40955	23.5285	25.1403	7.00	35.00

ANOVA					
Employee_Motivation					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12635.940	4	3158.985	325.004	.000
Within Groups	2915.949	300	9.720		
Total	15551.889	304			

**Figure 15: Mean Plot of Employment Motivation and 'I can relate my performance with the pay I get and the amount of work I do'**
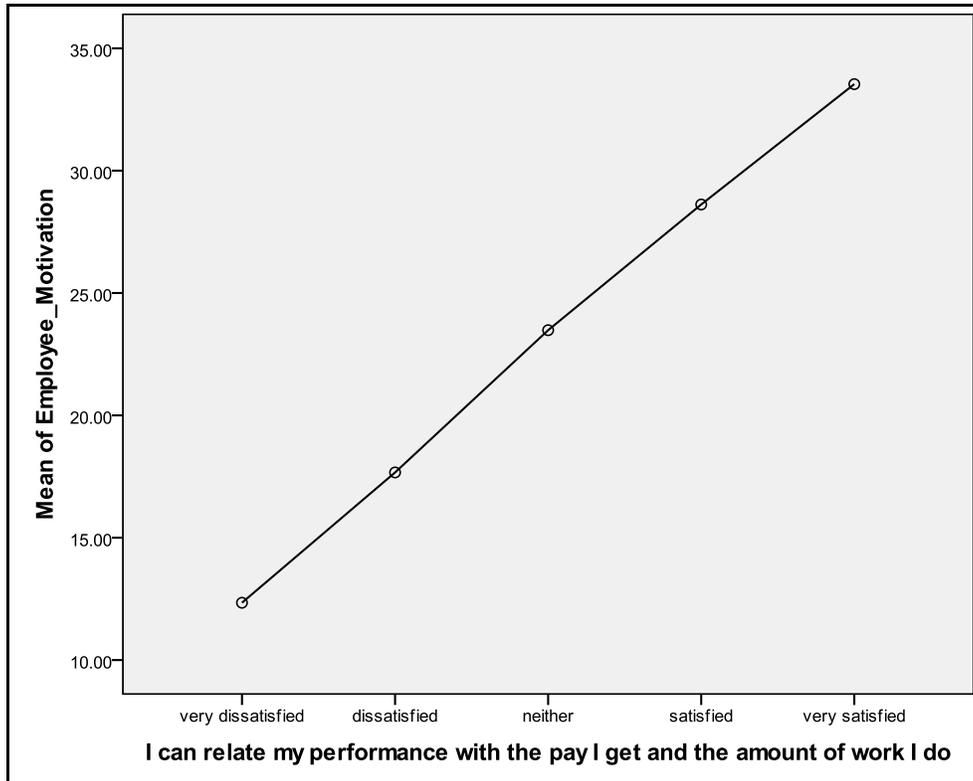
There exists a significant difference in the mean Employment Motivation ratings among the different categories of 'I can relate my performance with the pay I get and the amount of work I do' (F test statistic = 325.004, p – value = 0.000 < 0.05). Going through the mean plot, we see that the mean employment motivation ratings for the employees who are very satisfied with 'I can relate my performance with the pay I get and the amount of work I do' is high when compared to other groups. This indicates that employees who are very satisfied with the way they can relate their performance with the pay they get and the amount of work they do are satisfied with the employment motivation activities implemented at their organization.

To test whether there exist any significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'

Table 16: ANOVA analysis between Job Satisfaction and 'I have the freedom to use my own judgment'

Descriptives

Job_Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
very dissatisfied	16	20.9375	3.45386	.86347	19.0971	22.7779	13.00	27.00
dissatisfied	48	31.3958	4.62528	.66760	30.0528	32.7389	21.00	39.00
neither	68	44.6324	3.55723	.43138	43.7713	45.4934	36.00	59.00
satisfied	140	52.3286	3.04745	.25756	51.8193	52.8378	44.00	62.00
very satisfied	33	58.7879	2.42071	.42139	57.9295	59.6462	52.00	63.00
Total	305	46.3705	10.71262	.61340	45.1634	47.5775	13.00	63.00

ANOVA

Job_Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	31376.508	4	7844.127	670.319	.000
Within Groups	3510.626	300	11.702		
Total	34887.134	304			

Figure 16: Mean Plot of Job Satisfaction and 'I have the freedom to use my own judgment'
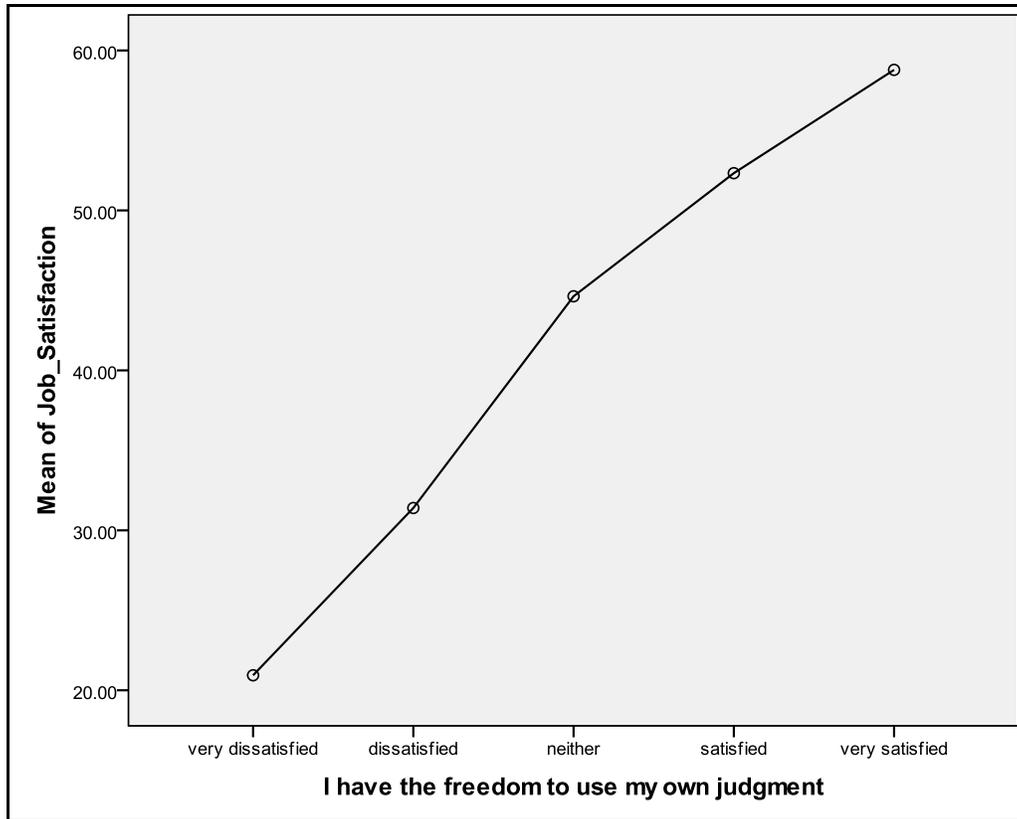
There exists a significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment' (F test statistic = 670.319, p − value = 0.000 < 0.05). Going through the mean plot, we see that the mean Job Satisfaction ratings for the employees who are very satisfied with 'I have the freedom to use my own judgment' is high when compared to other groups. This indicates that employees who said that they have freedom to use their own judgments are satisfied with the Job Satisfaction activities implemented at their organization

To test whether there exist any significant difference in the mean Job Satisfaction ratings among the different categories of 'I am satisfied with my working conditions'

Table 17: ANOVA analysis between Job Satisfaction and 'I am satisfied with my working conditions'

Descriptives								
Job_Satisfaction								
					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
very dissatisfied	22	23.9091	6.85155	1.46076	20.8713	26.9469	13.00	42.00
dissatisfied	48	32.3542	4.80908	.69413	30.9578	33.7506	21.00	40.00
neither	58	44.7241	2.70667	.35540	44.0125	45.4358	39.00	50.00
satisfied	142	52.1901	3.00102	.25184	51.6923	52.6880	44.00	62.00
very satisfied	35	58.8286	2.41911	.40890	57.9976	59.6596	52.00	63.00
Total	305	46.3705	10.71262	.61340	45.1634	47.5775	13.00	63.00

ANOVA					
Job_Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	30927.913	4	7731.978	585.871	.000
Within Groups	3959.221	300	13.197		
Total	34887.134	304			

Figure 17: Mean Plot of Job Satisfaction and 'I am satisfied with my working conditions'
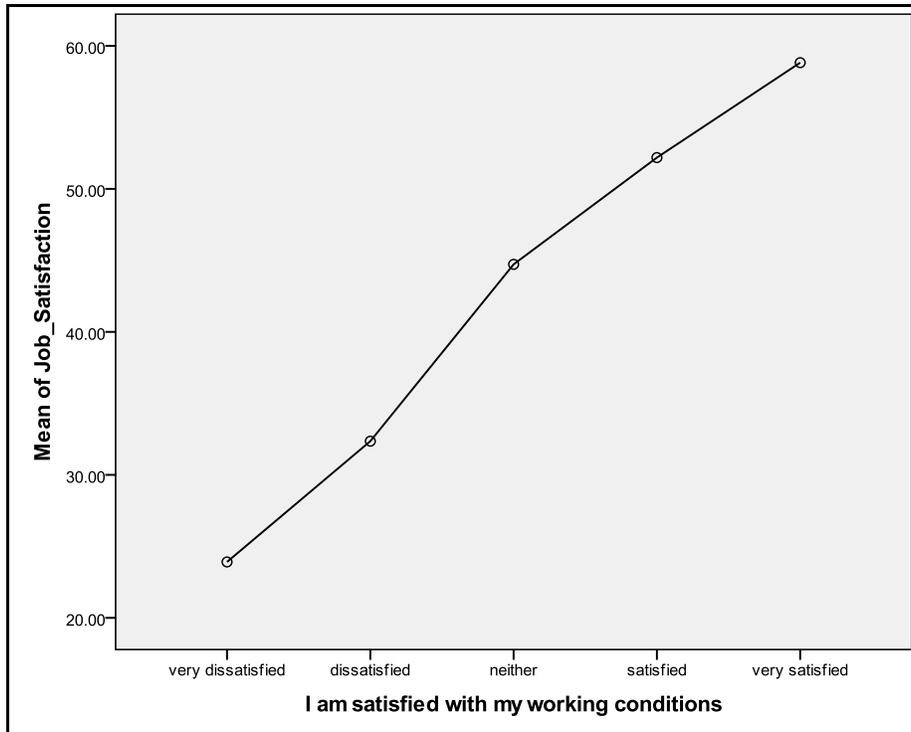
There exists a significant difference in the mean Job Satisfaction ratings among the different categories of 'I am satisfied with my working conditions' (F test statistic = 585.871, p – value = 0.000 < 0.05). Going through the mean plot, we see that the mean Job Satisfaction ratings for the employees who are very satisfied with their working condition is high when compared to other groups. This indicates that employees who said that they are satisfied with their working condition are also satisfied with the Job Satisfaction activities implemented at their organization

To test whether there exist any significant difference in the mean Job Satisfaction ratings among the different categories of 'I like the way my coworkers get along with each other'

Table 18: ANOVA analysis between Job Satisfaction and 'I like the way my coworkers get along with each other'

Descriptives								
Job_Satisfaction								
					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
very dissatisfied	10	20.9000	1.66333	.52599	19.7101	22.0899	18.00	23.00
dissatisfied	45	30.6444	9.37879	1.39811	27.8267	33.4621	13.00	62.00
neither	30	39.2667	3.85901	.70456	37.8257	40.7076	32.00	52.00
satisfied	172	49.9709	3.75792	.28654	49.4053	50.5365	39.00	61.00
very satisfied	48	57.9583	2.68929	.38817	57.1774	58.7392	50.00	63.00
Total	305	46.3705	10.71262	.61340	45.1634	47.5775	13.00	63.00

ANOVA					
Job_Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27805.285	4	6951.321	294.471	.000
Within Groups	7081.849	300	23.606		
Total	34887.134	304			

Figure 18: Mean Plot of Job Satisfaction and 'I like the way my coworkers get along with each other'
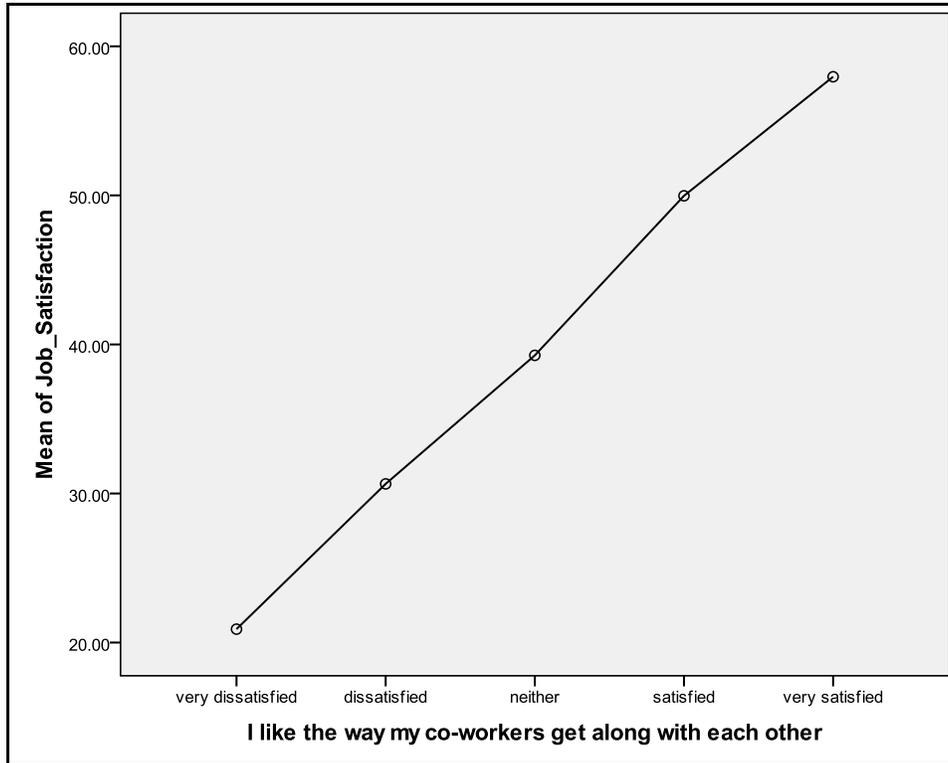
There exists a significant difference in the mean Job Satisfaction ratings among the different categories of 'I like the way my coworkers get along with each other' (F test statistic = 294.471, $p-value = 0.000 < 0.05$). Going through the mean plot, we see that the mean Job Satisfaction ratings for the employees who are very satisfied with the way my coworkers get along with each other are high when compared to other groups. This indicates that employees who said that they are satisfied with the way my coworkers get along with each other are also satisfied with the Job Satisfaction activities implemented at their organization.

4.4. Correlation Statistics

Table 19: Correlation Matrix

Correlation Statistics							
		Empowerment	Work Condition	Reward	Teamwork	Training	Job Satisfaction
Empowerment	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	305					
Work Condition	Pearson Correlation	.959**	1				
	Sig. (2-tailed)	.000					
	N	305	305				
Reward	Pearson Correlation	.932**	.932**	1			
	Sig. (2-tailed)	.000	.000				
	N	305	305	305			
Teamwork	Pearson Correlation	.846**	.845**	.863**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	305	305	305	305		
Training	Pearson Correlation	.893**	.898**	.876**	.819**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	305	305	305	305	305	
Job Satisfaction	Pearson Correlation	.936**	.934**	.942**	.891**	.912**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	305	305	305	305	305	305
**. Correlation is significant at the 0.01 level (2-tailed).							

The correlation analysis was conducted to test the relationship between variables and how strong are these relationships. The above table shows the results of the correlation test. It indicates that all Employee Motivation variables (Empowerment, Work Condition, Reward, Teamwork and Training) are found to be highly significant and positively related to Job Satisfaction. All significant values accounted for (.00), thus the variables are significant at 0.01, which means that the same correlation will take place even if this study was done again.

4.5. Regression Statistics

In this section a regression test was undertaken to analyze the relationship between independent and dependent variables, as well as to accept or reject the Hypothesis that was developed earlier. The entire Hypothesis has a positive relation as determined earlier. In order to accept such a statement, the significant value should range between 0.01 (High significant value) and 0.05. It is also clear that all factors are significantly related at 0.01 levels. In addition, the Employee Motivation and its different factors are significantly correlated to Job Satisfaction at 0.01 levels. The following are the justifications for the relationships between different variables based on previously developed Hypothesis.

Hypothesis 1: A positive and strong relationship exists between participation and empowerment and job satisfaction among employees.

Table 20: Regression Test for participation and empowerment and job satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936[a]	.877	.876	3.76808

a. Predictors: (Constant), Global Empowerment

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30585.021	1	30585.021	2154.118	.000[a]
	Residual	4302.113	303	14.198		
	Total	34887.134	304			

a. Predictors: (Constant), Global Empowerment

b. Dependent Variable: Global Job_Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.608	.738		18.437	.000
	Empowerment	9.599	.207	.936	46.412	.000

a. Dependent Variable: Global Job_Satisfaction

The Table 20 shows the result of correlation between participation and empowerment and job satisfaction. The significant value is .00 and the adjusted R-square value accounted for .876 which means that 88 % of job satisfaction effectiveness depends on participation and empowerment factors. This is because Employees often feel that it is important for the emotions of empowerment must work positively on attitudes, responses as well as their job satisfaction (Snipes et al., 2005). Therefore Hypothesis 1 is accepted because participation and empowerment is highly correlated with job satisfaction.

Hypothesis 2: There is a positive and strong relationship between working conditions and employee satisfaction.

Table 21: Regression Test for working conditions and employee satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934[a]	.873	.872	3.83133

a. Predictors: (Constant), Global Work_Condition

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30439.360	1	30439.360	2073.650	.000[a]
	Residual	4447.774	303	14.679		
	Total	34887.134	304			

a. Predictors: (Constant), Global Work_Condition

b. Dependent Variable: Global Job_Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.624	.710		22.007	.000
	Work_Condition	9.061	.199	.934	45.537	.000

a. Dependent Variable: Global Job_Satisfaction

The Table 21 shows the result of correlation between working conditions and employee satisfaction. The significant value is .00 and the adjusted R-square value accounted for .872 which means that 87% of employee satisfaction effectiveness depends on working conditions factors. This is because bigger, better and cleaner workplaces are often preferred by one and all. Employees expect a working environment that gives them the least or nil physical discomfort (Broad, 2007). Therefore Hypothesis 2 is accepted because working conditions is highly correlated with employee satisfaction.

Hypothesis 3: A positive and strong relationship exists between rewards and recognition and employee satisfaction.

Table 22: Regression Test for rewards and recognition and employee satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942[a]	.887	.887	3.60637

a. Predictors: (Constant), Global Reward

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30946.342	1	30946.342	2379.405	.000[a]
	Residual	3940.792	303	13.006		
	Total	34887.134	304			

a. Predictors: (Constant), Global Reward

b. Dependent Variable: Global Job_Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.850	.678		21.890	.000
	Reward	8.910	.183	.942	48.779	.000

a. Dependent Variable: Global Job_Satisfaction

The Table 22 shows the result of correlation between rewards and recognition and employee satisfaction. The significant value is .00 and the adjusted R-square value accounted for .887 which means that 89 % of employee satisfaction effectiveness depends on rewards and recognition factors. This is because when employees are recognized for their efforts towards the progress of the organizations and are rewarded for it, organizations achieve success in the real sense (La Motta, 2005). Therefore Hypothesis 3 is accepted because rewards and recognition is highly correlated with employee satisfaction.

Hypothesis 4: A positive and strong connect exists between good teamwork and employee satisfaction.

Table 23: Regression Test for good teamwork and employee satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891[a]	.794	.793	4.86961

a. Predictors: (Constant), Global Teamwork

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27702.075	1	27702.075	1168.220	.000[a]
	Residual	7185.059	303	23.713		
	Total	34887.134	304			

a. Predictors: (Constant), Global Teamwork

b. Dependent Variable: Global Job_Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.935	1.045		11.417	.000
	Teamwork	9.394	.275	.891	34.179	.000

a.   Dependent Variable: Global Job_Satisfaction

The Tables 23 shows the result of correlation between good teamwork and employee satisfaction. The significant value is .00 and the adjusted R-square value accounted for .793 which means that 79% of employee satisfaction effectiveness depends on good teamwork factors. This is because using teams is a very effective technique in achieving organizational goals, besides having immensely positive effects on employee morale Lawler (2003). Therefore Hypothesis 4 is accepted because good teamwork is highly correlated with employee satisfaction.

Hypothesis 5: There is a positive and strong connection between training and development of the individual (employee) and employee satisfaction.

Table 24: Regression Test for training and development of the individual and employee satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912[a]	.831	.831	4.40869

a. Predictors: (Constant), Global Training

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28997.854	1	28997.854	1491.923	.000[a]
	Residual	5889.280	303	19.437		
	Total	34887.134	304			

a. Predictors: (Constant), Global Training

b. Dependent Variable: Global Job_Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.889	.755		25.021	.000
	Training	8.527	.221	.912	38.625	.000

a. Dependent Variable: Global Job_Satisfaction

The Table 24 shows the result of correlation between training and development of the individual and employee satisfaction. The significant value is .00 and the adjusted R-square value accounted for .831 which means that 83% of employee satisfaction effectiveness depends on training and development of the individual factors. This is because Employees who receive training to improve their own development, have more job satisfaction than those who do not receive such training (Freedman, 2008).. Therefore Hypothesis 5 is accepted because training and development of the individual (employee) is highly correlated with employee satisfaction.

Key Findings

> Totally 305 employees opinions was taken for the study

> 58.7% of the employees participated in the study are male employees

> 41.3% of the employees participated in the study are female employees

> 53.4% of the employees are in the age group of 25 and 34 years

> 36.7% of the employees are in the age group of under 25 years

> 6.6% of the employees are in the age group of 35 and 44 years

> 68.2% of the employees Marital Status are single

> 31.8% of the employees Marital Status are married

> 47.9% of the employees are holding University degree qualification

> 29.18% of the employees are holding Masters or Doctoral degree qualification

> 94.4% of the employees are Non – UAE Nationality

> 5.6% of the employees are UAE Nationality

> 62% of the employees are holding Administrative position

> 38% of the employees are holding Technical position

> 36.7% of the employees are having less than 3 years of experience

> 33.8% of the employees are having 3 to 5 years of experience

> 19.7% of the employees are having 6 to 10 years of experience

> 39% of the employees holding University degree are satisfied to the statement that they feel happy with the supervisory style of my manager

> 44.9% of the employees holding Master's or Doctoral degree are satisfied to the statement that they feel happy with the supervisory style of my manager

> 86.8% of the employees holding administrative position are satisfied to the statement that 'Being able to keep myself busy all the time'

> 79.9% of the employees holding administrative position are satisfied to the statement that 'There is a chance to work alone in my job'

> 58% of the employees having less than 3 years of experience said that they get the chance to tell people what to do.

> 58.3% of the employees having 3 to 5 years of experience said that they get the chance to tell people what to do.

- 60.7% of the employees having less than 3 years of experience said that they like the way their co-workers get along with each other

- Employees having less than 3 years and greater than 20 years of experience are satisfied with the employment motivation activities implemented at their organization.

- Employees who are very satisfied with the way company policies are put into practice are also satisfied with the employment motivation activities implemented at their organization.

- Employees who are very satisfied with the way they can relate their performance with the pay they get and the amount of work they do are satisfied with the employment motivation activities implemented at their organization.

- Employees who said that they have freedom to use their own judgments are satisfied with the Job Satisfaction activities implemented at their organization

- Employees who said that they are satisfied with their working condition are also satisfied with the Job Satisfaction activities implemented at their organization

- Employees who said that they are satisfied with the way my coworkers get along with each other are also satisfied with the Job Satisfaction activities implemented at their organization

Chapter-5: Discussion

Background

The concepts of motivation and job satisfaction are very crucial in organization because the role they play has great impacts on the productivity of the organization in which they work. It is the goal of all organizations to enhance productivity, which is attained through good employee performance. It is therefore, significant that the concepts of motivation and job satisfaction be accorded the needed attention. It is the responsibility of all managers in companies and organizations to ensure that employees perform their duties according to the expectation. In order to have employees perform according to expectation or even above the expectation, it is important that the employees need to be motivated. There are several theories, which have been stipulated to be used in the concept of employee motivation because understanding the concept of motivation is quite difficult because it is complex. Employees are not motivated by the same motivation factor at the same rate. Herzberg et al (1959) among many authors have highlighted different theories that can be used to achieve employee motivation. Employee performance has been found to be a function of motivation and employee ability. Therefore, the product of employee ability and motivation determines the level of job performance and organization productivity as well. There are a number of factors, which have been established to influence motivation. The factors include making work more interesting, appreciating and recognition of employees, allowing employees to get involved in work process, rewarding employees, offering job security, offering good remuneration, presenting good working condition, encouraging employee participation, assisting employees with personal needs. These factors have the potential of going a long way in motivating employees and once employees are motivated the result is that the employees input will be higher leading to improved employee performance and performance of the organization.

Job satisfaction concept is also very crucial in determining overall performance of organization as well as the productivity of the organization. Job satisfaction has been established to influence attitude of employees. This is because satisfied employees are happy employees. Therefore, job satisfaction does affect motivation of employees. Happy employees have tendency of showing commitment in their work, which plays a role in improving employee performance as well as the company's productivity. Managers or leaders in organizations and companies can ensure job

satisfaction by putting into considerations factors such as providing good working condition or environment, rewarding achievements in the entities, recognizing efforts of employees, involving as well as increasing employee engagement, developing skills of employees, evaluating and measuring job satisfaction. Every factor plays a crucial role in influencing attitude of employees towards his or her work. Employees are not satisfied in the same way by the same factor. This is because employees do have different needs as well as expectations depending on the level of employee position in the organization and education level of employees. Motivation and job satisfaction are therefore quite crucial in improving performance of employees and the productivity of the organization in general.

Analysis of Statistical Findings

SPSS analyses were carried out to test different hypotheses. Both chi-square test and ANOVA were conducted to test the independence of different variables. Chi-square tests were used to the following hypotheses: whether there is any association between 'Level of Education' and 'I feel happy with the supervisory style of my manager', whether there is any association between 'Position' and 'Being able to keep myself busy all the time'. Others include whether there is any association between 'Position' and 'There is a chance to work alone in my job'; whether there is any association between 'Work Experience' and 'I get the chance to tell people what to do'; whether there is any association between 'Work Experience' and 'I like the way my co-workers get along with each other'. ANOVA was carried out to test whether there exists any significant difference in the mean Employment Motivation ratings among the different categories of Work Experience; to test whether there exists any significant difference in the mean Employment Motivation ratings among the different categories of 'I am satisfied the way company policies are put into practice'. In addition, Analysis of variance was conducted to test whether there exists any significant difference in the mean Employment Motivation ratings among the different categories of 'I can relate my performance with the pay I get and the amount of work I do'. Another hypothesis is to test whether there exist any significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'. Others include testing whether there exist any significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own

judgment' and to test whether there exists any significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'.

It was established that there is significant association between 'Level of Education' and 'I feel happy with the supervisory style of my manager'. The analysis also indicated that majority of the respondents are satisfied with supervisory style of their manager. This is very important in an organization because it takes good managerial skills and competence to win the confidence of employees in and organization. Therefore, with such kind of satisfaction among employees concerning management styles, there is likely to be good cooperation between employees and the managers, which is quite good for the productivity of the organization. It was also established that there is significant association between 'Position' and 'Being able to keep myself busy all the time'. More than 70% of employees working in the organization admit that they are satisfied being able to keep themselves busy all the time in the organization. It is only employees, which are satisfied and motivated that are able to be committed to their jobs and spend most of their time working for the organization. Such assertion is supported by authors such as Behn, (1995), Pfeffer, (2004) as well as Perry and Wise (2000), Herzberg *et al.* (1959), Locke (2006) and Luthans (1995) among many other authors. When employees try to keep themselves busy with their jobs, it implies that the employees input are likely to increase because they have devoted their full-time to their work. This is quite good for the general performance of the organization since the productivity of the organization will increase quite remarkable. It is the objective or goal of every organization to be successful in production and commitment at the work place is one of the means of achieving such objective. The study also found out that there is significant association between 'Position' and 'There is a chance to work alone in my job' with more than 67% of the respondents agree that there is chance to work alone in their job and that they are satisfied with such occurrence. More than 98% of all respondents holding administrative position are either satisfied or very satisfied that there is chance to work alone in their job. In addition, it was found out that there is significant association between 'Work Experience' and 'I get the chance to tell people what to do'. Majority of respondents with different experience agree are satisfied that they get the chance to inform others what to do. More that 75% of all respondents all level of experience in the organization with nearly 58% of the employees having less than 3 years of experience said that they get the chance to tell people what to do. 58.3% of the employees having 3 to 5 years of experience said that they get the chance to tell people what to

do. Communication is very instrumental in achieving success in an organization and having chance to tell people what to do will make the employees devote their efforts to doing the right things at the right time. This is critical in enhancing both quality and quantity in organization. Managers that play supervisory role will be motivated by the fact that they are accorded the responsibility of directing the course of action of employees towards achieving the organization's goal. The last chi-square test that was conducted indicated that there is association between 'Work Experience' and 'I like the way my co-workers get along with each other'. More than 70% of respondents with different work experience agree that there are impressed with the way they get along with their co-workers or the way they get along with other fellow employees. Cooperation and unity of purpose is very crucial in ensuring that success is achieved in an organization. Organizations are entities that have very many people, which in most cases have different cultural diversity. In order to achieve the common goal in the organization, unity of purpose is very crucial. It needs appropriate skills to have employees regard one another with decorum as well as with respect. In the organization that was under investigation it was established that majority of the respondents do get along with their fellow employees and it is in the interest of the organization that employees get along and support one another where necessary.

ANOVA analysis was conducted to establish whether there is significant difference in the mean Employment Motivation ratings among the different categories of Work Experience. The result indicated that there is significant difference in the mean Employment Motivation ratings among the different categories of Work Experience. Mean employment motivation ratings for the employees who are very satisfied with the way company policies are put into practice is high when compared to other groups. This indicates that employees who are very satisfied with the way company policies are put into practice are also satisfied with the employment motivation activities implemented at their organization. It was also established that there is significant difference in the mean Employment Motivation ratings among the different categories of 'I am satisfied the way company policies are put into practice'. This is very significant in the organization because employee satisfaction with policies means that the policy take into consideration their plights. This is likely to motivate employees in to performing even better in their respective duties. Furthermore, it was ascertained that there is significant difference in the mean Employment Motivation ratings among the different categories of 'I can relate my

performance with the pay I get and the amount of work I do'. Since majority of employees can relate their salaries with the motivation rating, it means that the motivational strategies in the organization are quite fruitful since they have been successful in achieving their goal of motivating employees. Besides, it was fund out that there is significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'. Employees that are considered independent are satisfied with job satisfaction initiatives in the organization. In addition, there is significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment' and significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'.

The correlation analysis was conducted to test the relationship between variables and how strong are these relationships. It indicates that all Employee Motivation variables (Empowerment, Work Condition, Reward, Teamwork and Training) are found to be highly significant and positively related to Job Satisfaction. All significant values accounted for (.00), thus the variables are significant at 0.01, which means that the same correlation will take place even if this study was done again. Regression test was undertaken to analyze the relationship between independent and dependent variables. The entire Hypothesis has a positive and a strong relation as determined. Hence a positive and strong relationship does exist between independent and dependent variables.

Analysis of Interview Transcripts

The study sought to ascertain the perceptions and opinion of managers in the project-based organization in the United Arabs Emirate. Consequently, interview was conducted where the respondents were required to address the concepts of motivation and job satisfaction. The interviewees included organization director, organization assistant director, human resource manager and production manager. All the participants in the interview agreed that employee motivation is quite crucial in organization and that it is indeed a concept that can be used to gain competitive advantage. Managers that participated in this research agreed that there are factors that need to be considered in order to make satisfaction a reality in the organization. The factors include, inspiration, appreciating employees, recognizing employees and giving employees good

remunerations. Authors such as Behn, (1995), Pfeffer, (2004) as well as Perry and Wise (2000) among others concur that inspiration among other factors can be used in organization to motivate employees. This in turn results to increased performance of employees. One of the respondents while addressing the concept of motivation states, "Employee motivation is very important and my one of my responsibilities is ensuring employee motivation because motivation is one of the factors that improve performance of employees. We try to identify employees' expectation and meet them in order to make them satisfied. This way they contribute greatly to organization's productivity". The argument has been supported by several scholars such as Behn, (1995), Pfeffer, (2004) as well as Perry and Wise (2000) among others. Motivated employees are known to give their full potential to the organization they work for, which results into improved input and performance. Motivated employees have also been found to offer quality services to different companies they work for. This leads to high quality service as well as products production, which improve both the quality as well as the quantity of organizations' production.

According to the interviewees, job satisfaction is equally important in organization. The more the employees like their job the more they will be able to have interest in their job and want to stay long in their job. When employees are committed in their work and take most of their time working the quantity and quality of their performance will always go up. Organization director, organization assistant director, human resource manager and production manager agree that the organization is doing all it can to ensure job satisfaction. To achieve such job satisfaction they have different strategies which they organization has put in place to achieve such purpose and they include improvement of working environment, job design, recognition of employees, reward employees, development of employee skills and evaluation and measuring job satisfaction among others. Organization director states, "Job satisfaction will obviously lead to high productivity in organizations and this organization is informed of that fact. A number of techniques have been employed to ensure job satisfaction. They include recognition, reward and good working environment". While addressing the same concept, production manager states "Job satisfaction enables employees to like their job thereby making them to spend more time on their job. This improves their performances as well as the quality of their service. Job design is one of the means of ensuring job satisfaction alongside motivational strategies".

Job satisfaction has significant impact on motivation in on one way or another. This is eminent on the job satisfaction factors, which according to scholars like Behn, (1995), Pfeffer, (2004), as well as Perry and Wise (2000), influence employee satisfaction. Assistant director who was interviewed states "Where there is motivation, there is likely to be job satisfaction. Therefore, one affects the other in one way or the other". Satisfaction of employees motivates them and makes them increase their performance, which also leads to improved productivity. Therefore, it is justified to argue that providing conducive working environment, career development, employee recognition, rewarding hardworking employee and job design motivate employees. Hence, there is significant association between job satisfaction and motivation whereby job satisfaction influences motivation of employees.

Overall Summary

Motivation concept as well as job satisfaction concept in organizations determines the level of performance in the organization. It is the attitude of employees that will influence the input of workers in an organization. Organizations therefore tend to stick to the factors that enhance job satisfaction. Some of the factors that influence job satisfaction include proving good working condition or environment, rewarding achievements in the entities, recognizing efforts of employees, involving as well as increasing employee engagement, developing skills of employees, evaluating and measuring job satisfaction. Rewarding achievements in organizations make employees to try as much as possible not to miss the rewards or prices, which the organization offers to hardworking employees. In their effort to try to get rewards employees will work hard and have their level of input in their job improved. This will enhance their performance as well as productivity in the organization. Therefore, factors that ensure job satisfaction are aimed at making employees not only spend more time in their job but also give quality services. Job satisfaction, on the other hand contributes to employee satisfaction in an organization and motivated employees give their best to the organization. It was established that the project-based organization in which data was collected have in place adequate strategies that impress its employees in one way or another. This is indicated in the level of satisfaction that is registered in the responses of employees. For instance it was established that majority of respondents are happy with management styles of their managers, they are able to keep themselves busy in their job, they do have a chance to work alone, they have a chance to tell

people what to do and that they like the way their fellow worker get along with each other. The fact that employees are happy with management styles of their managers, they are able to keep themselves busy in their job, they do have a chance to work alone, they have a chance to tell people what to do and that they like the way their fellow worker get along with each other implies that job satisfaction and employee motivation upheld in the organization. The study also established that there is significant difference in the mean Employment Motivation ratings among the different categories of Work Experience; significant difference in the mean Employment Motivation ratings among the different categories of 'I am satisfied the way company policies are put into practice'. There is also significant difference in the mean Employment Motivation ratings among the different categories of 'I can relate my performance with the pay I get and the amount of work I do' as well as in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'. In addition, there is in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment' and significant difference in the mean Job Satisfaction ratings among the different categories of 'I have the freedom to use my own judgment'. It indicates that the level of motivation and job satisfaction in the project-based organization in the United Arab Emirate where the research was conducted is quite high.

Chapter-6: Conclusion

Summary

Inspiration and commitment of employees to their work is regarded with high esteem in organizations. This is because inspiration and commitment play a very significant role in determining the performance of employees. The level of commitment and inspiration of employees in organizations are functions of both job satisfaction and motivation. It is therefore quite crucial that organizations put in place appropriate strategize to enhance job satisfaction as well as motivation. Since the role that motivation plays in an organization is unquestionable, its application becomes the challenge since the concept is quite complex. In order to motivate employees in a company or organization, it is imperative that the needs of employees are identified. Many theorists have come up to highlight the needs of employees at work place. Maslow list the needs of employees in an organization in a given hierarchy which include security needs, social needs, psychological needs, esteem needs and self actualization needs. Below the pyramid is the psychological needs followed by safety needs, then social needs and esteem need as well as self-actualization needs. Employees need basic needs in order to survive and the needs include food, air, water and sleep. The organization that looks into such matters by making sure that its employees can afford food and sleep as well as have access to clean water and air will motivate its employees a great deal. Security of employee is equally important in organization and those organizations that ensure that its employees have job security among other things such as safe neighborhood, health insurance and shelter will obviously motivate its employees. According to Maslow, other needs that employees need at work place are love and belongingness. When employees are made to feel that they are important stakeholders to the organization and that they are important, it will make them do all they can to make the organization as prosperous as possible. Such motivation factors will enhance employee commitment and dedication to their work. Esteem need such as social recognition as well as accomplishment, personal worth and self-esteem follow in the hierarchy, which is followed by personal growth. Job satisfaction can also be ensured in an organization by considering factors that make job satisfaction a reality. The factors include providing good working condition or environment, rewarding achievements in the entities, recognizing efforts of employees, involving as well as increasing employee engagement, developing skills of employees, evaluating and

measuring job satisfaction. The mentioned factors will improve the rating of satisfaction of employees concerning their jobs and when such objective is achieved, the result is high performance of employees because they will be motivated. When employees are motivated, the result is quality service delivery, improved commitment and they tend to stay longer working; all of which translate to improved productivity.

Employee motivation and job satisfaction is very important in any organization irrespective of its location. This study was carried out in a project-based organization in the United Arab Emirates. Combined method was used in the research where both qualitative and quantitative approaches were used in the study. It has been established that the use of quantitative and qualitative is more advantageous compared to the use of one research designed. Questionnaires were used to collect quantitative data while interviews were used to collect qualitative data. Primary data was collected from a project-based organization in the United Arab Emirates where qualitative data was collected from managers in the organization while quantitative data was collected from employees and managers in the organization. A total of three hundred and five respondents participated in the research where they filled in the questionnaires and returned successfully. Different attributes of the respondents were investigated and they include gender, age, marital status, level of education, position, work experience and nationality. Majority of the respondents were found to be male with 58.7% while their female counter part comprised 41.3%. There was no gender discrimination in selecting respondents since the participants were collected randomly. Therefore, this could be a pointer to the proportion of employees in the organization with regards to gender composition. About the age of the respondents, it was found out that respondents were from the age of below 24 years old and the oldest respondents were found to be above 55 years old. Majority of the respondents were found to be 34 years and below whereby the respondents that were 34 years and below comprised more than 90%. About the marital status majority of the respondents who are employees at the project-based organization were found to be single since 68.2% of them were established to be single. Education level of the respondents was also investigated and the study established that majority of the respondents comprising more than 77% has bachelor degree and above. The study sought to ascertain the nationality of the respondents or employees working for the project-based organization and it was established that 94.4% of all the respondents were non-UAE national. This depicts the composition of the UAE as characterized by cultural diversity and organization and companies in UAE have multicultural

employees. It was established that the respondents who filled in the questionnaires were either technical or administrative employees concerning the positions they hold in the organization.

Majority of the respondents working in the project-based organization in the UAE are satisfied with the leadership styles of their managers and they are able to work longer by keeping themselves busy with their work all the time. Since employees are satisfied with supervisory style, coordinating them towards achievement of success becomes quite easier. The fact that employees are able to keep themselves busy all the time in organization is good news because it implies that their input will be increased leading to higher productivity. Employees also have a chance to work alone; they have a chance to tell other what to do and they are impressed with the way their fellow workers get along with others. It was also ascertained that employees' rating about employment motivation is quite high among different employees. Majority of the respondents are happy with the way the company policies are put into practice and as a result they are motivated because the way thing operate in the organization takes into consideration their being. Employees are also motivated by the remuneration that the organization provides them with in the organization since salaries paid are satisfactory. This is by no means will make the employees value the organization and devote their effort to make the organization become more successful because they as well consider themselves the beneficiary of the organizations success. Liberty of employees concerning making judgment is respected in the company and company upholds job satisfaction making employees to become satisfied with their jobs as well as with the organization in relation to different attributes of the organization.

Limitations

Motivation and job satisfaction as concepts are very important and research on the concepts required adequate resources and considerations to be investigated quite extensively. However, the research was limited by a number of factors, which include geographical location, finances and time.

- The study was conducted in one particular project-based organization in the UAE, which made the research become limited by geographical location. The study could have been conducted in different organization in different parts of UAE or in other countries but geographical location being a limiting factor, could not be carried in any other place.

- There was also financial constraint due to limited financial resources. The research needed much more money to carry out but since the finances were not adequate, operations of the research were to be restricted. For instance, data could have not be collected in different location in UAE due to lack of adequate funds.

- Time was quite limited in the sense that the amount of time that was available to have the entire research competed was short, thereby making it necessary to restrict the activities of the research. For example, questionnaires could not be administered to one thousand respondents because time could not allow the process.

Further Recommendations

That employee motivation and job satisfaction is important is well elaborated and eminent. Every organization including the project-based organization needs job satisfaction alongside employee motivation in order to enhance employee performance or organization's productivity.

- Scholars should therefore consider conducting future research to determine the nature of the relationship between job satisfaction and motivation because this could be used by different stakeholders to understand best the significance of each concept.

- Since employees have different expectation and needs depending on other factors like position, future scholars should conduct research to ascertain motivation factors suitable for different ranks of employees. Such studies will provide important information that can help organization among other stakeholders to know specific expectations and needs of different ranks of employees.

Appendices

Appendix I: References

Adams, J., S., (1965). Inequity in Social Exchange. In L. Berkowitz (ed): *Advances in Experimental Social Psychology Vol. 2*.New York: Academic Press.

Allen, N.J., & Meyer, J.P. (2000). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology,* 63, 1-18.

Amabile, T.M. (2008), "How to kill creativity", Harvard Business Review, Vol. 76 No. 5, pp. 77-87.

Antonius, R. (2003), *Interpreting Quantitative Data with SPSS*, Sage Publications, London.

Armstrong, Michael. (2006). A Handbook of Human Resource Management Practice (10th ed.)

Aswathappa k. (2003). *Human Recourse & Management,* Pg (244 to 245)

Baron, R. A. (2003). *Behaviour in organisations*. New York: Allyn & Bacon, Inc.

Behn, R. D. (1995): The Big Questions of Public Management. Public Administration Review, 55(4): 313{324.

Bittel, Lester R. and Newstrom, J. W. (1990). What Every Supervisor Should Know. USA: McGraw-Hill Inc.

Board, L. M. (2007). Coaching a stockholder on performance improvement option, ASTD International conference Atlanta GA, USA.

Board, L. M. (2007). Coaching a stockholder on performance improvement option, ASTD International conference Atlanta GA, USA.

Boone, C.W. (1978), "The relationship between job characteristics, role conflict, role ambiguity, internal locus of control, and job satisfaction of college and university administrators", unpublished doctoral dissertation, University of Denver.

Bourantas, D. and Papalexandris, N. (2009), "Personality traits discriminating between employees in public- and private sector organizations", International Journal of Human Resource Management, Vol. 10 No. 5, pp. 858-69.

Brewer , Gene A. , Sally Coleman Selden , and Rex L .Facer II . (2000). Individual Conceptions of Public Service Motivation . *Public Administration Review* 60 (3): 254 – 64 .

Brewer, G.A. and Selden, S.C. (2000), "Why elephants gallop: assessing and predicting organizational performance in federal agencies", Journal of Public Administration Research and Theory, Vol. 10 No. 4, pp. 685-711.

Brown, Mark G. (2006). *Keeping Score: Using the Right Metrics to Drive World-Class Performance*. New York: Quality Resources.

Bull, I. H. F. (2005). The relationship between job satisfaction and organizational commitment amongst high school teachers in disadvantaged areas in the Western Cape. Unpublished Masters Dissertation. Cape Town: University of the Western Cape.

Burgess, S., Ratto, M. (2003). ―The Role of Incentives in the Public Sector: Issues and evidence‖, CMPO Working Paper No. 03/071

Burke, R. (1970). Occupational and life strains, satisfaction, and mental health. *Journal of Business Administration*, Vol. 1, pp. 35-41.

Calder, B.J. and Staw, B.M. (2005), "The self perception of intrinsic and extrinsic motivation", Journal of Personality and Social Psychology, Vol. 31 No. 4, pp. 599-605.

Ciscel, H. D. (2004). Determinants of executive compensation, *Southern economic Journal*, *40*(4), 613-617.

Coderre, F., Mathieu, A. and St-Laurent, N. (2004). Comparison of the quality of qualitative data obtained through telephone, postal and email surveys. *International Journal of Market Research*, Vol. 46(3), pp.349-357

Crewson, P.E. (2007), "Public service motivation: building empirical evidence of incidence and effect", Journal of Public Administration Research and Theory, Vol. 7 No. 4, pp. 499-518.

Csikszentmihalyi, M. (2000). *Flow: the psychology of optimal experience*. New York: Harper & Row. Reviewed by Steve Krett.

Dawis, R., & Lofquist, L. (2004). *A psychological theory of work adjustment*. Minneapolis, MN: University of Minnesota Press.

Deeprose, D. (2004). *How to recognise and reward employees*. New York: AMACOM.

Dilulio, J. J. (1994). Deregulating the public service: Can government be improved? Washington, DC: Brookings Institution.

Ducharme, L.J., & Martin, J.K. (2000). Unrewarding work, coworker support, and job satisfaction: A test of the buffering hypothesis. Work & Occupations, 27(2) 223-244.

Eskildsen, J. K., and Dahlgaard, J. J. (2000). A Casual Model for Employee Satisfaction. *Total Quality Management,* Vol. 11 No. 8, pp. 1081-1095.

Eskildsen, J.K. and Dahlgaard, J.J. (*2000*). A causal model for employee satisfaction. *Total Quality Management*, Vol. 11, No. 8, pp. 1081.

Flynn, G. (2008). Is your recognition program understood? *Workforce*, *77*(7), 30-35.

Frank, S.A. and Lewis, G.B. (2004), "Government employees: working hard or hardly working?", American Review of Public Administration, Vol. 34 No. 1, pp. 36-51.

Freedman, M. S. (2008). Some Determinants of Compensation Decisions. *The Academy of Management*. 21397-409.

Frey, Bruno. (2007). Not Just For the Money. An Economic Theory of Personal Motivation. Cheltenham: Edward Elgar Publishing.

Gagné, M., & Deci, E. L. (*2005*). Self-determination theory and work motivation. *Journal of Organizational Behavior*, Vol. 26, pp. 331-362.

Gagné, M., Forest, J., Gilbert, M.-H., Aubé, C., Morin, E. M., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70, 628-646.

Gomez-Mejia, L. and Welbourne, T. (2008), "Compensation strategy: an overview and future steps", Human Resource Planning, Vol. 11 No. 3, pp. 173-89.

Gomez-Mejia, L.R., Welbourne, T.M., & Wiseman, R.M. (2000). The role of risk sharing and risk taking under Gainsharing. The Academy of Management Review, 25 (3), 492-507.

Gruneberg, M. M. (2009). *Understanding job satisfaction*. Basingstoke : MacMillan.

Hackman, J. R., & Oldham, G. R. (2005). Development of the Job Diagnostic Survey. Journal of Applied Psychology, 60(2), 159-170.

Harber K., D., (1998), "Feedback to Minorities: Evidence of a positive Bias", *Journal of Personality and Social Psychology* Vol. 74, No. 3, pp. 622~528

Hardik Shah & Hiral Shah (2008). Job Satisfaction and Fatigue Study. SCMS-COCHIN Journal.

Helepota, H.A. (2005) "Motivational Theories and their application in construction", Cost Engineering, Vol. 47, No. 3 pp. 14-35.

Herzberg, F. (1982). The managerial choice: To be efficient and to be human. (2nd ed. Rev). Salt Lake City, UT: Olympus.

Herzberg, F. (1996), Work and the nature of man. Cleveland: World Publishing.

Herzberg, F. (2008/2003/1968), "One more time: how do you motivate employees?", Harvard Business Review, Vol. 46 No. 1, pp. 87-96.

Herzberg, F., Maunser, B. and Snyderman, B., B. (1959), *The Motivation to Work,* John Wiley and Sons Inc., New York, NY

Horwitz, M. F., Heng, T.C., & Quazi, A.H. (2003). Finders, Keepers? Attracting, motivating and retaining knowledge workers. *Human Resource Management Journal*, Vol 13 No 4, 2003, Pages 23-44.

Huddleston, P. and Good, L.K. (1999) 'Job Motivators in Russian and Polish Retail Firms', *International Journal of Retail and Distribution Management* Vol. 27 No. 9: pp. 383-392.

Huse, E. F. & Bowditch, J. L. (1977).*Behavior in organizations.* Massachusetts: Addison Wesley.

Igalens, J. and Roussel, P. (2009), "A study of the relationships between compensation package, work motivation and job satisfaction", Journal of Organizational Behavior, Vol. 20 No. 7, pp. 1003-25.

Judge, T. and Ilies, R. (2002), "Relationship of personality to performance motivation: a meta-analytic review", Journal of Applied Psychology, Vol. 87 No. 4, pp. 797-807.

Kanfer, R., (1990) Motivation theory and industrial/organizational psychology, *Handbook of industrial and organizational psychology. Volume 1: Theory in industrial and organizational psychology*, Consulting Psychologists Press, Palo Alto, CA , pp. 75–110.

Kosteas, V.D. (2009), "Job level changes and wage growth." *International Journal of Manpower,* Vol. 30 No. 3, pp. 269-284.

Kovach, K. (2007). *What Motivates Employees? Workers and Supervisors Give Different Answers*. Business Horizons.

Kreitner, R., & A. Kinici. (2004). *Organizational Behavior*, 6th Edition. Boston, MA: McGraw-Hill, Irwin.

Kreitner, R., & A. Kinici. (2004). *Organizational Behavior*, 6th Edition. Boston, MA: McGraw-Hill, Irwin.

La Motta, T. (2005). *Recognition: The quality way*. New York: Quality Resources.

Lau, G.T. and Huang, S.B. (1999). The influence of task characteristics and job-related characteristics on retail salesperson selling orientation. *Journal of Retailing and Consumer Services*, Vol. 6 pp. 147–156.

Lawler, E. E. (2003). Treat people right. San Francisco: Jossey-Bass Inc. McGraw-Hill Irwin.

Lawler, E. E. (2003). *Treat people right*. San Francisco: Jossey-Bass Inc. McGraw-Hill Irwin

Lawler, E.E. (2004), Motivation in Work Organizations, Jossey-Bass, San Francisco, CA.

Lewin, J.E. (2003), "An empirical investigation of the effects of downsizing on buyer-seller relationships", *Journal of Business Research*, Vol. 56 No. 2, pp. 283-93.

Liptow and Jennifer, A. (2001). You really like me. *Financial Planning,* Vol. 31 No. 4: pp.127.

Locke, E.A. (2006), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1297-349.

Luthans, F. (1995), Organizational Behavior, 7th ed., McGraw-Hill, New York, NY.

Maidani, E. A. (2001). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. Public Personnel Management, 20(4), 441-448.

Maidani, E.A. (2001), "Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors", Public Personnel Management, Vol. 20 No. 4, pp. 441-8.

Malhotra, N., K., (2004): Marketing research: an applied orientation. Upper Saddle River, NJ:McGraw-Hill, cop.

March, J.G. (2009), The Pursuit of Organizational Intelligence, Blackwell, Oxford.

Meckler, M.R. (1996), '*Predicting success and failure of joint ventures''*, available at: http://wise.fau.edu/~mmeckler/jventure.html

Merriam, S. (2001). *Qualitative research and case study applications in education*. San Francisco. Jossey-Bass Publishers.

Meyer, M., & Kirsten, M. (2005). *Introduction to Human Resource Management*. Claremont: New Africa Books (Ptv) Ltd.

Miles, M., B., and Huberman, A., M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook*, Second ed. Thousand Oaks, Calif.: Sage.

Miller, D.S. & Catt, S.E. (1989). *Human Relations: A Contemporary Approach*. Homewood, 11: Richard D. Irwin.

Molander.C. (2006). Human resources at work. Lund: Chartwell-Bratt.

Morris, M. (2004). *The public school as workplace: The principal as a key element in teacher satisfaction*. Los Angelis: California University.

Moustakas, C. (1994). *Phenomenological research methods*. Thousand Oaks, CA: SAGE

Myers, M. S.(1964), "Who Are Your Satisfied Workers?", *Harvard Business Review*, Vol.40, pp. 73-88.

Newson, W., B. (1990), Motivate Now, Personnel Journal.

Oosthuizen, T. F .J. (2001). Motivation influencing worker performance in a technical division of Telkom SA. *Acta Commercii*, 1, 19-30.

Patton, M. Q. (2000). *Qualitative Research and Evaluation Method*. London: SAGE Publications.

Perry, J. L., & Porter, L. W. (2002). Factors affecting the context for motivation in public organizations. Academy of Management Review, 7(1), 89-98.

Perry, J. L., & Wise, L. R. (2000). The motivational bases of public service. Public Administration Review, 50(3), 367-373.

Pfeffer, J. (2004), Competitive Advantage through People, Harvard Business School Press, Boston, MA.

Phillips, T. (2001) 'E Training in a Different Class', The Guardian Online 7 June. *Quality assessment agency*. Distance Learning Guidelines.

Polit, D. F., and Hungler, B. P. (1999). Nursing research: Principles and methods. Philadelphia: Lippincott.

Posner, B.Z. and Schmidt, W.H. (2006), "The values of business and federal government executives: more different than alike", Public Personnel Management, Vol. 25 No. 3, pp. 277-89.

Rainey, H.G. (2002), "Reward preferences among public and private managers: in search of the service ethic", American Review of Public Administration, Vol. 16 No. 4, pp. 288-302.

Rainey, H.G. (2004), "Work motivation", in Golembiewski, R.T. (Ed.), Handbook of Organizational Behaviour, Marcel Dekker, New York, NY, pp. 19-40.

Rao Subba P. (2005). *Essential of HRM & Industrial Relationships*, Pg (480 to 482)

Robbins, S. P. (2001). *Organisational Behaviour* (9th ed.). New York: Prentice-Hall, Inc.

Ruane, J., M., (2005). Essentials of research methods: a guide to social science research. Malden, MA: Blackwell Pub.

Sansone, C. and Harackiewicz, J.M. (2000), Intrinsic and Extrinsic Motivation: The Search for Optimal Motivation and Performance, Academic Press, San Diego, CA.

Schultz, D. & Schultz, S.E. (1998).Psychology and work today: An introduction to industrial and organizational psychology (7th ed.). New Jersey: Prentice Hall.

Shahu R. and Gole S.V. (2008), "Effect of Job Stress and Job Satisfaction on Performance: An Empirical Study", *AIMS International Journal of Management*, Vol. 2, No. 3, September, pp. 237-246.

Simon, Herbert. (2007). *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations*, 5th edition. New York, NY: Macmillian Company.

Singleton, R., A., and Straits, B., C. (2005). *Approaches to social research*, Fourth ed. New York: Oxford University Press.

Smith, J., McKeon, J.E., Hoy, K.L., Boysen, R.L., Shechter, L. and Roberts, E.B. (2004), "Lessons from ten case studies in innovation", Research Management, Vol. 27 No. 6, pp. 23-7.

Smith, P.C., Kendall, L.M. & Hulin, C.L. (1969). The measurement of satisfaction in work and retirement. Chicago, Illinois: Rand McNally.

Snipes, R. L., Oswald, S. L., LaTourc, M. and Armenakis, A. A., 2005. The Effects Of Specific Job Satisfaction Facets on Customer Perceptions of Service Quality: An Employee-Level Analysis. *Journal of Business Research*, 58(10),1330-1339.

Spector, P., E., (1997) Job Satisfaction: Application, assessment, causes and consequences. Thousand Oaks: SAGE Publications. pp. 10-15.

Spilerman, S. (2006), "Organizational rules and the features of work careers", Research in Social Stratification and Mobility, Vol. 5, pp. 41-102.

Stein, J.M. (2006), "Public employee productivity: can outcomes be validly measured at the jurisdictional level?", Public Personnel Management, Vol. 15 No. 2, pp. 111-7.

Vansteenkiste, M. (2005). *Intrinsic versus extrinsic goal promotion and autonomy support versus control – doctoral dissertation*. Leuven: KU Leuven.

Velnampy T. (2008). Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District, Sri Lanka. *GITAM Journal of Management*, Vol. 6, Issue-2, Pg (66-73)

Vroom,V . H. (1960). Some personality determinants of the effects of participation. Englewood Cliffs, N.J.: Prentice-Hall.

Wagar, Terry H. (2008). Determinants of Human Resource Management Practices in Small Firms: some Evidence from Atlantic Canada. *Journal of Small Business Management*, pp.13-23.

Walsham, G., (1995). Interpretive case studies in IS research: nature and method. *European Journal of Information Systems* Vol. 4(2), pp. 74–81.

Weiss, D. J., Davids, R. V., England, G. W., & Lofquist, L. H. (1967).Manual for Minnesota satisfaction questionnaire. Minneapolis:University of Minnesota, Industrial Relations Center.

Wright, B.E. (2007), "Public sector work motivation: does mission matter?", Public Administration Review, Vol. 67 No. 1, pp. 54-64.

Wright, E. B., & Pandey, K. S. (2005). *Exploring the Nomological Map of Public Service Motivation Concept*, University of North Carolina at Charlotte. Department of Political Science.

Appendix II: Survey Questionnaire

1. Gender

☐ Male

☐ Female

2. Age

☐ 24 or under

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55 or above

3. Marital Status

☐ Single

☐ Married

4. Level of education

☐ High school or less

☐ Junior college

☐ University

☐ Master's or Doctoral

5. Nationality

☐ UAE National

☐ Non-UAE National

6. Position

☐ Technical

☐ Administrative

7. Work Experience / Job Tenure

☐ Less than 3 years

☐ 3 years to 5 years

☐ 6 years to 10 years

☐ 11 years to 15 years

☐ 15 years to 20 years

☐ Over 20 years

This question contains a total of 20 items regarding your present working situation. Please express your degree of satisfaction by drawing a circle around the option that best represents your perspective.

1 = very dissatisfied

2 = dissatisfied

3 = neither

4 = satisfied

5 = very satisfied

S. No.	Statement	1	2	3	4	5
8	Being able to keep myself busy all the time	1	2	3	4	5
9	There is a chance to work alone in my job	1	2	3	4	5
10	There are opportunities to do different things from time to time	1	2	3	4	5
11	I feel I am "somebody" in the community	1	2	3	4	5
12	I feel happy with the supervisory style of my manager	1	2	3	4	5
13	I am confident in my supervisor's ability to make decisions	1	2	3	4	5
14	I get an option to do thing that don't go against my conscience	1	2	3	4	5
15	I like the way my job provides for steady employment	1	2	3	4	5
16	I get the chance to do things for other people	1	2	3	4	5
17	I get the chance to tell people what to do	1	2	3	4	5
18	I get the chance to do something that makes use of my abilities	1	2	3	4	5
19	I am satisfied the way company policies are put into practice	1	2	3	4	5
20	I can relate my performance with the pay I get and the amount of work I do	1	2	3	4	5
21	I feel there are the chances for advancement on this job	1	2	3	4	5
22	I have the freedom to use my own judgment	1	2	3	4	5
23	I get the chance to try my own methods of doing the job	1	2	3	4	5

24	I am satisfied with my working conditions	1	2	3	4	5
25	I like the way my co-workers get along with each other	1	2	3	4	5
26	I do get praise for a good job.	1	2	3	4	5
27	I get the feeling of accomplishment from my job.	1	2	3	4	5

Appendix III: Interview Transcripts

Interview Transcrtips-1

ID CODE: 2009011-001

POSITION: Organization Director

Employee Motivation

Our organization recognizes the role that employee motivation plays with regards to the employee performance as well as the organization's productivity. There are different strategies used in this organization to ensure employee motivation. They include good salary remuneration, recognition of employees among others.

Job Satisfaction

Job satisfaction will obviously lead to high productivity in organizations and this organization is informed of that fact. A number of techniques have been employed to ensure job satisfaction. They include recognition, reward and good working environment.

Relationship between Motivation and Job Satisfaction

There is significant relationship between motivation and job satisfaction in the sense that motivation enhances to job satisfaction. The more the employees are motivated the more there is enhanced job satisfaction.

Interview Transcrtips-2

ID CODE: 2009011-002

POSITION: Human Resource Manager

Employee Motivation

Employee motivation is very important and my one of my responsibilities is ensuring employee motivation because motivation is one of the factors that improve performance of employees. We try to identify employees' expectation and meet them in order to make them satisfied. This way they contribute greatly to organization's productivity.

Job Satisfaction

Creating job satisfaction is one of the main roles that the management tries to achieve. It is crucial because it has direct influence in the level of out of employees. Job satisfaction is enhanced through creating conducive working environment, developing employees' skills, rewarding employees and recognizing the role that employees play among others.

Relationship between Motivation and Job Satisfaction

Motivation factor enhance job satisfaction. Therefore in one way or another motivation and job satisfaction are closely interrelated.

Interview Transcript-3

ID CODE: 2009011-003

POSITION: Production Manager

Employee Motivation

Motivation is a very important concept in organization because motivated employee increase productivity of an organization. It is therefore one of the main objective that need to be achieved. This organization tends to achieve motivation by providing the needs of the organization along side recognizing the effort of employee.

Job Satisfaction

Job satisfaction enables employees to like their job thereby making them to spend more time on there job. This improves their performances as well as the quality of their service. Job design is one of the means of ensuring job satisfaction alongside motivational strategies.

Relationship between Motivation and Job Satisfaction

Motivation influences job satisfaction positively; in that where there is high motivation level there is bound to be high job satisfaction.

Interview Transcript-4

ID CODE: 2009011-004

POSITION: Assistant Director

Employee Motivation

Employee is very important and is valued in this organization. There are many motivational factors, which this organization pursues.

Job Satisfaction

Job satisfaction makes employees performance and well as quality of services to go up. We tend to motivate employee, make their working environment and give them good salaries in order to enhance job satisfaction

Relationship between Motivation and Job Satisfaction

Where there is motivation, there is likely to be job satisfaction. Therefore, one affects the other in one way or the other.