

**Human Resource Management, Employees' Motivation and
Job Productivity: The Case of Medical Research Centers in
the United Arab Emirates**

إدارة الموارد البشرية
الدافعية والإنتاجية: حالة مراكز البحوث الطبية في دولة الإمارات العربية المتحدة

ZAINAB SALEM EBRAHIM TAHER ALHASHMI

**Dissertation submitted in partial fulfilment
of the requirements for the degree of
MSc HUMAN RESOURCE MANAGEMENT**

at

The British University in Dubai

November 2017

DECLARATION

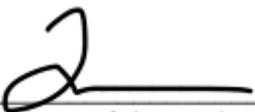
I warrant that the content of this research is the direct result of my own work and that any use made in it of published or unpublished copyright material falls within the limits permitted by international copyright conventions.

I understand that a copy of my research 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 a digital copy available in the institutional repository.

I understand that I may apply to the University to retain the right to withhold or to restrict access to my thesis 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 of the student

COPYRIGHT AND INFORMATION TO USERS

The author whose copyright is declared on the title page of the work has granted to the British University in Dubai the right to lend his/her research work to users of its library and to make partial or single copies for educational and research use.

The author has also granted permission to the University to keep or make a digital copy for similar use and for the purpose of preservation of the work digitally.

Multiple copying of this work for scholarly purposes may be granted by either the author, the Registrar or the Dean of Education only.

Copying for financial gain shall only be allowed with the author's express permission.

Any use of this work in whole or in part shall respect the moral rights of the author to be acknowledged and to reflect in good faith and without detriment the meaning of the content, and the original authorship.

ABSTRACT

Organizational productivity is a crucial problem for any organization. There has been a problem of many business managers regarding the human resource department as a critical component of the business. Particularly, some business managers do not trust the HR department as a strategic business organ. The purpose of this research is to explore the human resource management at medical centres in the United Arab Emirates.

The study uses the inductive research approach. It analyzes employees' motivation in different medical centres in the United Arab Emirates. The investigation employs mixed methods, both quantitative and qualitative. On one hand, it is important to collect enough data for calculating a correlation between the workforce's motivation and productivity. In order to achieve this aim, it is planned on carrying out a survey among employees of medical centres in the United Arab Emirates. Survey and interviews are conducted in this research and 200 respondents were selected so that through investigation could be performed. Descriptive statistics are reported through frequencies and the distribution of the values of the variables. Chi-square tests are performed through crosstabulation of the main study variable. Pearson correlation results and regression tests have been applied so that the associations and relationships between the study variables can be understood. In the majority of reported cases the level of significance is at the 1 percent level. It is found that HR management at medical centres in the UAE is relatively effective. It fulfils its main function, although certain problems exist. It is recommended for the organizations under investigation to take several actions which can make their HR departments more effective and the betterment could be determined.

Keywords: *Human Resource Management, Job Productivity, Employees Motivation and Medical Research Centres*

الملخص

تعد الدافعية والإنتاجية مشكلة حاسمة لأي منظمة. لوحظ وجود مشكلة لدى العديد من مديري الأعمال فيما يتعلق بإدارة الموارد البشرية، بحيث لا يرون هذه الإدارة كعنصر حاسم في العمل. فلا يثق بعض مديري الأعمال في قسم الموارد البشرية كجهاز عمل استراتيجي. الغرض من هذا البحث هو دراسة إدارة الموارد البشرية في المراكز الطبية في دولة الإمارات العربية المتحدة، ومعرفة مدى تأثيرها على المراكز الطبية.

تستخدم الدراسة نهج البحث الاستقرائي. لدراسة وتحليل دافعية الموظفين في المراكز الطبية المختلفة في دولة الإمارات العربية المتحدة. ومن ناحية أخرى، تم استخدام أساليب متنوعة، كمية ونوعية. لما في ذلك من أهمية لجمع بيانات كافية لقياس الارتباط بين دافعية القوى العاملة والإنتاجية. ولتحقيق هذا الهدف، تم إجراء مسح بين موظفي المراكز الطبية في دولة الإمارات العربية المتحدة. كما تم إجراء الاستبيان والمقابلات في هذا البحث وتم اختيار 200 مشارك منهم في هذه الدراسة. تم اعداد تقارير وصفية للإحصاءات من خلال تحليل المعطيات والترددات وتوزيع قيم المتغيرات. تم إجراء اختبارات مربع كاي من خلال التقريب المتبادل لمتغير الدراسة الرئيسي. وتطبيق نتائج ارتباط بيرسون واختبارات الانحدار للوصول الى فهم الارتباطات والعلاقات بين متغيرات الدراسة. في غالبية الحالات التي تم دراستها، يكون مستوى الأهمية عند مستوى 1 بالمائة. وقد توصلت الدراسة الى أن إدارة الموارد البشرية في المراكز الطبية في دولة الإمارات العربية المتحدة فعالة نسبيًا. فهي تؤدي وظيفتها الرئيسية، على الرغم من وجود مشاكل معينة. من المستحسن أن تتخذ المنظمات قيد التحقيق العديد من الإجراءات التي يمكن أن تجعل أقسام الموارد البشرية لديها أكثر فعالية ويمكن تحقيق التحسن.

ACKNOWLEDGMENT

There are many people to whom I would like to thank at this point as they are the real people who made this proud moment in my life. First I will like to thank my supervisor Prof. Ashly Pinnington who have helped me in completing this dissertation and was really a helpful hand at all times whenever I need him. Further I will thank my parents who have supported me at all times so that I could continue my studies and I could grow in better manner. I will also like to thank my friends and the group which actually helped me out in completing this dissertation as there was continuous support from them at all times and due to that I am able to complete my dissertation on time.

TABLE OF CONTENTS

TABLE OF CONTENTS.....	i
List of Tables	iii
List of Figures	iv
Abbreviations.....	v
Chapter 1.....	1
Introduction	1
1.1 Research Overview	1
1.2 Research Problem	3
1.3 Research Aims and Objectives	4
1.4 Research Questions	4
1.5 Design Limitations of the Study.....	5
1.6 Structure of the Dissertation	6
Chapter 2.....	8
Literature Review – Part I.....	8
2.1 Introduction.....	8
2.2 Definitions	8
2.3 Background Discussion	10
2.3.1 Differences between Old and New HR	10
2.3.2 Steps to Becoming Modern Human Resource	11
2.4 How HR Business Partnership Evaluated.....	13
2.4.1 Employee Retention.....	13
2.4.2 Employee Turnover	14
2.4.3 Organizational Commitment.....	20
2.4.4 The Phenomenon of Employee Motivation	26
Chapter 3.....	35
Literature Review – Part II.....	35
3.1 Introduction.....	35
3.2 Barriers and Enablers to HR Management	35
3.2.1 Cultural Factors which influence Human Resource Management.....	35
3.2.2 The Factors of External Environment which Influence HR Management.....	45
3.2.3 The Factors of Internal Environment which Influence HR Management.....	48
Chapter 4.....	55

Research Design and Methodology	55
4.1 Introduction.....	55
4.2 Research Methodology	57
4.3 Study Instrument.....	58
4.4 Research Sampling	59
4.5 Procedure	61
4.6 Methods of Analysis	61
Chapter 5.....	63
Results	63
5.1 Introduction.....	63
5.2 Descriptive Statistics	63
5.3 Inferential Statistics.....	65
Chapter 6.....	89
Discussion	89
6.1 Introduction.....	89
6.2 The interview Results	89
6.3 Data Limitations	92
Conclusions and Recommendations	94
7.1 Introduction.....	94
7.2 Conclusions.....	94
7.3 Recommendations	95
7.4 Contribution of this Research.....	95
References	97
 Appendices	
Appendix 1 – The Questionnaire (Survey).....	106
Appendix 2 – The Questionnaire (Interviews)	107

LIST OF TABLES

Table 1. Survey's Results.....	63
Table 2 ANOVA Results.....	65
Table 3.....	67
Table 4.....	69
Table 5.....	71
Table 6.....	73
Table 7.....	75
Table 8.....	77
Table 9.....	79
Table 10.....	81
Table 11.....	83
Table 12.....	85
Table 13 Pearson Correlation.....	87

LIST OF FIGURES

Figure 1. The measurement of employees' turnover (Tsai & Wu, 2010)	16
Figure 2.....	68
Figure 3.....	70
Figure 4.....	72
Figure 5.....	74
Figure 6.....	76
Figure 7.....	78
Figure 8.....	80
Figure 9.....	82
Figure 10.....	84
Figure 11.....	86

ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
UAE	United Arab Emirates

CHAPTER 1

INTRODUCTION

1.1 Research Overview

In the recent times, the main concern of many organizations has been on how to increase their productivity and customer satisfaction. To achieve this objective, these organizations often send their employees for training and awareness sessions. Previously, employees were regarded only as an input to the production process of the organizations. Nonetheless, following the Hawthorne studies by Elton Mayo between 1924 and 1932, this perception of employees changed (Al-Ajmi, 2001). According to these studies, employees are not only the inputs of production, but also the major contributors to the business operations (Al-Ajmi, 2001). Further, Al-Ajmi (2001) noted that employees are not only motivated to work hard by monetary returns, but also by their attitudes. When employees are satisfied, they become motivated to work harder which results in a higher productivity (Herzberg, 1968). Employees' motivation entails job satisfaction, good working climate and other remuneration packages. Managers have a huge role to play in the employees' motivation process by planning and introducing new incentives.

With an increased rate of interaction between different global communities, the number of business opportunities for companies has also been increased. Based on this fact, various organizations have moved to ensure that they have adopted the right strategies to enable them gain a competitive advantage in the global business environment. As observed by Herzberg (1968), many companies have in the recent past adopted various human resource strategies to gain a competitive advantage in the global business environment. In particular, many corporate organizations have adopted the most efficient human resources management strategies that have a potential to satisfy and motivate employees. This move has not only been induced by the need

for business efficiency, but also because of the external pressure to adhere to the principles of human rights.

As a result, employee motivation has emerged as the main focus of most corporate organizations throughout the world. Regardless of the type of organization, employee motivation has become a part of the wider strategy of increasing productivity. An organization can enhance performance and productivity on a long-term basis when the workforce has the desire to work hard to achieve the organizational set of objectives (Shell & Duncan, 2006). In view of the fact that employee motivation has been indicated to have a positive correlation with the company's productivity, conducting a research on the same topic is worthwhile. With respect to this, businesses have begun to invest enormous resources on the strategies of increasing employee motivation. This move is based on the research studies that link employee motivation to increased inputs and outputs. Additionally, some studies have linked employee motivation to increased customer satisfaction. Highly motivated employees work diligently when serving the customers (Al-Ajmi, 2001; Okpara, 2004; Shell & Duncan, 2006). In this paper, the relationship between employee motivation and performance at the medical in the United Arab Emirates will profoundly be explored.

The medical sector is one of the most important sectors in the UAE in terms of the services it offers as well as the number of employees it recruits. The issue of employee motivation has been one of the most researched topics in the UAE. However, unlike other sectors, the health sector has not been extensively studied in regards to the relationship between employee motivation and organizational productivity. Much the same as other key sectors, the health sector offers millions of people the opportunity to work. But to achieve the expected workload in an effective way, there have been attempts by various healthcare organizations to initiate programs meant to motivate their respective workforce. In particular, the HR business

partnership has recently received much attention by healthcare organization management to boost their productivity through employee motivation. However, there is a scarcity of information regarding the level at which employee motivation has led to increased productivity. Therefore, this paper will seek to undertake an extensive survey to ascertain whether employee motivation is directly related to productivity. The survey will specifically focus on medical centers in the United Arab Emirates.

1.2 Research Problem

1.2.1 Main Problem.

Employee motivation is of critical importance to promoting organizational performance within the healthcare sectors. Regardless of the spheres of activity, poor employee performance can have negative implications on the productivity of the firm (Nordberg, 2008). Particularly in a sector like healthcare, the issue of employee motivation assumes a critical significance in view of the implications it can have on the productivity of the company. Precisely, employee motivation has been attributed to promoting customer satisfaction. Therefore, the main problem of the study is employees' motivation at medical centers in the United Arab Emirates and its effect on their productivity.

1.2.2 Sub-Problems

Organizational productivity is a crucial problem for any organization. In this study, the main focus will be not on measuring productivity, but on exploring the ways in which HR management can influence it. Moreover, it is important to emphasize that this influence can occur directly or through motivation. Both these options will be explored in regards to medical centers in the United Arab Emirates.

Secondly, there has been a problem of many business managers regarding the human resource department as a critical component of the business. Particularly, some business

managers do not trust the HR department as a strategic business organ, but they instead regard it as a personal sector. The research will, therefore, seek to ascertain the extent to which a motivated HR Department helps the organization to enhance high levels of productivity.

1.3 Research Aims and Objectives

The purpose of this research is to explore the human resource management at medical centers in the United Arab Emirates.

The current proposed study is important in view of the practical and theoretical implications of the observations made regarding the link between motivated workforce and organizational productivity. Eventual inferences will include both the knowledge and the understanding of how various aspects of employee motivation can affect the productivity of the organizations based in the UAE. Additionally, the findings and recommendations from this study can be used to help UAE medical organizations to formulate effective HR strategies to increase their productivity and place themselves strategically in the ever competitive global environment. Also, this study will provide fresh information that will help to test various western theories and hypothesis about the link between workforce motivation and productivity. Further, this study fills an existing gap in the knowledge library since it is one of the few studies that deal with the HR function in the medical sector in the United Arab Emirates. Finally, the outcome of the study will prove practically helpful as it will provide guidance to the healthcare professionals on how they can capitalize on the value of HR work to improve the performance in the hospital settings.

1.4 Research Questions

The research questions of this study are as follows:

- a) What are the main features of HR management at UAE's medical centers?
- b) What are the key aspects for UAE's medical centers to consider in the field of HR?

- c) What is the current motivational level of employees at UAE's medical centers?
- d) Is there a correlation between the motivation and productivity of employees at UAE's medical centers?
- e) What are the barriers that currently block the way of HR professionals to positively influence employees' motivation at UAE's medical centers?
- f) What are the opportunities that HR professionals can build on to increase employees' productivity at UAE's medical centers?

1.5 Design Limitations of the Study

This research study will employ participants from the seven medical centers: Prime Medical Center, Mediclinic Dubai Mall, Ahalia Hospital, Al Madar Medical Center, Al Hisan Medical Centre, JTS Medical Centre and Karama Medical Centre. The main delimitation of the study is that the results from this setting will be assumed to be relevant to other hospitals in the UAE. It is well known that there is a substantial difference between working environments in the private and public sectors. Therefore, the study will suffer from accuracy issues as most medical centers from this list are private and the HR practices and employee experience would be different from those practiced and experienced in the UAE public medical sectors. Simultaneously, a correlation between variables found in the study is likely to be universal for most organizations in the UAE. The study will also operate with privacy and anonymity delimitations. The study will ensure that privacy and anonymity are upheld, but the participants may still have some concerns over the same subject. Because of the intensity of the surveys to be undertaken, the study might acknowledge the existence of fatigue among the participants. Hopefully, the different nature of the interviews will help overcome the negative implications of the current proposed study.

1.6 Structure of the Dissertation

The dissertation is organised into seven chapters as shown below,

- **Chapter 1 – *Introduction*:** This chapter presents the research overview, research problem, research aims and objectives, research questions, the significance, research strategy and design limitations of this research. Also, it briefly highlights details the structure of this dissertation.
- **Chapter 2 –*Literature Review (Part I)*:** This chapter presents the literature review focusing on the concepts of modern human resource, HR business partnership, employee retention and turnover. Phenomenon of employees' motivation is explored in detail.
- **Chapter 3 –*Literature Review (Part II)*:** This chapter presents the literature review on concepts of barriers and enablers to HR management. The cultural factors which influence human resource management are also discussed.
- **Chapter 4 –*Research Design and Methodology*:** This chapter presents the research philosophy, approach, strategy and design, and methods used to address the research questions.
- **Chapter 5 –*Questionnaire Results*:** This chapter details the analysis, results, and findings of the questionnaire designed to assess and analyse the human resource management, employees' motivation and job productivity among medical research centers in the United Arab Emirates.
- **Chapter 6 –*Discussion*:** In this chapter the findings of the questionnaire are discussed, interpretation of results is presented including researcher's views as well as issues from the literature review. The limitation of the data collection and analysis are also discussed in this chapter.

- **Chapter 7 -*Conclusions and Recommendations***: In this chapter the conclusions of the study are presented along with their implications and associated recommendations to academics and practitioners. Also the contributions of this study are presented.

The next chapter presents the literature review on PM performance and project success.

CHAPTER 2

LITERATURE REVIEW – PART I

2.1 Introduction

The topic of workforce motivation and its relationship with organizational productivity has drawn a lot of attention among different scholars in the recent past. Particularly, this interest has been with reference to the importance of the concept in the ever competitive business environment (Krzemien&Wolniak, 2007). Over the recent history, a multiple of scholars have made a remarkable work by identifying the relationship between workforce motivation and the organizational productivity. Within this period, theories have been put forward to explain this intrinsic relationship between the two phenomena. In the same vein, the relationship between employee motivation and customer satisfaction has been explored. According to Terpstra (1979), a myriad of studies exploring the impacts of motivated workforce indicate that motivated employees work hard to satisfy their customers. In light of this fact, the study seeks to explore literature materials that have covered the issue of strategic Human resource business partnership and its influence of the organizational productivity. To effectively explore this topic, the literature material will be divided into the following sections: Definition of the topic, evaluation of HR business partnership, barriers towards effective HR practices, and the phenomenon of employee motivation.

2.2 Definitions

Human Resource (HR): HR refers to the organization department tasked with locating, screening, employing and training job candidates, as well as executing employee-benefit programs (Nordberg, 2008). As organizations seek to gain a competitive advantage in the

market, human resources department plays a major role in enhancing them to deal with the ever dynamic global environment and the increased demand for quality workforce.

Employee motivation: Motivation refers to the intrinsic enthusiasm by employees and the desire to undertake the tasks related to work (Ongori, 2007). In other words, motivation is an internal desire that forces an individual to execute an action. As a rule, this factor is affected by both internal and external processes. Therefore, motivation is the product of an interaction between conscious and unconscious factors such as the intensity of the need, the value of the reward, and the ultimate expectations of an individual. The role of an employer is to achieve employee motivation to enable them work towards realizing the goals of the organization.

Employee retention: A recent definition of employee retention refers to this concept as the prevention of the loss of skilled employees from an organization to ensure there is profitability and productivity (Chaminade, 2006).

Productivity: Employee productivity refers to the evaluation of the efficiency of an employee or a group of employees (Ongori, 2007). Productivity may be evaluated in terms of the output of a worker in a specific period of time. Mostly, the productivity of a certain employee is evaluated relative to other workers undertaking the same task. The fact that much of an organization success is dependent on workforce productivity, productivity is an essential aspect for businesses.

Organizational commitment: Bateman & Strasser (1984) refer organizational commitment as a multidimensional aspect that involves the worker's loyalty to the organization and the desire to achieve its objectives, keep its values and protect its membership. The primary elements of commitment include admitting and realizing the goals of the organization and the desire to work to meet the organizational expectations.

2.3 Background Discussion

2.3.1 Differences between Old and New HR

Over time, a number of scholars have been debating on the differences between the old and new human resource managements. Armstrong refers to the new HR as a strategic and flawless approach to the management of the firm's workforce who individually and collectively contribute to the productivity and achievement of the set goals (Storey, 1995). However, other scholars such as Storey (1995) define the new HR as a distinctive approach to recruitment management that aims at obtaining competitive advantage through the strategic cultivation of the highly committed and qualified workforce, using a plethora of cultures, personal techniques and structure. On the other hand, the old HR, commonly known as "personnel management" refers to that section of the management that is concerned with the individuals at work and their relations within an organization. The main goal of Personnel Management is to bring together and grow into an effective organization people, who comprise an enterprise, considering their welfare, to enable work maximally (Storey, 1995). Based on the definitions of these concepts, the new and old HR practices have a set of differences.

First, old HR is regarded as a management activity, which particularly targets the non-management staff. On the other hand, new HR is focused on the development of the management team. Based on this fact, it is certain that the old HR deals with non-managers while the new HR focuses on the managerial staff. Secondly, the two concepts differ in the focus of the line management. The old HR's line management is concerned with managing people. Additionally, this concept acknowledges that the personnel work must be implemented within the line management where the workforce is physically situated (Storey, 1989). In the new HR, management is vested in the line management where the business managers coordinate and direct all the resources in the organization to enhance a bottom-line outcome.

Third, the old HR approach considers employees as the organization's input for achieving the anticipated outcome. Based on this understanding, this approach ensures that the effective strategies are put in place to motivate employees to work hard in the realization of the organizational objective. Conversely, the new HR model regards the employees as an important and valuable asset within the organization, which will help in the realization of the corporate goals and objectives. In other words, unlike the old HR, the new HR model regards people as critical assets and manages them and their strengths to meet the objectives of the enterprise. Further, the old HR model focuses on employee welfare, labor relation, and personnel management. This role is different from how the new HR model deals with the management issues. In particular, the new HR focuses on the acquisition, growth, motivation, and maintenance of the personnel in the organization.

2.3.2 Steps to Becoming Modern Human Resource

Becoming a modern human resource requires organizations to observe the fundamental philosophies of the emergence of human resource management. First, the managers are required to achieve the organizational goals, mission, and vision by using personnel as valuable resources. Unlike the old HR model where people are regarded as the instruments of accomplishing tasks, the modern HR model requires the recognition and appreciation of the need to put people at the top of the agenda in realizing the organizational goals. Because the power of the organization depends on the nature of the workforce, putting people first in all HRM functions in the organization is the primary principle of the modern HR model (Chaminade, 2006).

Achieving modern HR management also requires the utilization of the staff capacity. Productive organizations are those that are able to effectively utilize the potential of the workforce (Chaminade, 2006). A full utilization of employees is manifested in a plethora of

approaches such as placement, design, and recruitment. This approach entails redesigning jobs in new forms such as the jobs which can be executed by one personnel, employment of the multi-skilled workforce, sub-contracting, part time work arrangements and many others.

Additionally, achieving modern HR requires management to be driven by the top management in the interests of the major stakeholders. The major organizational stakeholders include the managing board, shareholders, customers, clients, and the workers. Achieving the modern human resource further requires organizations to consider employees as asserts instead of perceiving them as liabilities. Previously, training and development of employees was mostly regarded as an extra cost that needs to be avoided in order to make the organizations profitable. However, with the new model, organizations are obliged to regard training and development as the necessary impetus to boost productivity.

The new HR practice calls for getting extra value from employees. The organization's workforce is capable of producing extra value (Chaminade, 2006). Therefore, it is the duty of the management to ensure that extra value has been acquired through HR development and performance management structures. The idea of extra value is founded on the principles of production economics. According to this principle, an employee can be used to produce marginal output if effectively trained and developed, undertakes the right job and is remunerated accordingly. Employee commitment has also been indicated to be a requirement for achieving the modern HR practice within organizations. According to Chaminade (2006), organizational success emanates from the workforce's total commitment to the organization's values, goals, and mission. When the workforce understands the future of its organization as well own future, it triggers commitment, which subsequently results in high productivity. Lastly, organizations can achieve modern HR practices by enabling managers to be dynamic

and adapt to the required changes in realizing efficiency in HRM functions. Adaptability and flexibility seek to minimize bureaucracy and fixed working regulations and rules.

2.4 How HR Business Partnership Evaluated

A multiple of literature have been put forward by numerous scholars in regards to how HR business partnership can be evaluated. In this section, the study will explore different methodologies by different scholars and compare them with other scholars.

2.4.1 Employee Retention

The ability of an organization to retain employees is a critical tool of measuring the HR business partnership. Employee retention refers to a voluntary action by an organization to make an environment that maintains employees for a long period (Chaminade, 2006). A recent definition of employee retention refers to this concept as the prevention of the loss of skilled employees from an organization to ensure there is profitability and productivity (Chiboiwa, Samuel, & Chipunza, 2010). Other scholars view the concept of employee retention as a product of the implementation of policies and processes that enable the workforce to remain working in the organization because a conducive working environment (Baer, Fagin, & Gordon, 1996). Nonetheless, exploring employee retention within the purview of workforce turnover is insufficient; instead, the focal point ought to be on the manner in which workforce retention enables the preservation of the employees that are able to meet the organization's corporate objectives (Waldman & Arora, 2004). According to these scholars, employ turnover is critical in removing those employees that are unable to meet the expectations of the organization. Therefore, good employ retention focuses on maintaining those employees that can help the organization meet its corporate needs.

The ability of an organization to attract and retain talented employs depicts the strength of its HR business partnership. The retention of skilled workforce is beneficial to an

organization because employees' competencies and expertise are critical its ability to gain a competitive economic advantage (Kydt et al., 2009). Additionally, employ retention is crucial to an organization because high competition can result in the lack of enough skilled employees in the market. Therefore, as workers are searching for good employment opportunities, different organizations are also looking on how to improve their HR practices to attract and retain highly qualified workers. Nonetheless, organizations are facing a myriad of challenges in attracting and retaining highly qualified talents due to bounded rationality, especially of socio-cultural norms linked with the country.

Many organizations are concerned with the issue of employee retention because the need to leave is a problem for both the workers and their employers. As observed by Kydt et al. (2009), companies are highly concerned with the cost of losing skilled workers and are, therefore; increasingly improving their HR practices to maintain the existing workforce. The need for high productivity through high employee turnover has forced organizations to take deliberate HR steps to retain employees to avoid low-job satisfaction. Some of the mostly used strategies to retain employs include better working environment, training and growth, competitive compensation packages, and other essential benefits. Because of this importance attached to employ retention, researchers can use this concept to evaluate how effective an organization's HR business partnership is.

2.4.2 Employee Turnover

HR business partnership can also be assessed using employee turnover. In accordance with Judge (1993), voluntary and involuntary staff turnover constitute the most well-known classification of the types of employees' turnover.

While the former occurs due to the workers' decisions, the latter occurs on the employer's initiative. Based on Judge's definition, involuntary employee turnover is either by downsizing

or discharge. Downsizing turnover is a crucial activity to boost the efficacy of an organization and its capability to the expectations of its shareholders. On the other hand, discharge turnover deals with the removal of poorly-performing workers from the organization (Donoghue & Castle, 2006). On the other hand, voluntary employee turnover is further sub-divided into two more types, which include avoidable turnover and unavoidable turnover. The two types of turnovers differ from each other based on the factors that trigger them. In particular, avoidable turnover is about the exit of a worker from a company because of the circumstances that could have been evaded.

On the other hand, unavoidable turnover is about the exit of workers under circumstances that could not be avoided by the organization. These circumstances may include death of the employee or permanent relocation of the worker to a different locality of country. In recent times, the focus of HR has been to identify the turnover elements that were previously categorized as unavoidable to explore for strategies to counteract them. Unlike in the past, today there is mounting pressure on the HRM to initiate policies that will ensure unavoidable turnover is no longer rendered unavoidable, by putting strategies in place to enable the individuals to continue working while at the same time meeting personal obligations (Ongori, 2007). As indicated in the Figure 1, involuntary turnover exists to meet the expectations of the organization while voluntary employee turnover is geared to meeting the expectations of an employee.

Different factors are known to affect employee turnover. First, employee attitudes and personal factors can affect employee turnover. Employee attitudes regarding the work are critical in predicting the organizational employee turnover rates (Judge, 1993). According to Judge (1993), high levels of job satisfaction make employees develop a desire to commit to working, thereby minimizing the levels of employee turnover.

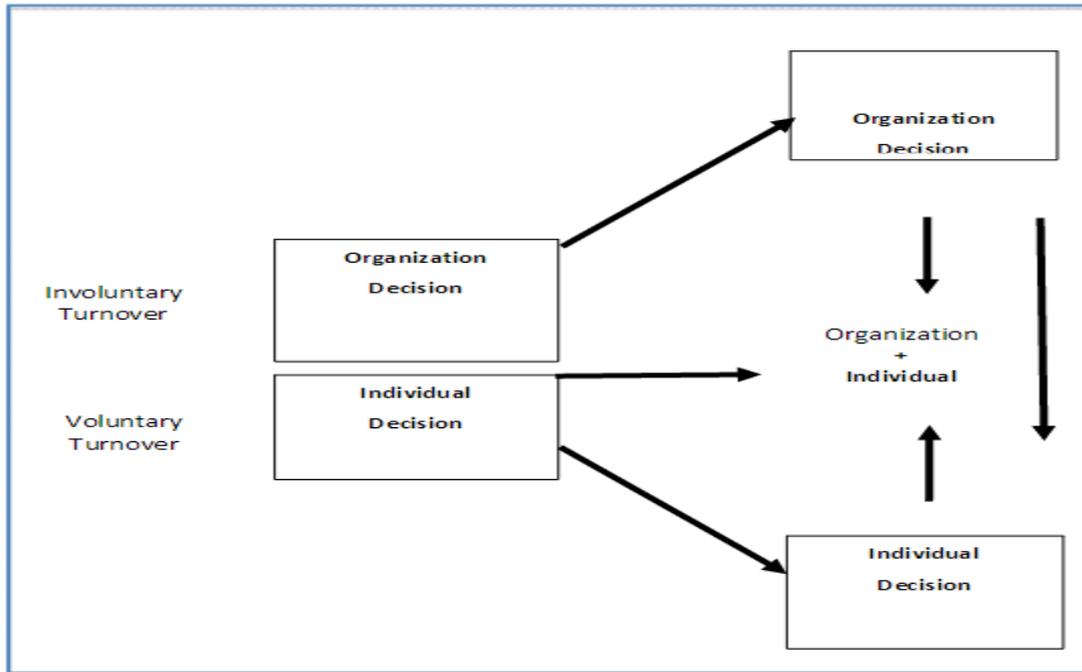


Figure 1. The measurement of employees' turnover (Tsai & Wu, 2010)

A broad range of scholars have explored the link between turnover rates and job satisfaction. Dissatisfied employees tend to leave their jobs in search of well satisfying ones. For instance, almost 25% of the workforce in the UAE absents itself from the normal work duties because of the dissatisfaction (Tsai & Wu, 2010).

Secondly, employee turnover rate is measured by performance appraisal and feedback. The fact that employers feel that honest appraisal might damage employees' self-esteem leads to a situation when many organizations have refrained from providing frank feedback (Tsai & Wu, 2010). Honest feedback about the worker might trigger unfavorable consequences within the United Arab Emirates' organizations (Gopalakrishnan, 2002). To avoid negative consequences, a mediator is deployed by UAE organizations to deliver the appraisal feedback. Many of the UAE employees are shown to be against the appraisal feedbacks offered by their respective organizations.

Employee turnover rate is further affected by the lack of rewards and recognition by organizations. A large body of evidence has linked rewards and recognition to high level of employee turnover. A study by Gallup Organization found that employee satisfaction and job retention are directly related with recognition and the provision of rewards (Buckingham & Coffman, 1999). Poor employee turnover is related with lack of recognition and rewards, but with recognition organizations are able to retain skilled workforce and encourage them to work hard towards achieving the organizational corporate goals (Buckingham & Coffman, 1999). Hansen et al. (2002) differentiate recognition and reward by asserting that intrinsic motivation is driven by the specific behavior required by an organization when initiating the reward strategy. Lack of proper recognition has been accused to be the main factor behind the high levels of employee turnover in the United Arab Emirates. 44% of the participants who took part in the Hansen et al (2002) study observed that lack of recognition from their employers is one the major reasons they are not motivated to work towards achieving the targets set by their respective organizations. The other 30% of the participants pointed that there is a need for their organizations to offer them equal opportunities if they are required to put more effort in their productivity. Overall, this survey indicated that the lack of proper recognition and rewards by the various organizations in the United Arab Emirates is the main reason there is a minimal employee turnover and poor productivity. Currently, offering financial incentives and recognition initiatives remain to be critical tools to ensure that there a high retention rate is accompanied by a high productivity rate (Apker, Propp & Zabava, 2009).

Besides recognition and rewards, HR business partnership can be evaluated by assessing the rate of professional and personal advancement in organizations. Lack of professional and personal advancement of employees in organizations is among the chief reasons why many workers leave their organizations (McCabe et al., 2008). In many instances, employees are

forced to change jobs because of the need to have professional and personal achievements. In particular, such kinds of employees usually move to those organizations that guarantee them the chance to grow their careers. Shaw, Duffy and Stark (2000) observe that frustrations resulting from the lack of career advancements are some of the reasons many organizations are having low productivity from their workforce. Usually, commitments to work hard and realize the organizational goals are hampered when employees realize that their chances to advance their careers are diminished by their organizations. A study by Al-Ahamadi (2002) among the UAE employee indicated that employee show a greater desire to work when they are satisfied that they have chances to advance their personal and professional careers.

The effectiveness of communication within organizations can also show how effective or ineffective the HR business partnership is executed in a particular organization. Good communication within an organization is critical in supporting and boosting employees' attachment to the organization, and as a result it increases the level of productivity (Apker, et al., 2009). Further, Apker et al. (2009) point that lack of effective communication is the primary barrier that hampers employee motivation, which subsequently results in the intention to leave the organization in search of a new one. Ongori (2007) argues that in order for organizations to have high employee turnover, they should ensure they have an effective line of communication within their operational structures. Otherwise, inadequate or ineffective communication between the management line and employees is the main reason for workers quitting organizations. Ongori (2007) further argues that the lack of proper communication between the management and the employees leads to lower levels of moral among the employees, and finally results in a poor employee turnover.

For instance, Ongori (2007) observed that many UAE organizations lack long-term strategies and policies concerning quality, vision, and mission. Additionally, the author noted

that these organizations did not follow proper documentation procedures. Quirke (2008) conducted a survey for 600 employees in the UAE organizations and showed a wide gap of communication between the employees and the management. According to this study, even though managers are aware of the significance of communication, they are reluctant to implement it. Quirke (2008) posits that there is a need for the organizations to be aware of the principles and benefits of effective communication if they are to realize the full benefits of their investments. For instance, most of the surveyed participants from Saudi Arabia indicated that they often depend on their managers to acquire relevant information regarding their respective jobs. The same results were depicted by the other participants from the other countries in the UAE.

Other scholars have postulated that determining the employee turnover can depict a great deal of information regarding the effectiveness of the HR business partnership in an organization. Mostly, the impact of employee turnover is greatest when there is a downward trend in the levels of productivity, quality and profits. For small organizations, high employee turnover means that the staff is there for only routine reasons instead of the issues of work quality (DeConick& Johnson, 2009). Employee turnover is associated with both positive and negative consequences. The negative consequences include low production and are associated risks, poor performance, and increased tension between the management and the workforce.

To overcome the problems associated with poor employee turnover raters, organizations are required to undertake some steps. The most fundamental strategy to increasing employee turnover rates is by increasing their satisfaction levels. However, the big issue is on how to handle the diverse needs of each and every employee in an organization (Denisi&Griffin, 2008). An effective strategy should target those employees who seem more likely to leave the organization sooner than later. According to Ongori (2007), the strategies that reduce the

employee turnover rates should be carefully implemented in order to ensure that they are effective. Therefore, it is imperative for the management to first identify the primary reasons that force employees out of the organization before designing the most appropriate strategy to curb it. The best way to determine the problem within the organization is by administering exit interviews among the employees. Through this strategy, the management will have unbiased information regarding the state of affairs in the organization, which will subsequently prove critical in implementing the necessary mitigation strategy (Ongori, 2007). Strategies such as job redesigning, new compensatory plans and recruitment of appropriate employees are critical strategies to having a higher employee turnover rate in the organization. Additionally, offering the employees a chance to inherit the existing opportunities is another possible strategy to ensure they remain working in the organization. Ongori (2007) observes that when employees are assured of getting promotions in form of inheriting the existing vacant positions, they naturally develop a positive attitude towards the organization.

2.4.3 Organizational Commitment

Organizational commitment has attracted a multiple of definitions from different scholars. Bateman & Strasser (1984) refer organizational commitment as a multidimensional aspect that involves the worker's loyalty to the organization and the desire to achieve its objectives, keep its values and protect its membership. The primary elements of commitment are identified by Mowday, Steers and Porter (1979), which include admitting and realizing the goals of the organization and the desire to work to meet the organizational expectations. HR business partnership can be evaluated by directly observing employee organizational commitment. An individual's attitude in the organization is directly related to his or her desire to work. Ongori (2007) observes that organizational commitment is influenced by the firm's practices and norms. Some scholars have argued that employee commitment is a product of a

variety of work-related factors. Over the recent years, organizational commitment by the employees has attracted a great deal of attention from researchers from both the private and public sectors. Some of these studies confirm that employees working in public sectors tend to portray a great deal of commitment towards their organizations. A possible explanation for this observation is that most of the public sectors are designed in such a way that the recognition and respect of the rights of employees are given much attention. Additionally, public sectors have traditionally been indicated to provide high levels of job satisfaction, job security, and rewards. Though some private organizations offer more remuneration packages than the public sector organizations, many of them lack job security and favorable working conditions. Therefore, many employees working in environments where their rights are not properly respected tend to depict a less of commitment to their works (Ongori, 2007).

Employee commitment has been indicated by a broad range of studies to pose a number of consequences to organizations. Somers (1995) reports results from a study that targeted nurses in a healthcare setting. According to this study, those nurses that were less committed to their work tended to portray a higher degree of absenteeism.

The phenomenon of organizational commitment has been researched from various perspectives. In particular, a lot of studies are dedicated to the influence of leadership on this factor. As specialists believe, a proper usage of leadership instruments might lead to a significantly increased level of employees' commitment. Shore et al. (2005) explain that different leadership styles have various effects on employees' job performance. The main reason why these effects are so different is that each leadership style has its own specifics from the employees' point of view. Democratic leaders usually employ a variety of mechanisms in order to ensure a proper motivation of their subordinates. In this situation, it is no wonder that employees' commitment to the job and to the organizational objectives is substantial. If a person

feels that his inputs are valued and he gets fair rewards for his work, the variable of his commitment to the organizational goals tends to grow. In contrast, autocratic leaders often fail in positively influencing the job commitment of their subordinates.

Von Glinow&McShane (2000) explore transformational leadership in light of its consequences for an organization. According to the scholars, trust, cohesion and motivation are among such consequences while improved commitment to the job is definitely the most important result of transformational leadership. This statement is supported by many other studies, both theoretical and empirical. From the perspective of the current dissertation, it is very important to review the study designed by Karamat (2013). In his investigation, the scholar tried to find the impact of leadership on organizational performance. As he deduced, this impact is not direct. In most cases, the effect of leadership on the workforce's productivity can be observed through a set of intermediaries. These intermediaries are usually represented by employees' increased commitment to the job, their trust in leaders and their willingness to work hard in order to ensure the achievement of the organizational goals. In other words, organizational commitment enables the positive influence of leadership on the organizational performance.

In the third quarter of the 20th century, a lot of scientists studied the phenomenon of organizational commitment from various psychological perspectives. While the first researches on employees' motivation boiled down to simple tangible side-bets models, these investigations were focused on the ways in which a psychological connection between employees and organizations develops. In line with this psychological approach, employees' commitment should be understood as "the relative strength of an individual's identification with an involvement in a particular organization" (Steers, Mowday& Porter, 1979). Under the psychological paradigm, commitment is positioned not only as an important driver of

workforce's productivity, but also as a significant determinant of turnover rates. Moreover, some specialists even believe that the indices of commitment provide more justified premises to forecast an organizational turnover rate than the indices of job satisfaction. The authors emphasize that organizational commitment is composed of the three components: acceptance, participation and loyalty.

In the last quarter of the 20th century, scholars developed the multi-dimensional approach towards organizational commitment. Meyer & Allen (1984) have proposed two scales of measuring this phenomenon: affective commitment and continuance commitment. Affective commitment is a degree to which a person is willing to keep his job position and his place in an organization. It is an emotional attachment to an organization which doesn't have a strong logical background. In contrast, the continuance commitment scale measures an extent to which a person wants to keep his work position because of realizing the costs of leaving an organization. This is rather a rational decision which is supported by specific numbers like an employee's current salary, his current rent and other bills. In six years after the first variation of organizational commitment's model, Meyer & Allen (1990) added a third dimension to their scale, a so-called normative commitment. As it is obvious from its name, normative commitment describes an employee's willingness to work in some company due to an obligation. This obligation can be referred to a manager, a coworker or even a family member.

S. Ghosh & D. Swamy (2014) have proposed a new model which measures organizational commitment. Their concept implies distinguishing the two main dimensions of organizational commitment. The first dimension measures the time of commitment, its continuance over short-term and long-term periods. The second dimension describes the nature of commitment. In regards to this scale, commitment can be divided into instrumental, normative and affectionate types. Instrumental commitment usually occurs on early stages,

right after the person's employment. However, after an employee realizes the nature of an organization, its specifics, organizational structure, corporate culture and corporate philosophy, he develops a deeper attachment to it.

S. Nawab & K. Bhatti (2011) found that financial incentives don't have a substantial impact on affective commitment of the employees while their influence on normative and instrumental types of commitment is essential. It is surprising since the scholars have identified a strong correlation between financial incentives and employees' job satisfaction. Nevertheless, their high level of job satisfaction doesn't necessarily lead to an increased organizational commitment. The phenomenon of organizational commitment is also dependent on various non-tangible factors. In particular, an employee should sense that his efforts are appreciated and his inputs are properly rewarded. He also should feel that his own values harmonize with the values of the organization's corporate culture. Otherwise, a person wouldn't feel an emotional attachment to an organization and his commitment to it would be exclusively instrumental. Similar conclusions have been made by many other scientists who investigated the phenomenon of organizational commitment.

From the perspective of this dissertation, it is important to analyze a relationship between organizational commitment and job satisfaction. This research problem has been explored from different perspectives by many scholars. Meyer et al. (2002) claim that organizational commitment is a derivative from job satisfaction. It seems relevant to point out that job satisfaction is exclusively related to some job whereas organizational commitment is directly connected with the specific organization. The authors emphasize that organizational commitment and job satisfaction aren't always in harmony. Sometimes an employee is committed to an organization, but he doesn't have a high level of job satisfaction. It may happen

due to numerous reasons. For instance, a worker might think that he deserves a higher income or a better job position.

Interestingly, the empirical studies show a low correlation between job satisfaction, organizational commitment and an employee's decision to leave an organization (Norizan, 2012). In some cases, a person may be completely dissatisfied by his current job and not feel any commitment to an organization, but he is willing to keep his job position because there are no other options. In contrast, even a manager who is satisfied with his salary, working conditions and other workplace's specifics can make a decision to leave his job after being headhunted by some large international corporation.

Generally, a relationship between organizational commitment and job satisfaction is a complex research problem. There is no agreement among scholars even regarding the basic characteristics of a correlation between these two variables. As stated above, most scientists tend to believe that organizational commitment is rather a derivative from job satisfaction. However, the available evidence provides a premise to claim that their relationship is not one-sided. There are even some studies which position the organizational commitment as a primary factor. Kovach (1977) explains that "job satisfaction is recognized as a component of organizational commitment." A correlation between job satisfaction and organizational commitment is usually considered to be significant by specialists regardless their opinion on the nature of a relationship between these two factors. Organizational commitment is a more valid indicator of a person's attachment to his current position because it doesn't include any job-specific issues. The indicator of organizational commitment is easier to calculate and, thus, it is easier to employ this statistic in organizational strategies and operations.

As a conclusion, it can be stated that organizational commitment is one of many indicators which measure a person's attachment to an organization and his current job. Some

scholars believe that this indicator is a determinant of many other characteristics such as a person's trust in a leader, his level of job satisfaction and a desire to keep his job position while others claim that organizational commitment is a derivative from job satisfaction. In any case, it is obvious that there is a positive correlation between the increases in organizational commitment and the increases in job satisfaction.

2.4.4 The Phenomenon of Employee Motivation

In business studies, the main objective of scholars is not to investigate some abstract phenomena, but to find a way to increase profits. One of the ways to do so is to affect employees' job performance by introducing effective motivational programs. In order to understand whether motivated workforce increases performance, it is important to explore the phenomenon of motivation, its main features and characteristics. The nature of motivational behavior boils down to three features: it is characterized by a long continuance, it is aimed at achieving certain goals and it results from a specific need or a group of needs (Flippo, 1982). Accordingly, effective motivation implies satisfying employees' needs.

The most well-known theory on human needs has been developed by A. Maslow (1954). The scholar divides all the human needs into the five groups: physiological, safety, social, esteem and self-actualization. These groups are located in a strict hierarchical order. According to Maslow, it is impossible to satisfy some group of needs without satisfying the previous one. For instance, a person starts thinking about the sphere of self-actualization only after all the other four levels of needs are satisfied. In organizations, the Maslow's theory provides a practical concept for managing employees' motivation. At the same time, despite its extreme popularity, the Maslow's concept hasn't been accepted by all the scholars. Some of them point out that people are able to satisfy the highest levels of their needs without satisfying their safety or even physiological needs.

Another popular concept on motivation belongs to D. McGregor (1960). The scholar has formulated two theories: “Theory X” and “Theory Y”. In accordance with the first theory, which was widely used by managers in the first half of the 20th century, employees were regarded as creatures that don’t like work and try to avoid it. They don’t demonstrate high levels of creativity and are not able to solve complicated problems. Thus, a logical decision for a manager is to control his subordinates, provide clear guidelines and make sure that they follow the rules. The scholar doesn’t agree with this theory and puts forward an assumption that another concept, “Theory Y”, is more applicable to organizations. According to this theory, employees are creative. They are able to solve complicated problems and they are willing to work hard if the work is interesting for them. Therefore, a manager is recommended to help them with finding and developing this interest. Creating a positive work environment seems to be the foreground mission of managers under the “Theory Y” paradigm.

The third motivational theory which has received a lot of attention from scholars is the Aldelfer’s concept. According to this researcher, human needs can be divided into the three groups: existence, relatedness and growth. Existence needs can be associated with the physiological and safety needs in the Maslow’s pyramid. The field of relatedness needs is characterized by a person’s desire to play some social roles and engage in an interpersonal relationship. Finally, the last group of needs is responsible for a personal growth. While it might seem that the Adelger’s concept is very similar with Maslow’s pyramid, these two theories have one significant difference (Stoner, Freeman & Gilbert, 2007). While Maslow claims that human needs can be only satisfied by rotation, Aldelfer argues that the three groups of needs found by him can be satisfied in turn, in reverse order or even simultaneously. This conclusion provides managers with a higher level of flexibility while developing incentives for their subordinates.

Unlike Maslow, McGregor and Aldelfer, D. McClelland considers the aspect of social factors in the process of needs' formation. In other words, he argues that some needs are directly determined by people's social experience. Among such needs, he distinguishes the following: the need for achievement, the need for power, and the need for affiliation. The need for achievement implies a person's ambition to complete complicated tasks and reach important goals. It can manifest itself differently, but it is always derived from an unconscious desire to increase the level of self-appraisal. The need for affiliation lies in the area of a relationship with other people. This need reflects an aspiration to be accepted by others and to feel an attachment to some social group. Finally, the need for power is the less popular out of these three needs. It is not inherent for all people, although a lot of persons feel a desire to control others. In some cases, the need for power is a result of a displacement. Employees who are influenced and controlled by an autocratic leader are more prone to the development of this need than those who work with democratic leaders (McClelland, 1978).

The expectancy theory designed by Vroom (1964) was developed on the basis of the aforementioned concepts. In its core, the expectancy theory implies that people choose certain types of behavior because they evaluate the possible expected outcomes of each option and choose those options which promise the best rewards. This process can be described with the three main components: expectancy, instrumentality and valence. On the stage of expectancy, people measure their skills, correlate them with the desired outcome, and consider the possibility of reaching the outcome and demonstrating a necessary level of performance. The next stage, instrumental, is focused on a correlation between performance and outcomes. Employees who have reached this stage are concerned about the procedures of evaluating the performance, their trust in people who decided whether they deserve rewards, and their general opinion on the justice and fairness of rewards commonly accepted in an organization. Finally,

the last component of the model, valence, reflects a person's attitude towards an outcome. The scholar explains that there are three possible behavioral responses of people to the outcomes: indifference, avoidance and welcome.

All the theories reviewed above have been widely used in organizations. Unfortunately, the available evidence provides a ground to take up the position that none of these theories can be considered universal. The features of a particular culture and organization influence the staff's motivation. In particular, for Japanese companies, a specific "Theory Z" has been developed, in accordance with which people prefer working in groups and demonstrate high results due to the synergy effect. Therefore, while analyzing the influence of workforce's motivation on productivity, it is critical to consider the specific features of an organization, culture and various characteristics of external and internal environments.

A correlation between employees' motivation and organizational performance is a popular research problem which has been researched in detail by many scholars. It seems relevant from the perspective of the problem under investigation to review some of the studies on this topic. The overwhelming majority of studies on the research problem of a connection between employees' motivation and their productivity deduce that a correlation between workforce's motivation and productivity exists. For instance, C.E. Maduka & O. Okafor (2014) claim that low productivity of workers in manufacturing firms in Nnevi is directly connected with their lack of motivation, which is primarily caused by limited welfare packages. In contrast, additional financial incentives introduced in some other organizations in Nnevi led to an increase in workforce's productivity. The authors presume that this pattern can be applied to any industry. However, it should be noted that the nature of incentives which are needed for boosting motivation can be different in dependence on various factors. In particular, as stated

above, sometimes non-tangible incentives related to recognition can be much more effective than financial incentives.

A positive influence of workforce's motivation on productivity is similar for private and public sectors. Although most of studies are focused on the private sectors, those investigations which explored organizations in the public sector reported similar conclusions. Muogbo (2013) analyzed the effect of motivation on productivity in the case of librarians in six public universities in Ghana. At each university, a correlation between the variables existed. High motivational levels are associated with higher performance and vice versa. The inferences are relevant for both tangible and non-tangible incentives. Zameer, Ali, Nisar & Amir (2014) designed a model for incentives which can boost employees' motivation. This model consists of monetary and non-monetary motivational factors. The first group includes salaries and wages, various bonuses and individual incentives for employees. The second group contains job security, job enrichment, job status and working conditions. All these seven factors from the groups definitely have a potential to positively affect employees' motivation as well as to boost their productivity. Salaries and bonuses are a traditional framework which is understood by employees as their expected monthly income. With these numbers in mind, workers can plan their future and their spendings. Increases in salaries and bonuses usually occur gradually, along with the improvement of employees' proficiency and competence. In contrast, individual financial incentives are assigned in unusual cases when an employee demonstrates impressive results in some project and deserves an encouragement for contributing to the organization's success. Individual incentives are rarely regular and are mostly used for emphasizing the outstanding examples of employees' contributions and efforts. All these three factors increase workforce's motivation and, in accordance with the authors, boost employees' productivity.

Non-financial incentives from the second group also have an effect on employees' motivation, although it is usually harder to trace. Working conditions are necessary for demonstrating adequate performance. This conclusion can be made on the basis of the Maslow's (1954) theory. Unless needs from the lowest pyramid's floors are satisfied, employees will be barely able to demonstrate impressive productivity due to an inability to entirely focus on their job. Working conditions should guarantee safety, not imply any threats to employees' health and provide them with a full set of mechanisms and instruments required for their job. In short, enhancing working conditions is rather not a mechanism of boosting employees' motivation, but an instrument of preventing their motivation from decreasing due to unacceptable conditions. Job security is another factor which can be considered an enabler to increased job productivity. However, there is no agreement among specialists regarding the exact influence of job security on both employees' motivation and their productivity. On one hand, job security frees employees' minds and lets them focus on their job. On the other hand, this causality mostly exists in the case of highly-skilled and self-motivated employees like tenured professors at universities. Simultaneously, regular employees at private firms can demonstrate better results if they feel that their job is under the threat. A necessity to prove their usefulness to managers might be a positive factor which leads to increased motivation and productivity in the short-term period. The third factor from the non-monetary group, job status, can also have a significant impact on employees' motivation. An ability to work from home as a freelance copywriter implies another level of motivation than a necessity to work at a plant as a worker. Finally, the last factor, job enrichment, is an interesting concept based on the Theory Y. It entails that employees are initially motivated and seek more responsibility. Therefore, providing them with additional tasks and additional responsibility is supposed to boost their motivation. Although certain confusion with roles might arise, introducing additional tasks and

zones of responsibility for certain employees may positively influence their motivation. However, it is barely justified to use this instrument often because widening the areas of responsibility in the long-term period might disrupt the organizational structure and the entire hierarchy in the organization.

Nasir&Sisnuhadi (2013) point out that a relationship between motivation and performance is natural for people as it harmonizes with our nature. Moreover, some similar processes can be even observed in animals. The scholars explain that the impact of motivation on performance is not critically dependent on demographic factors. Surely, representatives of different cultures seek different incentives. As exemplified above, Japanese employees are eager to perceive a company as “the second home”. Therefore, providing long-term incentives aimed at ensuring progressive increases in salaries or gradual promotions may be the most suitable option for Japanese companies. At the same time, employees of most U.S. companies would more appreciate immediate bonuses. In any case, if the motivation is boosted, its influence on productivity is supposed to be common for various employees and various companies regardless of their demographic characteristics. The authors specifically emphasize that this influence is similar for male and female employees. The results of the regression analysis for female and male employees generated similar results. Slight differences in eventual numbers can be explained by a limited sample.

Solomon, Mehdi, Ajagbe&Hashim (2012) have designed the study focused on finding a connection between the workforce’s motivation and organizational performance in the case of Nigerian multinational companies. With the help of the qualitative methodology, the scholars found a positive relationship between these two phenomena, although, as they pointed out, the fact of its existence still causes many disagreements among specialists. However, in their study, the overwhelming majority of interviewees from different organizational divisions reported that

motivated employees tend to demonstrate better results, put more effort into their work and seek improvements. The results were similar for different sectors. Thus, an assumption can be made that a positive impact of workforce's motivation on productivity is supposed to be not critically dependent on the industry's specifics.

Curtis, Severt& Upchurch (2015) investigated the influence of workforce's motivation on organizational performance through the usage of quantitative methodology, specifically the ANOVA tool. The authors found that motivational factors might demonstrate slightly different levels of effectiveness in the case of different job statuses, positions and hierarchical levels. It seems natural since the features of a specific job can imply certain psychological characteristics of a specific person, his expectations, certain demographic characteristics and, thus, predetermine his response to some motivational incentives. At the same time, a difference in impacts of motivational incentives on workforce's productivity under different job characteristics reported by Curtis, Severt& Upchurch (2015) was not substantial. Thus, it can be concluded that a correlation between motivational incentives and workforce's productivity is relevant in the case of any employee in any organization, although the exact incentives which are supposed to be used might differ.

Azar&Shafighi (2013) conducted an interesting research aimed at measuring the influence of workforce's motivation on job performance in the Islamic Revolution Housing Foundation. This study is important from the perspective of the problem under investigation because it investigates how motivation influences productivity in the non-profit sector. The available evidence brightly illustrates that there is no significant difference between the profit and non-profit sectors in regards to the influence of workforce's motivation on productivity. In both sectors, motivated employees tend to demonstrate better results, seek improvements and professional development.

The studies reviewed in this subsection illustrate a significant influence of workforce's productivity on job performance. However, it cannot be concluded that this influence is a proven fact. Along with numerous studies which show a positive relationship, there is also a set of investigations that didn't find any correlation between these two phenomena. Thus, there is a compelling reason to believe that a conclusion regarding the influence of workforce's motivation on productivity should be made separately in each case.

CHAPTER 3

LITERATURE REVIEW – PART II

3.1 Introduction

The current chapter analyses the main barriers and enablers to knowledge on human resources.

3.2 Barriers and Enablers to HR Management

The rapid development of globalization processes makes a significant impact on all the spheres of international business. The number of factors of external and internal environments is growing in a fast manner as well as the number of stakeholders. In this situation, managers are forced to pay more attention to the factors of human resources since an effective usage of employees' potential can lead to an increase in company's productivity due to taking advantage of the new business environment.

3.2.1 Cultural Factors which influence Human Resource Management

Due to the economic globalization, modern businessmen and managers regularly interact with colleagues from different corners of the globe. During this interaction, they are forced to adapt to their unique features and characteristics derived from the peculiar nature of their national cultures. For example, contradictions between the Western and Japanese managerial cultures have become a popular research problem among modern scholars. A clear understanding of the ways in which cultural factors influence the sphere of human resources is a premise to forecast successful business negotiation and fruitful cooperation between companies. At the same time, it is also crucial to recognize the significance of organizational culture as it ensures effective HR management. Therefore, an investigation of this issue in literature can be considered a promising research direction. According to Schein (2004), culture is “a pattern of shared basic assumptions that was learned by a group, solved its problems of

external adaptation and internal integration, has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relations to those problems.” Interestingly, it is justified to view this phenomenon both as an internal and an external factor. In line with this distinction, this subsection is divided into the two parts.

3.2.1.1. The Impact of National Culture on Human Resource Management

The fact that national culture influences HR management is confirmed by many researches. For instance, Brewster & Hegewish (1994) observe that companies from different countries which operate in other country have substantial differences in their HR management in comparison with the country of origin. Simultaneously, there are some prevailing HR practices which are widely used by firms from different states regardless of their national cultures. Zhang (2003) explains that using HR practices which are common in a country that achieved significant results in some industry seems to be a logical decision aimed at gaining a competitive advantage. Some features of the U.S. HR management which are used by most of U.S. corporations are widely used by numerous companies from different countries because these practices have proved their effectiveness. As an example of such situation, U.S. leadership theories can be exemplified. In the United States, most of leadership theories in the 1970s were based on the principles of participation and minimized power distance. In contrast, in France, power distance was big and the aspect of participation was insignificant. The success of U.S. corporations made managers from different continents try to use the U.S. leadership model with an emphasis on participation. As a result, they faced severe obstacles since the unique characteristics of the U.S. nation facilitate this participation whilst the mentality of Asian nations is a barrier to the adaptation of this practice (Hofstede, 1991).

Another way of influencing the sphere of HR through a national culture is an impact of managers' value and beliefs. Adler (1997) explains that the values and beliefs shared by

organization's managers have a decisive impact on the behavior of their subordinates as well as on the organizational structures and processes. A self-fulfilling prophecy of managers mentioned in the previous chapter affects organizational behavior. Positive changes in employees' behavior then act as a positive reinforcement and strengthen managers' confidence in the justification of their approach towards HR management. For instance, a manager that doesn't believe that his subordinates can be trusted tries to establish control systems. Employees respond to this decision by seeking to find loopholes in these systems. This behavioral pattern assures a manager that he was right regarding the fact that employees cannot be trusted. In other words, it is likely that manager's beliefs and values will remain the same throughout his experience at the organization because the behavior of his subordinates will generate a reinforcing effect. Considering that a substantial part of manager's beliefs and values originate from the national culture, it seems obvious that a national culture plays a crucial role in shaping HR management.

One of possible implications from this concept is a comprehensive approach toward HR which suggests that subsidiaries of international corporations should exclude from their operations those HR practices which are inconsistent with the features of a local national culture. Even if the corporation is known for its specific HR characteristics, the managers of its subsidiaries are recommended to develop new HR practices consistent with the local culture or at least significantly transform the existing practices in order to eliminate any chance of inconsistency. Simultaneously, Gomez (2004) explains that a successful adaptation of HR practices is possible even when a local culture seem to be not ready for their implementation. In her study, she found a Mexican subsidiary that became a learning organization with an emphasis on teamwork and autonomy which seems to be barely applicable to the Mexican national culture.

One of the most popular concepts that tie the factor of national cultures to organization's specifics was formulated by Hofstede (1991). The scientist argues that there are four main cultural dimensions: individualism versus collectivism, femininity versus masculinity, power distance and the avoidance of uncertainty. After testing the theory in empirical studies, it was decided to add the fifth dimension, the nature of the study's orientation, to the model.

It seems relevant to the problem under investigation to focus on each dimension. The dimension of individualism versus collectivism is crucial as it determines which interests are crucial in a society. Some nations position group interests as the foreground priority while others prefer individual-centered values. In those nations which pay more attention to group interests, managers often try to ensure very close relations between employees and make sure that employees don't only understand the essence of their job tasks, but also become incorporated in the framework of organization's values. In Japan, corporations are positioned as the "second families" for employees. They put a lot of effort into increasing the number of spheres in which a corporation and employees can interact. For example, some Japanese companies have kindergartens and school for employees' children. Naturally a considerable percentage of employees in Japanese companies prefer a full-time employment mode. In contrast, at U.S. companies, it is common for employees to switch employers every two or three years. Instead of seeking promotion inside a single company, a lot of employees prefer gaining a more attractive job offer from a different firm through the headhunting option. In this situation, individualism versus collectivism is a significant aspect of HR which influences all its components. In regards to employees' motivation, collectivistic cultures increase the effectiveness of non-tangible incentives whilst individualistic cultures usually pay most of attention to financial instruments.

The masculinity versus femininity direction covers the distribution of gender roles in a society. In Western cultures, a gap between female and male roles is gradually closing. Although the percentage of males' executives is still significantly higher than females' executives, the available evidence provides a premise to forecast that this difference will be decreasing in the future. In some Eastern cultures, the situation is different. K. Park (2015) reports that the problem of gender inequity remains to be disturbing in South Korea. Females only earn around 65% of what their male colleagues make. Despite the impressive financial indexes of South Korean corporations and their acceptance of many Western capitalistic practices, this issue makes HR practices in South Korea critically different from the U.S. and European approaches. The third dimension formulated by Hofstede (1991) is the avoidance of uncertainty. It is very important to emphasize that avoiding uncertainty and avoiding risks are two fundamentally different objectives. Cultures which promote uncertainty avoidance prefer dealing with familiar approaches and concepts. Under the influence of such cultures, managers might take a lot of risks if these risks are familiar and the strategies of their management have been successfully employed in the past. However, these managers usually tend to be very cautious regarding any innovations which haven't proved their practical applicability yet. They prefer conservative tools over innovative techniques, although an implementation of innovations in line with the existing business model harmonizes with their philosophy.

The fourth dimension, the power distance, is defined by Hofstede (1991) as "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally." In China, social traditions that originate from the Confucian philosophy promote the importance of obedience. Accordingly, managers of Chinese companies and corporations usually have more power than U.S. and European CEOs. The aspect of power distance has a direct influence on the vertical relations in organizational

structures, the scope of employees' initiatives, the speed and effectiveness of decision-making process and the delegation of power. Simultaneously, it should be noted that this influence cannot be understood as a constant factor which equally effects all the organizations in a state. Some firms which are focused on foreign customers or, in contrast, are subsidiaries of foreign companies might demonstrate unusual power distance patterns which are different from the local traditions. They are likely to generate a peculiar compromise between the national culture of their country of origin and the local national culture. Finally, the last Hofstede's dimensions makes a distinction between the cultures focused on short-term results and cultures focused on long-term results. Short-term orientation is usually associated with a great respect for traditions and high expectations for short-term results. Long-term orientation aims to promote adaptation and develop relationships which are favorable for the company's productivity. Surprisingly, the dimension of short-term versus long-term orientation is more flexible than the other four dimensions. It can transform under the influence of external environment. As an illustration of such change, the Saudi Arabian oil industry can be exemplified. After the negative experience during the Great Recession, the country's officials decided to radically change their response to the decreasing oil prices. In the past, the state acted as a swing producer focused on keeping low prices in order to keep oil revenues. However, during another phase of dropping oil prices which started in 2014, Saudi Arabia declared its commitment to the new policy which implied keeping the market share instead of saving low oil prices ("Saudi Arabia Abandoned its Role as the Swing Producer and Consequences are Mounting", 2015). In other words, a short-term orientation of the country's oil industry has been gradually changed to the long-term orientation which entailed significant short-term financial losses. Corresponding changes in HR management implied assigning the leading roles to those managers which demonstrated their

commitment to long-term strategies and were able to comply with the recommendations formulated in the Saudi Arabia's 2030 Vision document.

3.2.1.2. The Impact of Organizational Culture on Human Resource Management

Like a national culture, an organizational culture also influences the sphere of human resources. Moreover, it is safe to assume that an organizational culture often acts as an intermediary between a national culture and HR management. Therefore, specialists struggle to differentiate between the aspects of HR management which are derived from the specifics of these two cultures. Torrington, Hall & Taylor (1995) prefer combining the issues of organizational culture and business model in one holistic factor and argue that a relationship between this factor and HR management can occur in five different models. First of all, there is a separation model which identifies no connection between the organizational strategy and HR management at all. This approach can be only employed by small businesses when small scope of operations doesn't require a clear organizational structure. The fit model views employees as the instruments which implement an organizational strategy. The qualifications, competence and other features of each employee should harmonize with the organizational structure and don't contradict with the existing organizational culture. The dialogue model presents another option that considers both organizational strategy and HR strategy as two separate and yet interdependent factors which influence each other. An organizational strategy determines some aspects of HR management whilst employees contribute to the organizational strategy's formulation and its transformation. The holistic model doesn't define either human resources or organizational strategy as a decisive factor. It implies a gradual development of these components of the organization's business model in accordance with the preliminary determined timeframes. Finally, the HR-driven model considers the sphere of HR as the foreground priority. A successful usage of employees' skills and proficiencies is supposed to

lead to the organization's successful functionality. Of course, this approach only can exist in those cultures where individual interests prevail over group interests.

O.O. Adewale & A.A. Antbonia (2013) claim that an organizational culture influences the sphere of human resources in the four following directions: recruitment, training, compensation and performance management. Considering that all these aspects are relevant to the problem under investigation, it seems logical to review all of them in this subchapter. Chatman (1991) explains that the mutual process of decision-making during a recruitment interview occurs through job fit motivation and organization fit motivation. The first type of motivation covers a consistency between the job responsibilities of an offered position and those activities which are positively perceived by an applicant. The second part of motivation is referred to a consistency or inconsistency between individual values of an applicant and organizational values embedded in an organizational culture. Specialists claim that both types of fits are not widely used in organizations in a recruitment process, although their significance is gradually increasing. Most recruiters tend to overestimate the importance of motivation fit and underestimate the significance of organizational fit. Therefore, it can be stated that the effect of organizational culture on recruitment is limited. In most cases, candidates are hired without a deep analysis of their individual values and cultural predispositions. Unlike recruitment, training and development activities are directly affected by an organizational culture. Adeniji, Abiodun & Osibanjo (2013) define training and development as the field which "helps to optimize and utilize the human resource that further enables the achievement of organizational and individual goals and helps to develop and improve the organizational culture within the organization through building the positive perception and feelings about the organization." An organizational culture creates the environment which ensures an adequate implementation of training and development plans. It also provides a firm with a higher level

of flexibility in response to both external and internal challenges. Experts point out that training and development provide employees with some basic concepts which help them to understand what is occurring and how they should respond to it. By influencing this understanding, it is possible to radically affect employees' performance. Simultaneously, Sussman&Siegal (2003) argue that an organizational culture mostly determines the ways in which information sharing occurs, not the ways in which employees perceive organizational processes. In turn, an effective information sharing process tends to increase job performance by saving time.

Brooks (2006) describes the phenomenon of a strong organizational culture as the one which has a crucial influence on performance management. If employees are fully aware of the organizational culture, they act as a whole and demonstrate an ability to cooperate with each other effectively. Most of the studies on this particular research problem are focused on investigating a correlation between employees' commitment to the organization's mission and their performance. The overwhelming majority of these researches deduce a strong correlation as people who are committed to the organization's mission are likely to use resources in a more effective and efficient way as well as to put more effort into their activities. Eventually, this will result in better performance. The sphere of human resource is an important mechanism which helps managers to use an organizational culture as an instrument of ensuring sufficient organizational performance. A connection between an organizational culture and organizational performance is bilateral. Their relationship is characterized by interdependence as both factors can influence each other. An effective organizational culture which harmonizes with the organizational strategy and available resources contributes to the achievement of high performance indices. Simultaneously, performance measurement is a factor on the basis of which most HR practices are developed. Finally, the fourth aspect of a possible relationship between an organizational culture and human resources is related to compensation

administration. Adewale&Antbonia (2013) assume that an organizational culture doesn't play a decisive role in assigning compensation packages. However, considering that compensation administrators are focused on keeping an internal consistency and maintaining positive relationships between employees despite differences in their compensation, it is safe to presume that some correlation between these two factors exists. The scholars list the five factors which can affect pay culture. First of all, compensation is dependent on social customs. Due to the general considerations of justice, minimum wages were created that, in turn, influence compensation in modern organizations. Secondly, there is an obvious issue of job requirements. More complicated tasks and less common skills imply a higher pay rate and vice versa. Thirdly, employee may accept or not accept a difference between their salary and the salary of their colleagues and superiors. An acceptance of this difference which is derived from the fact that they consider it fair leads to keeping the existing wages whilst unacceptance might results in some changes in payment rates. The fourth aspect is knowledge and skills which are brought by employees to the table. If these skills and knowledge are rare and are located at the highest hierarchical levels, it seems natural that they imply higher wages. Finally, the fifth scenario is directly connected to the organizational culture as it entails whether an organization uses payment as an incentive. Generally, among all the five aspects, only the last one is related to organizational culture. Therefore, the impact of organizational culture on performance management is slight, although it doubtlessly exists. The empirical part of the study conducted by Adewale&Antbonia (2013) illustrates that there is a close relationship between organizational culture and recruitment process as well as between organizational culture and training programs.

3.2.2 The Factors of External Environment Which Influence HR

Management

The factor of national culture was already discussed in the previous subsection. However, there are also other variables which might have a significant impact on HR practices in an organization. Like in the case of an organization in general, the effect of external environment on HR management can be analyzed from the perspective of the PESTEL framework. As it is known, PESTEL stands for political, economic, social, technological, environmental and legal factors. Political factors are very important for HR practices. They may absolutely change some aspects of HR practices in a short period of time. For example, the victory of D. Trump in the U.S. presidential elections clearly means that HR management will experience a set of possible changes. First of all, if reshoring efforts of the government result in fiscal changes, it can increase manufacturing job demand in middle cities such as Detroit or Baltimore. Secondly, training departments will possibly have bigger budgets since HR specialists are likely to face the problem of skill shortages. An immediate increase in job demand will be barely supported by a proportional increase in adequate job proposition. Accordingly, training will become much more important in the nearest future. Thirdly, an immigration reform might lead to further skill shortages in the U.S. All the aforementioned processes are expected to motivate HR specialists to develop new retention instruments and comprehensive motivation incentives, both tangible and intangible (“Four Ways Trump’s Election Could Affect U.S. HR Departments”, 2016). The four consequences of the Trump’s victory for the U.S. HR departments listed above illustrate how significantly political factors can influence HR management.

The influence of economic factors on HR management is even more evident than in the case of political factors. A slow economic growth and high inflation rates may lead to job cuts

across the country as well as to decreases in real wages in spite of nominal wages' growth. A complicated economic situation may force managers to consider closing some departments or even the whole companies in some industries. The U.S. mortgage crisis and subsequent events which led to the world financial crisis resulted in 2.6 million job losses in the U.S. in 2008. Interestingly, this increase in unemployment was inherent for the overwhelming majority of economic industries, not only for those which suffered from the crisis the most. Only government and health care sectors added new jobs in 2008 (Goldman, 2009). The impact of economic factors on HR practices is strongly dependent on the Central Bank's policies. The policy of credit easing implemented by the Federal Reserve System as a response to the crisis ensured a provision of credits for business at the lowest possible interest rates. An availability of inexpensive credits motivates small and medium enterprises to expand their business and hire new employees. As a result, HR specialists might consider placing new job positions in the market. Another possible effect of the economy is a local crisis in one country. If such situation happens, employees from this country might consider looking for a job in another state which would result in a job proposition's increase in that state.

Immigration and all consequences of this process on HR management can be also connected with social factors as an objective difference between living conditions in developed and developing countries motivates dwellers of developing countries to look for a better place to live and to work. A set of social factors might influence the process of recruitment. For example, if the British company plans to cooperate with some firm listed on Tadawul, it seems natural for this company to appoint some managers with a substantial proficiency in Arabic language and a comprehensive understanding of the Arabic culture, specifically the unique nature of Saudi Arabian culture. Hiring a person who used to live in Saudi Arabia would be doubtlessly a huge advantage. In turn, a local British manager without proficiency in Arabic

language cannot be considered as a CEO of this company. Generally, the impact of social factors on HR management occurs through national and local cultures reviewed above and through various demographic factors which might be favorable or in favorable to applicants in dependence on various circumstances.

M. Biro (2016) reports that the factor of technology is likely to have a crucial impact on human resource management in the future. There are already several spheres in which technologies have shaped HR practices. First of all, Internet technologies changed most recruitment strategies. The mechanism of print publications and networking are rarely employed by modern recruiters in their everyday work. However, online publications are widely used as they provide companies with a chance to get information about available job positions to a substantial number of potential candidates. Internet technologies also exempt managers from many bureaucratic tasks and save their time. In particular, there is no need for modern firms to organize plenty of job interviews since the overwhelming majority of candidates are rejected on the preliminary stages. In addition to recruitment, technologies have also affected training. The main aspect in regards to this issue is connected with a possibility of remote training when employees can get necessary information and learn mandatory skills through various instruments of online communication. Technologies have already made a revolution in data storage and retrieval. The amount of paperwork in HR departments has been gradually decreasing. Moreover, there is no need in keeping all the files in a paper form as there is an alternative of keeping them in cloud storages. Finally, it should be also noted that technologies have critically affected the sphere of performance management. Nowadays, HR specialists can monitor employees' progress and assess their performance with the help of numerous programs. Accordingly, human resource management becomes more effective and efficient.

The impact of environmental factors of external environment on human resource management is slight. There is barely a direct correlation between these two phenomena. However, while developing new HR strategies, managers take into account environmental issues by encouraging green initiatives among employees or creating some incentives for those employees who comply with all the existing environmental norms. Finally, the effect of legal factors is probably the most evident. Legal factors determine how employees are recruited, trained and rewarded. All the tax-related matters can be also defined as legal factors. Therefore, it can be claimed that legal factors play a decisive role in developing both short-term and long-term HR strategies and conducting HR practices.

3.2.3 The Factors of Internal Environment Which Influence HR

Management

In addition to the external environment, human resource management is also critically dependent on the organization's internal environment. There are a lot of various factors inside an organization which can shape HR practices and determine the direction of HR development. From the perspective of the problem under investigation, it seems relevant to review them in this subsection. The following factors of internal environment will be analyzed: organization's mission and objectives, organizational structure, leadership, quality of human resources, labour unions, and available resources. The aspect of organizational culture is also crucial; however, its importance was already discussed in one of the previous chapters.

The factor of organization's mission doubtlessly plays a decisive role in any internal processes. A mission statement identifies the organization's goals, justifies its operations, shapes organizational culture, fills daily operations with a sense of purpose and directs all the efforts into certain objectives. The impact of organization's mission on human resource

management lies in the area of aligning HR functions with mission and values. Besides, human resources are a powerful mechanism of collecting feedback on the mission's accomplishment.

The effect of organizational structure on human resource management is critical. In order to describe this effect, it seems logical to review the two main domains of organizational structures, hierarchy and centralization. From the perspective of hierarchy, specialists differentiate between flat and tall organizational structures. A commitment to one of these types implies certain models of HR practices. For instance, as Morrison & Milliken (2000) explain, a tall organizational structure operates with a high risk of information's distortion. Therefore, communication between employees from different hierarchical levels should be conducted in accordance with the existing norms and in compliance with all the recommendations aimed at keeping the initial meaning of an informational message. In addition to this challenge, tall organizational structures also face the possibility of unethical behavior since managers often have a substantial power over employees. Internal policies and corporate culture should prevent managers from behaving appropriately with their subordinates. Daft (2008) argues that the concept of a tall organizational structure entails a huge risk of goals' inconsistency. In other words, the goals set by top management might not harmonize with the tactical objectives determined by middle-level managers and team managers. At the same time, the influence of a tall organizational structure on human resource management is not exclusively negative. This structure simplifies the process of employees' assessment and their accountability because all the roles and positions are usually clearly defined. The ambiguity in meanings and responsibilities is minimized as much as possible. In contrast to tall organizational structures, a typical flat organizational structure calls for more direct communicational lines between employees. Murray, Rishipal (2014) suggest that flat organizational structures are suitable for those cases when it is of critical importance to ensure a fast, effective and unbiased information

exchange process. Under flat structures, organizations are not vulnerable to a set of barriers to knowledge sharing which exist in tall organizations. As a rule, the feeling of solidarity with organization's objectives among employees is stronger in such organizations. Unfortunately, human resource departments are forced to accept the risk that misunderstandings regarding a distribution of roles and responsibilities among employees might take place. In order to address this issue, HR managers are supposed to create detailed plans and explain the exact scope of responsibility to each employee.

The second domain of organizational structure, centralization, is used by analysts to divide organizational structures into centralized and decentralized. A typical centralized organizational structure is characterized by the existence of one center of decision-making. Daft (2010) points out that such organizations rarely imply democratic leadership styles and are usually vulnerable to rapid changes in external environment. From the perspective of human resource management, centralized organizational structure provides managers with various instruments and mechanisms of managing human resources due to a wide scope of control. In contrast, decentralized organizations distribute the responsibility of decision-making among the employees. As a result, HR managers experience certain problems with recruitment, training, assessment, control and compensation administration. Although decentralized organizations are supposed to ensure mutual cooperation between HR departments and employees based on mutual trust and commitment to common goals and values, the lack of the mechanisms of control over employees significantly complicates the functionality of human resource departments in organizations with decentralized organizational structures.

The impact of leadership on human resource management is crucial as it shapes the main strategy and objectives of HR management and determines its practices. An analysis of the leadership's effect on HR management implies an understanding of the ways in which

various leadership styles influence HR practices and its main course. In this subsection, it seems relevant to review the most well-known leadership styles including autocratic, democratic, transformational, transactional and laissez-faire. The concept of autocratic leadership entails a full control of the leader over his subordinates. The goals and operational tasks are clearly defined and all the guidelines are set. Employees don't have a lot of opportunities to take an initiative and propose some innovations or transformations. The entire scope of the firm's or department's operations is controlled by the leader. The advantages of this leadership style for human resource management are as follows: employees have strict areas of responsibility, it is easy to control and access them, and the process of compensation administration is simple since there is no confusion regarding the input of each person. At the same time, human resources under the autocratic leadership usually lack flexibility and experience problems with achieving complex objectives. In addition, sometimes problems arise with employees' motivation since limited incentives and the absence of participation in the decision-making process lead to a professional burnout.

Laissez-faire leadership is the exact opposite of autocratic leadership. Under this paradigm, leaders rarely control their subordinates as employees are supposed to control each other and themselves with the mechanisms of operational control. The process of decision-making is conducted by employees and the delegation of power is maximized in organizations with laissez-faire leaders. In such firms, strategic goals and tactical objectives can be only achieved if employees are highly motivated and possess a significant level of professional competence. The prevalence of operational HR practices over strategic is a double-edged sword. On one hand, it is supposed to provide an extremely high level of flexibility and make an organization less vulnerable to sudden changes in external environment. On the other hand, decisions taken in the field can be erroneous due to the fact that team leaders don't see the "big

picture”. In general, laissez-faire leadership can be only applicable in the cases when team leaders are skilled, professional and highly motivated. Otherwise, the effective functionality of human resource management might become impossible. In formal organizations, laissez-faire leadership can be barely effective. The study designed by Chaudry & Javed (2012) investigated the effect of leadership style on employees’ motivation in the banking sector. The scholars found that a laissez-faire leadership style is characterized by the low motivation of employees in comparison with other styles. Employees experience problems with setting deadlines for their tasks and face various problems derived from the lack of control and guidance.

Democratic leadership is usually regarded by specialists as the most suitable leadership style. It encompasses the best advantages of autocratic and laissez-faire leadership styles while excluding its disadvantages. Democratic leaders encourage subordinates to take an initiative, participate in the decision-making and delegation of power processes. At the same time, their areas of responsibility are strictly defined, so the risk of confusion is minimized. The biggest disadvantage of democratic leadership is relatively significant time spendings on decision-making. This factor might be critical in certain situations when competitors with autocratic leaders may take advantage of the situation and advance. However, it is very important to emphasize that employees’ motivation is usually very significant under the democratic leadership. N. Bhatti et al. (2012) conducted the research aimed at investigating the job satisfaction of teachers in private and public schools. It was concluded that teachers have much higher level of job satisfaction at schools where leaders employ a democratic style than at schools where directors use the concept of autocratic leadership. Similar conclusions can be found in many other studies. Indeed, democratic leadership really tends to generate higher levels of job satisfaction and better boost employees’ motivation than autocratic leadership.

However, there is no compelling reason to believe that it automatically leads to a conclusion that democratic leadership results in a better workforce's productivity.

Transformational leadership is a relatively modern concept which is often employed in organizations where flexibility is the most important factor. Transformational leaders seek to ensure a gradual and painless transformation of their organizations in order to adapt to some new factors of the external environment. The mechanisms of achieving this goal lie in the area of human resource management. Ismail et al. (2009) explains that this paradigm entail the focus on employees' value systems, their interests and motivational levels. Transformational leaders consider the process of achieving employees' goals as a logical stage of the global process of achieving organizational goals. Naturally, this leadership style is positively perceived by workers and the level of workforce's motivation is usually very significant under the transformational leadership. The lack of focus on organizational goals might cause disturbing problems for organizations with transformational leaders. Besides, a high level of uncertainty implies complications with identifying employees' areas of responsibilities, assessing their progress and assigning fair rewards. Interestingly, transformational leadership has a strong influence not only on job satisfaction, but also on firm's productivity. The study designed by Ojokuku, Odetayo&Sajuyigbe (2012) found that transformational leadership has a positive effect on employees' productivity in the banking sector, although a correlation between the variables of leadership style and organizational performance only accounts for around 23% variance of performance.

Finally, the last leadership style which will be reviewed in this subsection, transactional leadership, is usually employed in crisis situations when urgent decisions and measures are required. Human resource management is conducted by transactional leaders through a set of punishments and rewards. The mechanisms of control over all the employees' actions play a

crucial role in this leadership style since finding deviations is considered by transactional leaders as one of the most important goals. F. Kappen (2010) argues that transactional leadership has a positive influence on employees' extrinsic motivation and a negative influence on their intrinsic motivation. A simple exchange model employed by transactional leaders doesn't have a significant potential to significantly influence employees' long-term motivation and long-term productivity. However, it can lead to short-term results which are urgently needed by the organization at the moment.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

Before starting a description of the methods and procedures, it is of great importance to choose a research philosophy for the study. As it is known, there are currently four well-known research philosophies which are traditionally considered acceptable in scientific researches: positivism, realism, pragmatism and interpretivism. Therefore, it is an important task to choose a research philosophy which will provide the clearest path to answering the research questions and achieving the main research objectives. Saunders, Lewis & Thornhill (2009) have published a research paper which explains how research methodologies should be picked and developed in business sciences.

Positivism is mostly used in natural sciences because its aim is to monitor natural processes which occur independently from human efforts. Positivistic studies are characterized by an increased attention to statistical data and the usage of large samples. Most analysts presume that the overwhelming majority of positivist studies use quantitative methods. However, qualitative data can be sometimes collected too.

The available evidence provides a premise to claim that positivism cannot become the research philosophy of this dissertation. Its research design implies not only finding a correlation between workforce's motivation and productivity, but also investigating the features of human resource management which can positively influence both motivation and productivity of employees. In this situation, positivism is barely an option since respondents' opinions, which will be included in the study, are not considered as valid data under the paradigm of positivism.

The research philosophy of interpretivism is different from positivism. Unlike the previous concept, interpretivism values people's opinions. According to the interpretivist paradigm, the nature of reality is socially constructed. Consequently, investigating social factors is crucial for any research in the field of business studies. Unfortunately, the research problem, research questions and objectives described in the introduction don't harmonize with the model of interpretivism. The title, "Human resource management, employees' motivation and job productivity", clearly entails finding a correlation between the degree of employees' motivation and their productivity. At the same time, qualitative data common for interpretivist studies is not suitable for finding correlations. Most researchers prefer using large amounts of quantitative data and specific statistical methods, such as ANOVA, for calculating correlations between variables. Considering that quantitative methods are not traditionally used under the paradigm of interpretivism, this concept cannot be chosen as the research philosophy of this dissertation.

The main idea behind realism is that reality is independent from the human mind. Although realism is divided into critical and direct, both these types position human senses as the main source of information. According to this concept, the best way to achieve research aim is to collect respondents' opinions and to turn people's senses into quantitative or qualitative data. The most responsible stage of any research is data analysis since analyzing human senses seems to be the most complicated task for a researcher. The focus of realist studies is mainly on describing research problems. At first sight, realism can be suitable for the current dissertation. However, the available evidence provides a compelling reason to believe that pragmatism is a better choice. It is highlighted in the literature that pragmatism is traditionally picked by those scholars who are willing to use mixed research methods in their studies. Moreover, the emphasis of the dissertation is not only on describing the influence of

workforce's motivation on productivity, but also on tracking the factors which enable effective human resource management that boosts employees' motivation and, consequently, the increased productivity. Including these research objectives in the study aside from a simple calculation of a correlation makes realism a less suitable research philosophy than pragmatism. First of all, pragmatism is better suited for using mixed methods. Secondly, it is focused on generating conclusions which can be viewed as practical recommendations. In this situation, it seems justified to claim that pragmatism is the most suitable research philosophy for the current dissertation.

4.2 Research Methodology

The study uses the inductive research approach. It analyzes employees' motivation in different medical centers in the United Arab Emirates and uses this data for making far-reaching conclusions on the influence of workforce's motivation on productivity. The time horizon of the research is cross-sectional. There is no particular aim to investigate the changes in the correlation of variables over time. Thus, a longitudinal time horizon is not an option for the dissertation.

As stated above, the investigation employs mixed methods, both quantitative and qualitative. On one hand, it is important to collect enough data for calculating a correlation between the workforce's motivation and productivity. In order to achieve this aim, it is planned on carrying out a survey among employees of medical centers in the United Arab Emirates. They will be asked the questions about their motivation and their productivity. It is important to emphasize that information provided by them will be subjective. Instead of employees' motivation and employees' productivity, the study will operate with the perceived level of employees' motivation and the perceived level of employees' productivity. Nevertheless, it is expected that employees' responses given in accordance with the Likert's (1932) scale will

provide an opportunity to collect enough data and use ANOVA in order to investigate how these two variables are connected with each other. In addition to the surveys, the study will also imply carrying out interviews. Interviewees will be chosen from the group of respondents who participated in the survey. They will be asked several questions about the HR management in their medical centers, the features of motivational programs for employees, the perceived importance of motivation for increasing job performance and the best ways in which HR management can positively influence the situation.

The research design implies conducting surveys online, via the specific Survey Monkey tool that is known as an effective platform for creating and conducting surveys. The sample will be formed with the help of the word-of-mouth method. The approximate number of 200 respondents will be enough for conducting ANOVA. This analysis will be carried out in SPSS. Further the Pearson correlations have been testes, cross tabulations and regression as well so that the overall clear picture could be noticed. The interviews will be also held in the online form. In spite of the popular belief that online studies generate less reliable data than face-to-face surveys and interviews, most of scholars claim that it is no true. In particular, Wiersma (2014) states that there is currently no premise to assert that face-to-face surveys are more reliable than online surveys.

4.3 Study Instrument

The current dissertation operates with the questionnaires as the main research instruments. As it is clear from the previous paragraph, there are two questionnaires: for a survey and for interviews. The first questionnaire will be strictly structured. The questions will be mainly about the employees' motivation, the features of HR management, motivational programs used at the medical centers, and employees' productivity. The 5-point scale designed by Likert (1932) will provide respondents with answer options.

All the questions are created on the basis of the Likert's 5-point scale. The points given to the employees' current level of motivation and their perceived productivity will be used later in SPSS for ANOVA. The emphasis of the second questionnaire will be primarily on generating recommendations for HR management. Although it is very important to deduce the current effectiveness of HR management at medical centers and its influence on employees' productivity, the most crucial aspect of the interviews will be an opportunity to see possible improvements in HR management.

The first questionnaire is presented in the Appendix 1. It will be added to the SurveyMonkey system, through which all the respondents will leave their responses. The second questionnaire is presented in the Appendix 2. It only exists on paper because interviews will be carried out via online communication between the interviewer and interviewees. At the same time, it is relevant to point out that the second questionnaire can be changed as interviews are a less formal research method than a survey. The exact formulation of each question will depend on the specifics of the particular situation and the unique personal qualities of each interviewee. For instance, if a respondent doesn't seem to be enthusiastic regarding the interview, it seems logical to start with general questions and then to gradually move towards the main research objectives.

4.4 Research Sampling

As stated above, the study is focused on the seven medical centers in the United Arab Emirates. Therefore, the sample will consist of employees who work in these centers. It is important to make sure that respondents are able to provide information included in the questionnaire. In order to achieve this goal, it seems logical to set requirements for respondents which could contribute to the choice of only those people who really possess the necessary information. The first requirement is employment at a medical center. Considering that the

word-of-mouth method will be used for collecting respondents, this requirement is likely to be met by all the people considered as potential respondents. The second requirement is connected with respondents' work experience. A person who has been only working at a medical center for several months can barely realize the specifics of its HR management and motivation. In contrast, an experienced employee is likely to understand the unique characteristics of the organization in the field of human resource and to see the aspects in which improvements are needed. Thus, the sample will include only those respondents who have been working at medical centers for at least a year. It was decided not to introduce any other requirements. Demographic criteria are not crucial here as age, gender, income and educational levels are not supposed to influence respondents' opinions on HR management at their medical centers.

The approximate number of respondents will be 200. It is hardly possible now to predict the exact number because of two reasons. First of all, the word-of-mouth method cannot generate predictable results. The final number of respondents will be probably a little bit higher or lower than 200. Secondly, some of the questionnaires may turn out to be irrelevant since respondents won't meet the requirement of work experience.

The interviews will be also carried out within the same medical centers. The minimal number of interviewees is 7. However, extending the number of interviewees within the range between 7 and 15 might be acceptable too. Considering the aspect of results' validity, it seems important to make sure that all the interviewees represent different medical centers. Otherwise, a significant risk occurs that regularities noticed by respondents are inherent not for HR in general, but only for the particular medical center. If this goal cannot be reached, the foreground task will be to ensure that the number of respondents who represent the same medical centers would be as minimal as possible.

4.5 Procedure

As explained in the beginning of the chapter, respondents will be found through the word-of-mouth mechanism. I will ask my acquaintances who work at medical centers to help me with finding people who are willing to participate in a survey and, at the same time, who meet all the requirements towards respondents. After the respondents are found, they will be asked to click on the link to the SurveyMonkey page. On this page, they will answer all the questions after confirming that they have been working at a research center for at least a year. The process of data collection is very simple because all the processes are automated. Data will be collected automatically in line with respondents' activities. This process is expected to be much more complicated for the interviews. The research design implies the usage of WhatsApp as the means of online communication. This program allows making video calls which are an adequate instrument of online communication. Surely, recordings will be only used if respondents provide a permission to do so. After the permission is granted, the recordings will be used in the future for creating interviews' transcripts.

4.6 Methods of Analysis

The usage of mixed research methods entails the usage of two approaches towards data analysis. Quantitative data gathered during the survey will be analyzed with the help of ANOVA. Cox (2006) explains that ANOVA is traditionally used for tracking variations between groups. In statistics, ANOVA is commonly employed for finding correlation between variables. It is highly recommended that it would operate with at least 200 observations. Otherwise, final results might be not valid. This requirement is the reason why the number of 200 respondents has been chosen for the survey. Due to the usage of the Liker's scale, it will be easy to apply ANOVA to the data gathered during the survey. An analysis of the ANOVA results will be conducted in line with the traditional recommendations. In particular, a low p-

value illustrates a strong correlation whilst a p-value which is higher than 0.05 makes the correlation not significant. The interviews' transcripts will be analyzed with the help of content analysis. This instrument is the most well-known method of analyzing texts, thus, it is relevant to the current situation. Krippendorff (2004) argues that six issues should be clarified in order to justify the usage of content analysis in a particular case: the data analyzed, its nature, the population that provided it, the context relevant to the situation, the analysis's boundaries, and the inferences which are supposed to be generated. The previous paragraphs contain answers to all these questions. Consequently, the research method of content analysis can be employed for interpreting quantitative data.

On the other hand, frequencies will be shown in which the Mean, Min, Max, Standard deviation and number of observations will be stated in the detail. Here the cross tabulation will be added to the research so that the individual analysis could be seen. On the other side the Pearson test/correlation will be tested as well so that the overall clear picture could be examined here. Cross tabulations and the regression have been added as well so that the overall relationship could be explored.

CHAPTER 5

RESULTS

5.1 Introduction

The survey has been successfully conducted during the within days. 209 respondents took part in it, although only 200 questionnaires turned out to be valid. The sample includes employees from the seven different medical centres: Prime Medical Center, Mediclinic Dubai Mall, Ahalia Hospital, Al Madar Medical Center, Al Hisan Medical Centre, JTS Medical Centre and Karama Medical Centre.

5.2 Descriptive Statistics

Results of the study are presented in the table below.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
HR management at my medical center is effective in the field of improving my motivation	200	1.00	5.00	3.2050	1.20007
HR managers at my medical center are partners who help me with my work endeavors	200	1.00	5.00	3.3100	1.28145
Urgent actions are needed in order to improve HR management at you medical center	200	1.00	5.00	4.3650	.99838
Current level of my motivation at work	200	1.00	5.00	3.0650	1.27629
Current level of my job productivity	200	1.00	5.00	3.0850	1.14645
Valid N (listwise)	200				

Table 1. Survey's Results

The results illustrated in the table show that HR management at medical centers in the United Arab Emirates requires some improvements. Whilst the level of respondents' motivation is relatively high (4.13), it seems that it is not a direct results of the HR managers' efforts. Most of respondents believe that these actions are needed, although the average value of 3.11 shows that the situation is not catastrophic. Unfortunately, a lot of employees don't feel that HR managers are their partners who can help them with their work. Nevertheless, the overall effectiveness of HR management at medical centers in the United Arab Emirates can be considered adequate.

N donates the number of respondents that are being used in the research. The main thing that is needed to be addressed is that the Minimum and the maximum value have been stated in the detail as well for the all five variables that have been used in the research. Moreover, the details standard deviation has been shown in the detail that the all five variables are explained in the detail. Hence the table clearly donates the Mean, Minimum, Maximum and the standard deviation value for the all five variables.

5.3 Inferential Statistics

Regression

Results of the study are presented in the table below.

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.306411463
R Square	0.093887985
Adjusted R Square	0.089357425
Standard Error	0.876785405
Observations	202

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	15.9310627	15.93106	20.72326225	0.000009205
Residual	200	153.7505293	0.768753		
Total	201	169.681592			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-Value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	2.78561706	0.265292855	10.50016	0.000	2.262487093	3.308747027
X1	0.284104658	0.062409297	4.552281	0.000	0.161040003	0.407169313

Table 2 ANOVA Results

A brief analysis of the table provides a premise to claim that a correlation between the variables is very strong. Employees' motivation at medical centers in the United Arab Emirates has a very significant impact on their job productivity. A low p-value is a bright confirmation of this statement. At the same time, other factors, which are independent from the motivation, affect workers' productivity too. As assumed above, interaction with HR managers might be one of such factors. While the fact that motivation will have an essential influence on employees' productivity could have been forecasted, the significance of this correlation is

surprising nevertheless. HR managers are recommended to double their efforts in improving motivational programs because it is crucial for increasing job performance of the staff.

Chi-Square Cross tabulation

‘HR management at my medical centre.’ cross tabulated with ‘HR managers at my medical centre’

Crosstab

Count		HR managers at my medical center are partners who help me with my work endeavors					Total
		SA	A	N	D	SD	
HR management at my medical center is effective in the field of improving my motivation	SA	7	10	1	0	0	18
	A	16	20	8	2	0	46
	N	1	3	12	19	5	40
	D	0	0	16	32	21	69
	S	0	0	0	16	11	27
	D						
Total		24	33	37	69	37	200

Table 3

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	163.400 ^a	16	.000
Likelihood Ratio	195.587	16	.000
Linear-by-Linear Association	117.635	1	.000
N of Valid Cases	200		

a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is 2.16.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.769	.022	16.919	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.753	.029	16.088	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

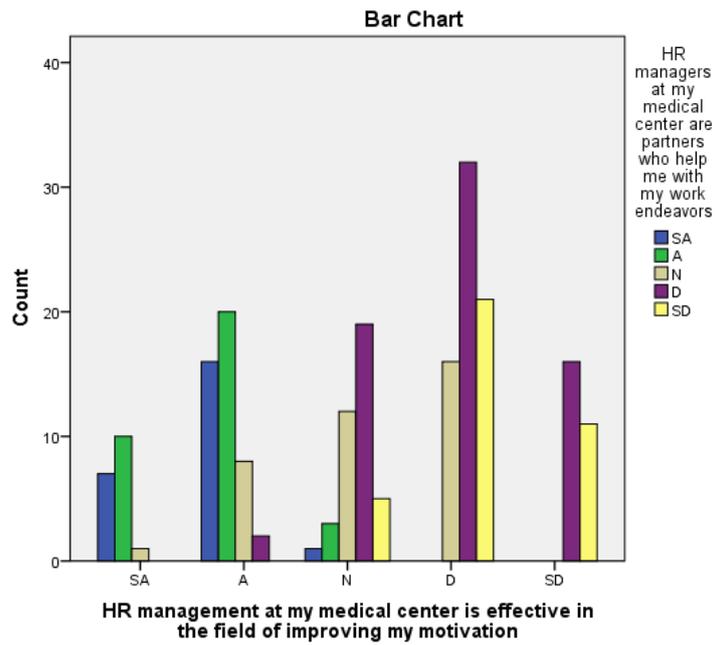


Figure 2

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘HR management at my medical center ..’ cross tabulated with ‘Urgent actions are needed ...’

Crosstab

Count		Urgent actions are needed in order to improve HR management at you medical center					Total
		SA	A	N	D	SD	
HR management at my	SA	1	2	7	8	0	18
medical center is effective in	A	0	7	9	27	3	46
the field of improving my	N	2	0	0	6	32	40
motivation	D	2	0	2	0	65	69
	SD	0	0	1	1	25	27
Total		5	9	19	42	125	200

Table 4

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	158.482 ^a	16	.000
Likelihood Ratio	186.957	16	.000
Linear-by-Linear Association	66.699	1	.000
N of Valid Cases	200		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .45.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.579	.056	9.991	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.703	.044	13.912	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

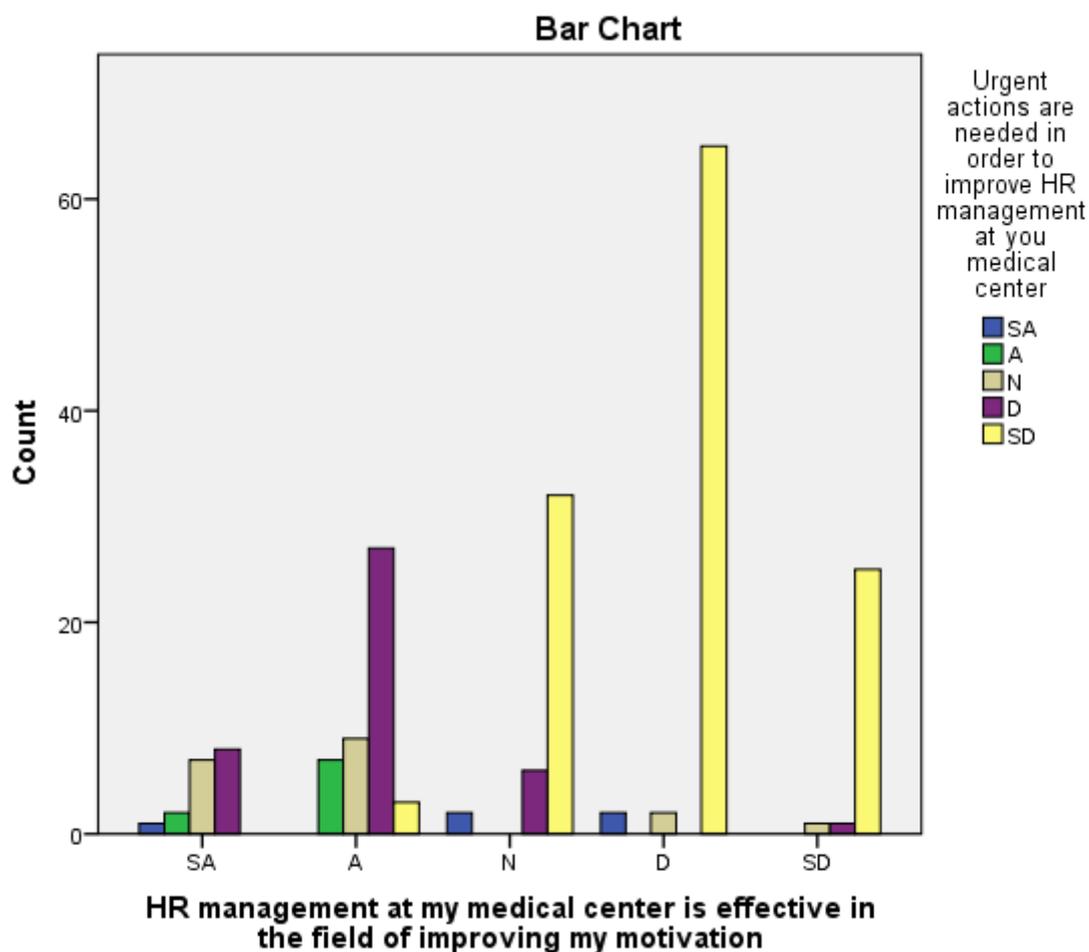


Figure 3

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘HR management at my medical center ..’ cross tabulated with ‘Current level of my motivation at work’

Crosstab

Count

		Current level of my motivation at work					Total
		SA	A	N	D	SD	
HR management at my	SA	10	7	0	1	0	18
medical center is effective in	A	19	21	6	0	0	46
the field of improving my	N	0	8	23	3	6	40
motivation	D	0	0	25	27	17	69
	SD	0	0	7	10	10	27
Total		29	36	61	41	33	200

Table 5

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	175.544 ^a	16	.000
Likelihood Ratio	210.266	16	.000
Linear-by-Linear Association	112.661	1	.000
N of Valid Cases	200		

a. 7 cells (28.0%) have expected count less than 5. The minimum expected count is 2.61.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.752	.030	16.074	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.759	.033	16.409	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

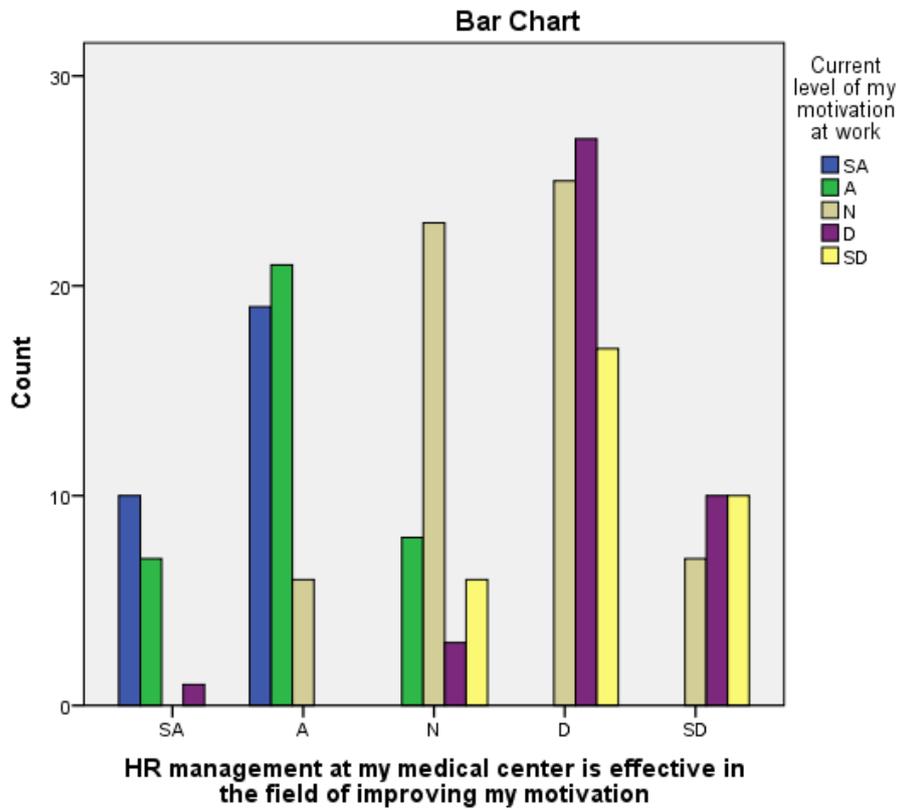


Figure 4

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘HR management at my medical center ..’ cross tabulated with ‘Current level of my job productivity’

Crosstab

Count		Current level of my job productivity					Total
		SA	A	N	D	SD	
HR management at my	SA	9	8	1	0	0	18
medical center is effective in	A	15	21	10	0	0	46
the field of improving my	N	2	7	13	16	2	40
motivation	D	0	0	14	53	2	69
	SD	0	0	4	18	5	27
Total		26	36	42	87	9	200

Table 6

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	159.886 ^a	16	.000
Likelihood Ratio	192.569	16	.000
Linear-by-Linear Association	119.895	1	.000
N of Valid Cases	200		

a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .81.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.776	.025	17.323	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.771	.029	17.046	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

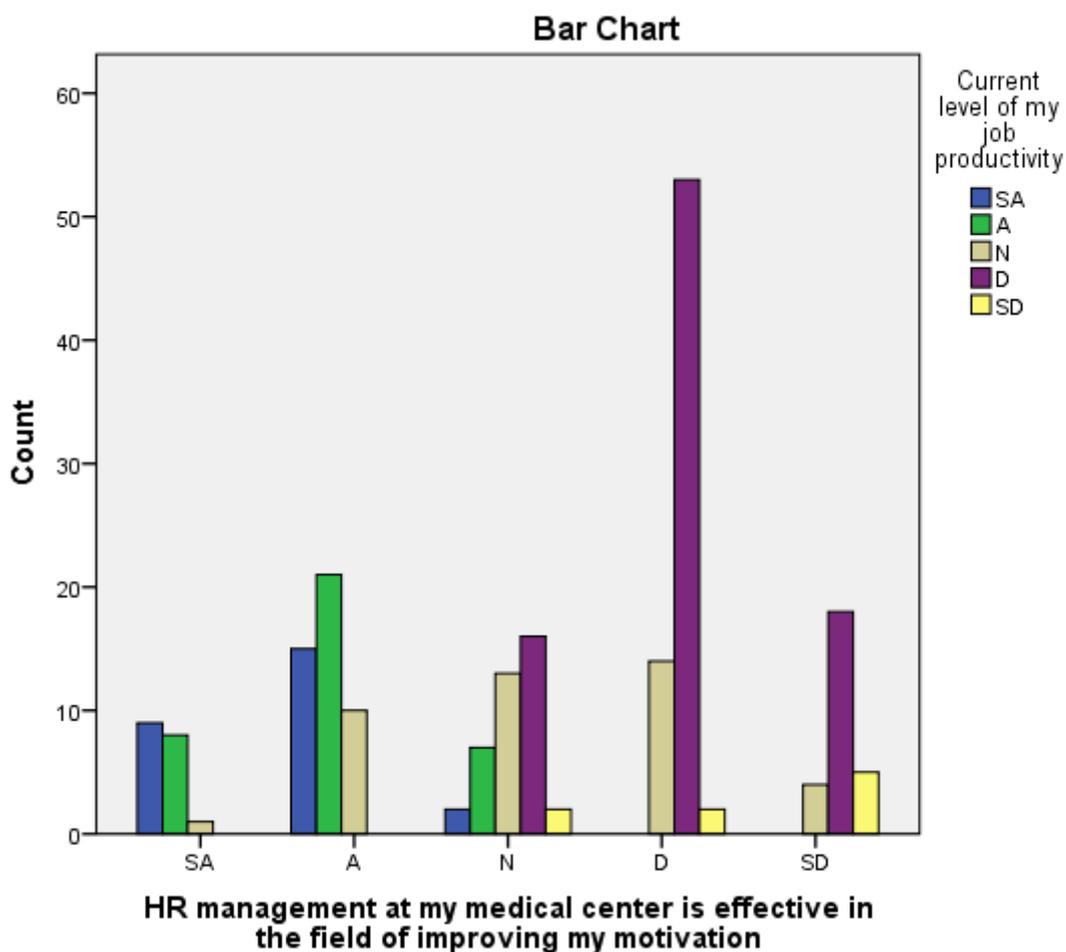


Figure 5

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘HR managers at my medical center.’ cross tabulated with ‘Urgent actions are needed ...’

Crosstab

Count

		Urgent actions are needed in order to improve HR management at you medical center					Total
		SA	A	N	D	SD	
HR managers at my medical center are partners who help me with my work endeavors	S	0	5	9	9	1	24
	A	0	3	7	23	0	33
	N	4	1	0	7	25	37
	D	1	0	3	2	63	69
	S	0	0	0	1	36	37
	D	0	0	0	0	0	0
Total		5	9	19	42	125	200

Table 7

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	174.505 ^a	16	.000
Likelihood Ratio	190.664	16	.000
Linear-by-Linear Association	74.112	1	.000
N of Valid Cases	200		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .60.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.610	.050	10.840	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.722	.035	14.675	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

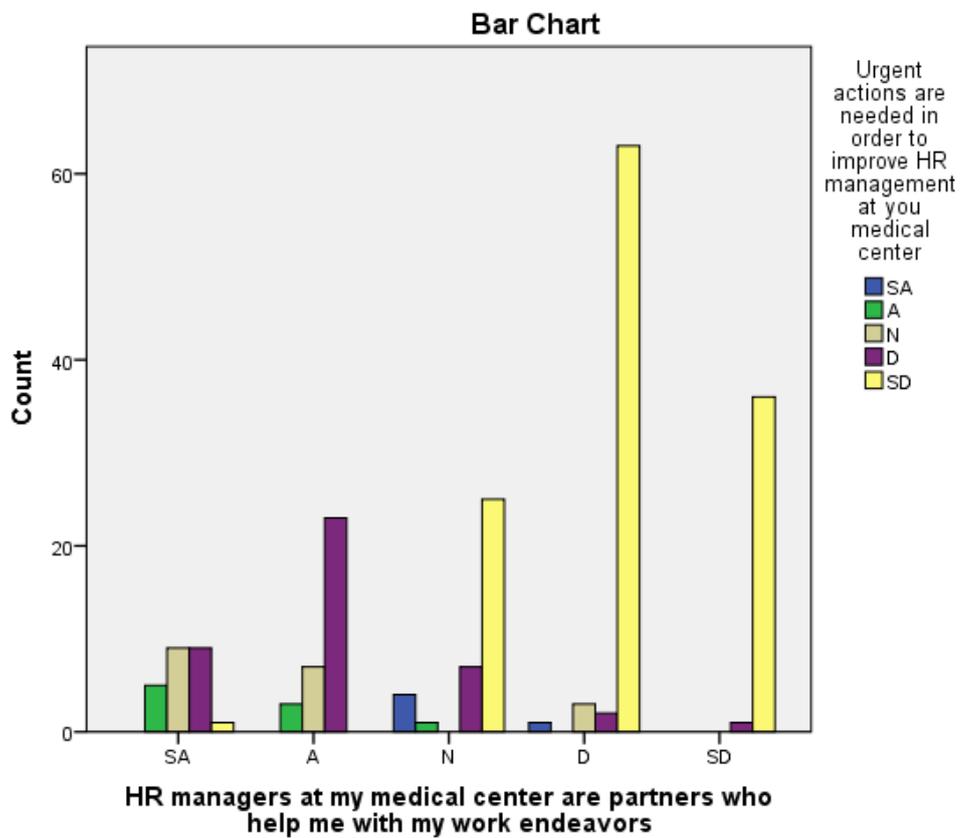


Figure 6

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘HR managers at my medical centre.’ cross tabulated with ‘Current level of my motivation at work’

Crosstab

Count		Current level of my motivation at work					Total
		SA	A	N	D	SD	
HR managers at my medical center are partners who help me with my work endeavors	SA	17	6	1	0	0	24
	A	12	18	3	0	0	33
	N	0	10	16	7	4	37
	D	0	2	38	19	10	69
	SD	0	0	3	15	19	37
Total		29	36	61	41	33	200

Table 8

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	216.666 ^a	16	.000
Likelihood Ratio	225.275	16	.000
Linear-by-Linear Association	127.946	1	.000
N of Valid Cases	200		

a. 5 cells (20.0%) have expected count less than 5. The minimum expected count is 3.48.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.802	.024	18.882	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.793	.030	18.328	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

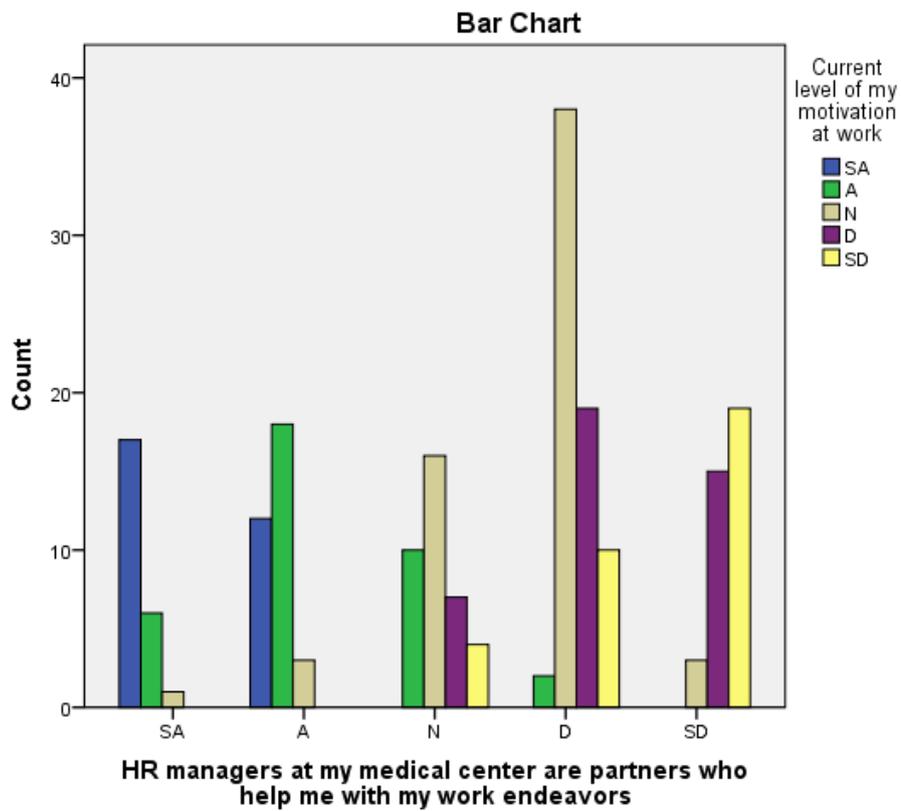


Figure 7

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘HR managers at my medical centre.’ cross tabulated with ‘Current level of my job productivity’

Crosstab

Count		Current level of my job productivity					Total
		SA	A	N	D	SD	
HR managers at my medical center are partners who help me with my work endeavors	SA	14	9	0	1	0	24
	A	9	14	10	0	0	33
	N	3	11	5	16	2	37
	D	0	2	20	46	1	69
	SD	0	0	7	24	6	37
Total		26	36	42	87	9	200

Table 9

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	152.002 ^a	16	.000
Likelihood Ratio	175.273	16	.000
Linear-by-Linear Association	109.364	1	.000
N of Valid Cases	200		

a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is 1.08.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.741	.032	15.543	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.706	.038	14.028	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

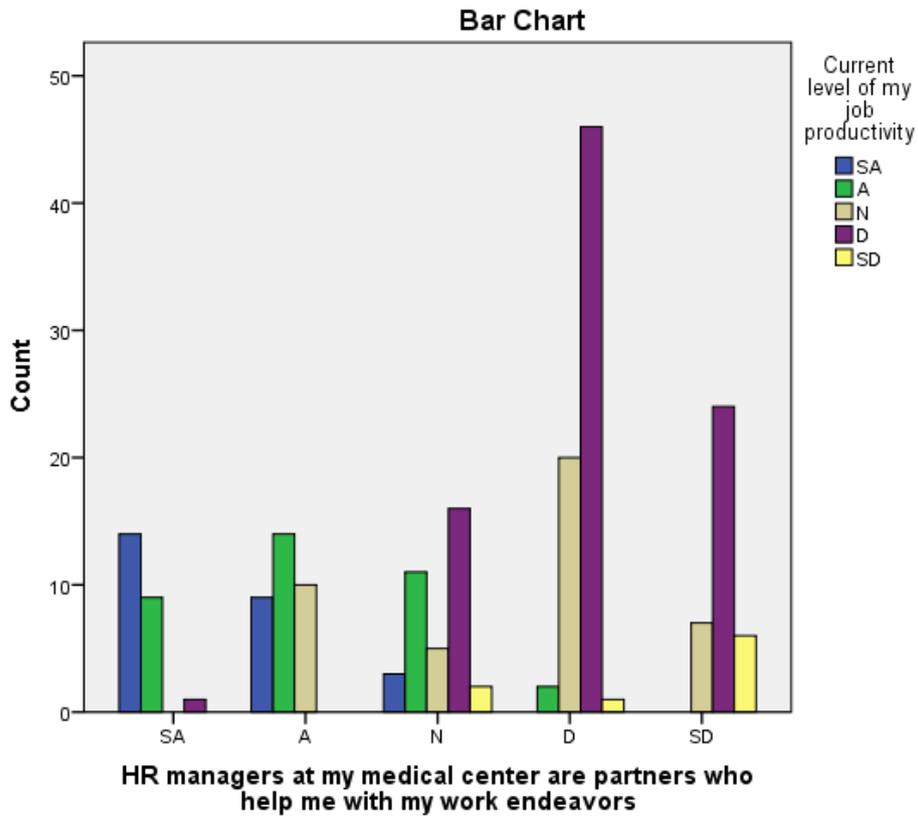


Figure 8

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘Urgent actions are needed ...’ cross tabulated with ‘Current level of my motivation at work’

Crosstab

Count

		Current level of my motivation at work					Total
		SA	A	N	D	SD	
Urgent actions are needed in order to improve HR management at you medical center	SA	0	1	1	3	0	5
	A	5	3	1	0	0	9
	N	8	8	0	1	2	19
	D	16	19	6	1	0	42
	SD	0	5	53	36	31	125
Total		29	36	61	41	33	200

Table 10

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	143.774 ^a	16	.000
Likelihood Ratio	169.197	16	.000
Linear-by-Linear Association	50.120	1	.000
N of Valid Cases	200		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .73.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.502	.063	8.164	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.647	.051	11.956	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

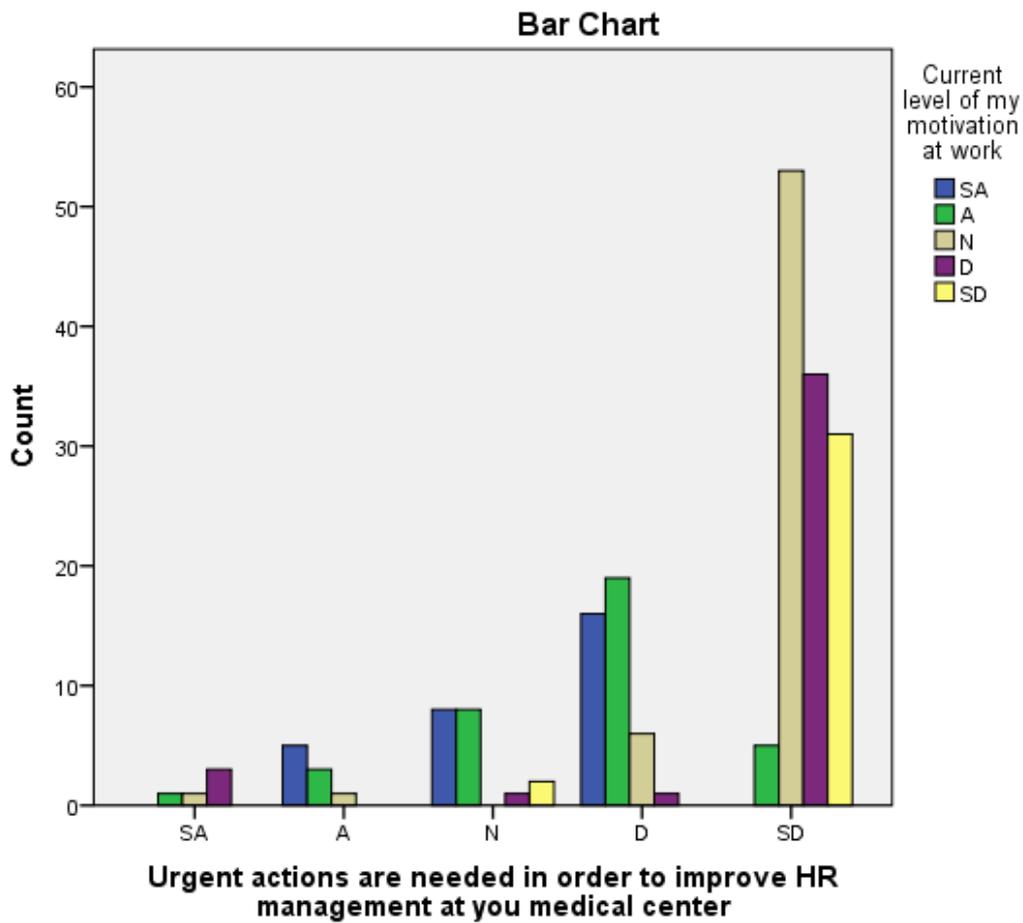


Figure 9

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘Urgent actions are needed ...’ cross tabulated with ‘Current level of my job productivity’

Crosstab

Count		Current level of my job productivity					Total
		SA	A	N	D	SD	
Urgent actions are needed	SA	1	1	1	2	0	5
in order to improve HR	A	6	3	0	0	0	9
management at you medical	N	9	5	2	3	0	19
center	D	8	22	11	1	0	42
	SD	2	5	28	81	9	125
Total		26	36	42	87	9	200

Table 11

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	139.763 ^a	16	.000
Likelihood Ratio	147.560	16	.000
Linear-by-Linear Association	71.777	1	.000
N of Valid Cases	200		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .23.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.601	.061	10.569	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.693	.046	13.527	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

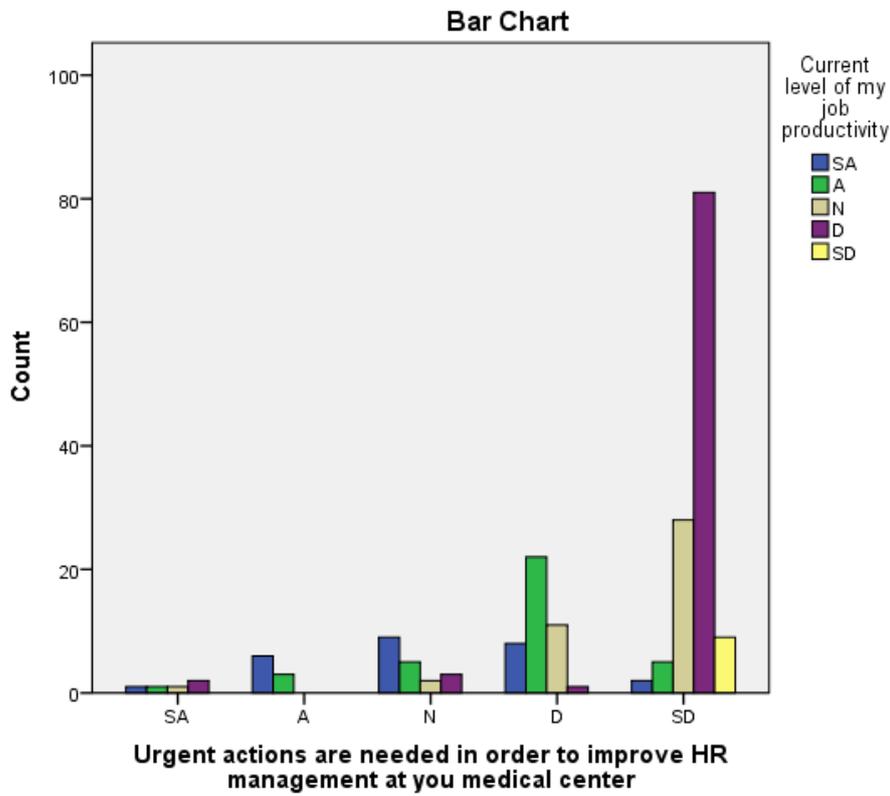


Figure 10

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

‘Current level of my motivation at work’ cross tabulated with ‘Current level of my job productivity’

Current level of my motivation at work * Current level of my job productivity Crosstabulation

Count		Current level of my job productivity					Total
		SA	A	N	D	SD	
Current level of my motivation at work	SA	18	7	4	0	0	29
	A	7	21	8	0	0	36
	N	0	8	20	33	0	61
	D	1	0	10	29	1	41
	SD	0	0	0	25	8	33
Total		26	36	42	87	9	200

Table 12

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	209.177 ^a	16	.000
Likelihood Ratio	221.395	16	.000
Linear-by-Linear Association	125.131	1	.000
N of Valid Cases	200		

a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is 1.31.

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.793	.026	18.314	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.797	.026	18.540	.000 ^c
N of Valid Cases		200			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

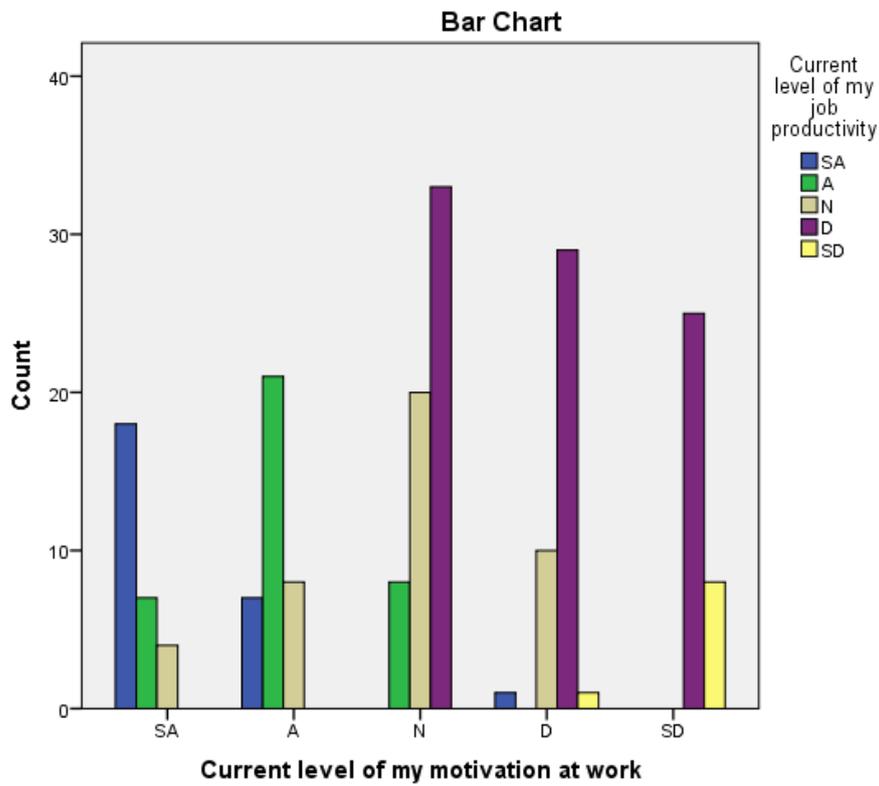


Figure 11

The frequencies have been shown for the relationships in between both variables in the detail. Looking at the Pearson Chi-Square value it is 0.000 which is the positive thing for the study. The graphical representation is also being shown for the relationship in between both variables and the clear frequencies have been mentioned so that the clear picture is seen.

Pearson Correlation

Correlations

		HR management at my medical center is effective in the field of improving my motivation	HR managers at my medical center are partners who help me with my work endeavors	Urgent actions are needed in order to improve HR management at you medical center	Current level of my motivation at work	Current level of my job productivity
HR management at my medical center is effective in the field of improving my motivation	Pearson Correlation Sig. (2-tailed) N	1 200	.769** .000 200	.579** .000 200	.752** .000 200	.776** .000 200
HR managers at my medical center are partners who help me with my work endeavors	Pearson Correlation Sig. (2-tailed) N	.769** .000 200	1 200	.610** .000 200	.802** .000 200	.741** .000 200
Urgent actions are needed in order to improve HR management at you medical center	Pearson Correlation Sig. (2-tailed) N	.579** .000 200	.610** .000 200	1 200	.502** .000 200	.601** .000 200
Current level of my motivation at work	Pearson Correlation Sig. (2-tailed) N	.752** .000 200	.802** .000 200	.502** .000 200	1 200	.793** .000 200
Current level of my job productivity	Pearson Correlation Sig. (2-tailed) N	.776** .000 200	.741** .000 200	.601** .000 200	.793** .000 200	1 200

** . Correlation is significant at the 0.01 level (2-tailed).

Table 13 Pearson Correlation

Correlation is used in the study as the overall relationships in between the different variables are being determined by this. Overall all five variables are being seen in here and significance (Sig) is being seen for the all five variables with the other four. Here the value needs to be less than 0.05 then the overall relationship will be said to be significant in this case. Further N denotes the number of respondents and the Pearson correlation is shown as well. In the Pearson correlation there are three different aspects that are being shown all over. The direction in between the variables and the strength in between the variables are shown in the detail. It is clearly seen that the all variables that are inserted and used in the research are significant. As the overall values are seen to be less than 0.05, most of the value of the significance is said to be 0.000 which states that there is a relationship in between both variables at all points. On the other hand, looking at the overall relationship of the Pearson could be examined that the direction in between all the variables is positive and they have the strong relationship as well. The main reason is that all the values of the Pearson correlation is in between 0.6-0.9 all over. Hence it could be said that the overall relationships in between the variables and the direction are positive and strong. Moreover, the significance is also in between all 5 variables.

Chapter 6

Discussion

6.1 Introduction

This chapter discusses the questionnaire results and the limitations of the study.

6.2 The interview Results

As interviewees explain, the overwhelming majority of HR managers considered tangible incentives as the only incentives available for boosting employees' motivation. Simultaneously, the unique nature of healthcare implies intangible incentives for employees as well. Based on interviewees' responses, it seems justified to recommend HR managers at medical centers to work on intangible motivational programs. The creation of unique organizational cultures at medical centers, introduction of new intangible bonuses for the best employees, innovative working environments might be effective instruments of achieving this aim. Most of interviewees agree that better relationships with colleagues would boost their motivation. Therefore, introducing some recreational events necessary for all employees may be a good option. One of the interviewees also mentioned the factor of cooperation between different medical centers. Unfortunately, this cooperation is slight at the moment. HR managers from different medical centers rarely cooperate with each other. While some events exist, their number is not significant. It is recommended for medical centers to make sure that their HR managers take part in seminars, conferences and lectures for HR managers. In addition, an internship at some foreign medical centers may be also an interesting mechanism of enhancing HR management. In particular, considering the problems with maintaining a strong organizational culture, it seems justified to organize traineeship at Japanese medical centers where organizational cultures are traditionally considered a crucial issue.

The fact that the current level of motivation among employees is high illustrates that the level of their self-motivation is significant. Otherwise, it would have not exceeded the effectiveness of HR management in the field of improving employees' motivation. Simultaneously, the difference between these two indices is substantial (0.27). As the interviewees assume, a lot of employees at medical centers decided to work there because they think about healthcare as their calling. Surely, it implies a significant self-motivation. HR managers are recommended to maintain this feeling among employees as it is an effective mechanism of ensuring a high level of their motivation without spending substantial amounts of money on tangible incentives. The situation drawn by the interviewees illustrates that the terms of employment at medical centers in the UAE are adequate. Workers' basic needs are satisfied. In accordance with the Maslow's pyramid of needs, they have already reached the highest layers. If the need in belonging is satisfied by the recommended improvements in the organizational culture, employees' motivation will hit the last level of the pyramid. This is another argument in favor of making changes in the approach towards maintaining an organizational culture at medical centers in the United Arab Emirates.

Unfortunately, the positioning of HR managers as partners is not admissible at the organizations under investigation. The mean value of 3.52 indicates that a lot of employees don't perceive HR managers as people who can help them with their problems. The scientific literature shows that such trends usually directly lead to a decrease in employees' productivity because a lot of problems issues remain unresolved. Improvements in the organizational culture suggested in the previous paragraph may be one way to solve this problem. Another possible solution is to change the nature of interaction between regular employees and HR managers. One of the interviewees assumed that most workers don't go with their problems to HR managers because they didn't interact with them on a daily basis. Accordingly, they perceive

them as some external specialists who can barely understand their point of view. The experience of Western companies contains a lot of approaches towards managing this situation. First of all, an HR manager might be assigned to each department. Most of medical centers from the list didn't have HR managers in most departments in spite of having a substantial amount of employees. Secondly, it might be an effective solution to organize regular meetings with HR managers. These meetings can simultaneously have two purposes: to explain current HR issues to employees and to get them better acquainted with HR managers. While the idea seems very attractive, an interviewee who suggested it shared his concerns that it would not be enough. The most essential factor which inhibits a fruitful cooperation between employees and HR managers is employees' apprehension that a typical human resource manager is a person who is not capable of understanding the problems which are directly connected to the nature of healthcare. Therefore, he might be just not able to help an employee with his problems due to the lack of understanding of his work's specifics.

Another problem inherent for the sphere of HR at UAE's medical centers is a significant percentage of immigrants among employees which leads to certain problems with in the field of interaction. Four interviewees mentioned this issue in response to the question about the most important problems in HR at their organizations. In spite of speaking the same language, specialists from different countries have different mentalities that result in communicational barriers between them. Sometimes this matter can become disturbing, especially if the number of foreign specialists who have been recently employed increases. Without a doubt, HR department should maximize its efforts in accelerating the adaptation of foreign workers. Various meetings, events for the entire working collective, help with some everyday problems and other similar measures can lead to a significant improvement of relationship between employees. As a result, their motivation and productivity will be elevated too.

One of the most interesting inferences made on the results' basis is that improvements in HR can influence employees' productivity without influencing their motivation. For instance, as one of the interviewees presumes, if employees start going to HR managers with most their problems, it will not significantly affect their motivation at the workplace, but it will surely make a substantial impact on their job performance. Moreover, even in the cases when a direct connection between motivation and performance exists, it is not proportional. A difference between employees' level of motivation and their perceived productivity (4.13 and 3.96 respectively) confirms this statement. The fact that the perceived productivity is lower than employees' motivation displays respondents' unpretentiousness. The interviewees claim that a lot of people who work at medical centers follow their calling and, thus, don't tend to overestimate their inputs. In this situation, it seems natural that the level of motivation is not supposed to be significantly lower than the perceived level of performance. Nevertheless, the fact that the perceived level of performance is significantly lower seems to be surprising. The only possible explanation of this regularity is the aforementioned factor of employees' unpretentiousness.

6.3 Data Limitations

The research philosophy of pragmatism along with the effective adaptation of the survey and interviews minimizes the number of limitations inherent for this investigation. Simultaneously, some imitations certainly exist due to the research design's specifics. First of all, sociological recommendations given to scholars have clear formulas for calculating samples in each particular case. Unfortunately, this procedure has not been completed in this dissertation because it was very hard to convince respondents to participate in the survey. An attempt to make far-reaching conclusions on the influence of employees' motivation on productivity

entails a much bigger sample than 200 respondents. In addition, the word-of-mouth method chosen for the collection of respondents might imply some bias. For example, an employee who enthusiastically perceives his work at a medical center is likely to communicate with those employees who are also satisfied with the current level of their motivation.

Secondly, as stated above, the perceived level of productivity cannot be considered as an actual level of productivity. As it is known, some people tend to overrate their inputs whilst others might underestimate their job performance. The difference between respondents' self-appraisals clearly predetermines a decrease in the correlation's significance. Thirdly, a small number of organizations included in the list might be also regarded as a limitation because the unique features of each organization doubtlessly effects the perception of HR management by its employees. Therefore, if the number of respondents from one hospital becomes substantial, the validity of eventual results may decrease. Finally, the last issue which should be emphasized in this subchapter is the focus on medical centers in the United Arab Emirates. A typical medical center essentially differs from most other organizations. Motivation of its employees is usually enriched by moral considerations whilst motivation of many employees of traditional companies is solely based on financial incentives.

In spite of the limitations listed above, there is a premise to believe that they will not prevent the study from deducing important and useful conclusions which will simultaneously explain the problem under investigation from the theoretical point of view and describe the ways in which productivity can be boosted through the enhanced motivational programs.

Chapter 7

Conclusions and Recommendations

7.1 Introduction

The current dissertation was dedicated to the problem of HR management's effectiveness at medical centers in the United Arab Emirates. In particular, it was of great importance to investigate the features of HR management at these centers, to examine the current level of employees' motivation, to explore the effect of their motivation on job performance, and to generate recommendations which would help medical centers to increase the productivity of their employees by making improvements in HR management. In line with the empirical part of this research, the survey and interviews were carried out.

7.2 Conclusions

It was found that HR management at medical centers in the UAE is relatively effective. It fulfills its main function, although certain problems exist. In particular, most respondents believe that HR managers don't put enough thoughts into motivational programs which results in an insufficient influence of HR management on employees' motivation. At the same time, surprisingly, the level of workers' motivation is very high. This can be explained by the fact that a lot of them perceive their work at medical centers as a manifestation of their calling and, thus, they have their own intangible incentives for working hard. However, this situation is barely acceptable. The fact that a correlation between employees' motivation and their productivity is very strong shows that any changes in HR management which affect employees' motivation would immediately affect their productivity. Cross tabulations, correlation and regression have been applied in the detailed manner. It is seen that the values are significant and that depicts that there is a strong relationship in between the variables. Accordingly,

worsening or stagnation of HR departments might lead to catastrophic consequences for medical centers' performance.

7.3 Recommendations

It is recommended for the organizations under investigation to take several actions which can make their HR departments more effective. First of all, it might be useful to enhance their organizational structures. This decision is supposed to improve relationship between employees and, therefore, make them more committed to the organization. Secondly, HR departments are advised to interact with regular employees on a regular basis. Organizing regular meetings within the working collective and assigning specific HR managers to each department seem to be the most obvious mechanisms of achieving this aim. Thirdly, it is crucial to introduce new intangible incentives in the employees' motivational programs as the focus on tangible incentives, which is currently employed by HR managers, is limited.

7.4 Contribution of this Research

The conclusions made in this dissertation are valid and reliable. Both interviews and the survey have been used correctly in line with the traditional recommendations applied to empirical researches. The eventual inferences are valuable from various perspectives. The theoretical value of this study is directly connected with an analysis of the literature on HR and an application of the main concepts and theories in the field of HR in the case of UAE's medical centers. The peculiar features of UAE's medical centers predetermine a certain uniqueness of this type of organizations. Therefore, HR management is supposed to work there not in the same way with HR departments in regular Western firms. Insights on the immigrants' inputs at medical centers, the lack of intangible incentives and ineffective organizational structures are the examples of inferences which can be used by other scholars in order to continue exploring the problem under investigation in detail. The practical value of this study lies in the area of

implementing some of the recommendations from the data analysis part by the CEOs of medical centers in UAE. In particular, organizing regular meetings and improving cooperation between HR departments of different medical centers might lead to positive changes in the effectiveness of HR management in the short-term perspective.

REFERENCES

- Adeniji, A.A., Abiodun, A.J. &Osibanjo, A.O. (2013). Organizational change and human resource management interventions: an investigation of the Nigerian banking industry. *Serbian Journal of Management*, 8 (2), 139-154.
- Adewale, O.O. &Antbonia, A.A. (2013). Impact of organizational culture on human resource practices: A study on selected Nigerian private universities. *Journal of Competitiveness*, 5 (4), 115-133.
- Adler, N. (1997), *International Dimensions of Organizational Behavior*, 3 ed., Cincinnati, Ohio: South-Western College Pub.
- Al-Ahmadi, H. (2002). Job satisfaction of nurses in Ministry of Health hospitals in Riyadh, Saudi Arabia.*Saudi Medical Journal*, 23(6), 645-650.
- Al-Ajmi, R. (2001). The effect of personal characteristics on job satisfaction: A study among
- Apker, J., Propp, K., &Zabava, F. (2009).Investigating the effect of nurse-team communication on nurse turnover: Relationships among communication processes, identification, and intent to leave.*Health Communication*, 24(2), 106-114.
- Azar, M. &Shafighi, A.A. (2013). The Effect of Work Motivation on Employees' Job Performance: Case Study: Employees of Isfahan Islamic Revolution Housing Foundation. *International Journal of Academic Research in Business and Social Sciences*, 3(9), 432-445.
- Bateman, T., &Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment.*The Academy of Management Journal*, 27(1), 95-112.

- Bhatti, N., Maitlo, G.M., Shaikh, N., Hashmi, M.A. & Shaikh, F.M. (2012). The Impact of Autocratic and Democratic Leadership Style on Job Satisfaction. *Interactional Business Research*, 5(2), 192-201.
- Biro, M.M. (2016). Will technology replace HR in 2016? *LinkedIn*. Retrieved from <https://www.linkedin.com/pulse/technology-replace-hr-2016-meghan-m-biro>.
- Brewster, C. & Hegewish, A. (1994). *Policy and practice in European human resource management*. London: Routledge.
- Buckingham, M., & Coffman, C. (1999). *First, break all the rules: What the world's greatest managers do differently*. New York: Simon & Shuster.
- Chaminade, B. (2006). *A retention checklist: How do you rate? HR Leader*. Retrieved 2011, May 1, from <http://www.humanresourcesmagazine.com.au/articles/24/0C03C824.asp?Type=60&Category=919>.
- Chatman, J.A. (1991). Matching people and organizations: selection and socialization in public accounting firms. *Administrative Science Quarterly*, 36, 459-484.
- Chaudhry, A. Q., & Javed, H. (2012). Impact of Transactional Leadership Style on Motivation. *International Journal of Business and Social Science*, 3(7), 258-264.
- Cox, D. R. (2006). *Principles of statistical inference*. Cambridge New York: Cambridge University Press.
- Curtis, C.R., Severt, D. & Upchurch, R.S. (2015). Employee motivation and organizational commitment: A comparison of tipped and nontipped restaurant employees. *International Journal of Hospitality & Tourism Administration*, 10 (3), 253-269.
- Daft, R.L. (2010). *Organizational theory and design, 10th edition*. Boston: South-Western CENGAGE Learning.

- DCAA Audits.(2009, September).*Widespread problems with audit quality require significant*
- DeConinck, J., & Bachmann, D. (1994).Organizational commitment and turnover intentions of marketing managers.*Journal of Applied Business Research*, 10(3), 87-95.
- Denisi, A., & Griffin, R. (2008).*Human resource management*. New York: Houghton Mifflin Company.
- Donoghue, C., & Castle, N. (2006).Voluntary and involuntary nursing home staff turnover. *Research on Aging*, 28(4), 454-472. Judge, T. (1993). Does affective disposition moderate the relationship between job satisfaction and voluntary turnover? *Journal of Applied Psychology*, 78(3), 395-401.
- Flippo, E.B. (1982). *Personal management, 5th edition*. London: McGraw Hill Inc.
- Four ways Trump’s election could affect US HR departments (2016). *CEB*.Retrieved from <https://www.cebglobal.com/blogs/four-ways-trumps-election-could-affect-us-hr-departments>.
- Ghosh, S. &Swamy, S. (2014). A literature review on organizational commitment – a comprehensive summary.*International Journal of Engineering Research and Application*, 4 (12), 4-14.
- Goldman, D. (2009). Worst year for jobs since ’45.*CNN*.Retrieved from http://money.cnn.com/2009/01/09/news/economy/jobs_december.
- Gómez, C. (2004). The influence of environmental, organizational, and HRM factors on employee behaviors in subsidiaries: A Mexican case study of organizational learning. *Journal of World Business*, 39(1), 1-11.
- Gopalakrishnan, R. (2002). *Leading diverse teams*.Retrieved 2009, Feb 13, from http://www.tata.com/tata_sons/media/20020408.htm.

- Heale, R. & Twycross, A. (2015). Validity and reliability in quantitative studies. Evidence-Based Nursing Published Online. Retrieved from <http://ebn.bmj.com/content/early/2015/05/15/eb-2015-102129.info>
- Herzberg, F. (1968). One more time: How do you motivate employee? *Harvard Business Review*
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills, CA: Sage Publications
- Ismail A, Halim F. A, Munna D. N, Abdullah A, Shminan A. S, Muda A. L. (2009). The mediating effect of empowerment in the relationship between transformational leadership and service quality. *Journal of Business Management*, 4(4), 3-12.
- Jeffries, F. & Hunte, T. (2003) Generations and Motivation: A Connection Worth Making. *Journal of Behavioral and Applied Management*. 2, 35-57.
- Kappen, F. (2010). *How leadership-styles contribute to employees' intrinsic and extrinsic motivation*. Bachelor thesis organization & strategy, Tilburg University.
- Karamat, A.U. (2013). *The impact of leadership on organizational performance*. Unpublished doctoral dissertation, University of Applied Sciences, Finland.
- Kovach, K.A. (1997). *Organization size, job satisfaction, absenteeism and turnover*. Washington, D.C.: University Press of America.
- Krippendorff, Klaus (2004). *Content analysis: an introduction to its methodology* (2nd edition). Thousand Oaks, CA: Sage.
- Kyndt, E., Dochy, F., Michielsens, M., & Moeyaert, B. (2009). Employee retention: Organisational and personal perspectives. *Vocations and Learning*, 2(3), 195-215.
- Legge, K. (1998). *The morality of HRM*. In C. Mabey, D. Skinner & T. Clark (Eds.), *Experiencing human resource management*. London: Sage.

- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 140 (1-55).
- Maduka, C.E. & Okafor, O. (2014). Effect of motivation on employee productivity: A study of manufacturing companies in Nnewi. *International Journal of Managerial Studies and Research*, 2 (7), 137-147.
- male managers in the Kuwaiti oil industry. *International Journal of Commerce & Management*. 11(3/4), 91-110.
- Maslow, A. H. (1954). *Motivation and personality*. New York: Harper and Row.
- McCabe, B., Feiock, R., Clingermyer, J., & Stream, C. (2008). Turnover among city managers: The role of political and economic change. *Public Administration Review*, 68(2), 380-386.
- McClelland, D.C. (1978). Managing motivation to expand human freedom. *American Psychologist*, 33 (3), 201-210.
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill
- McShane, S. L. and Von Glinow, M. A. (2000). *Organizational Behavior*. Burr Ridge, IL: Irwin/McGrawHill.
- Meyer, J.P. & Allen, N.J. (1984). Testing the 'side-bet theory' of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69, 372-378.
- Meyer, J.P. & Allen, N.J. (1990). The measurements and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Meyer, J.P., Stanley, D.J., Hercovitch, L. & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, 61, 20-52.

- Morrison, E.W. & Milliken, F.J. (2008). Organizational science: a barrier to change and development in a pluralistic world. *Review of the Academy of Management*, 25 (4), 706-725.
- Mowday, R., Steers, R., & Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Mowday, R.T., Porter, L.W. & Steers, R.M. (1979). The measurement of organizational commitment. *Journal of Vocational Behaviour*, 14, 224-227
- Muogbo, U.S. (2013). The impact of strategic human resource management on small and medium sized enterprises (a study of some selected paint manufacturing firms in Anambra State Nigeria). *Global Journal of Management and Business Studies*, 3 (3), 323-340.
- Nawab, S. & Bhatti, K. (2011). Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2 (8), 25-32.
- Noble, H. & Smith, J. (2015). Issues of validity and reliability in qualitative research. *Evidence-Based Nursing*, 18, 34-35.
- Norizan, I. (2012). *Organizational commitment and job satisfaction among staff of higher learning education institutions in Kelantan*. Unpublished dissertation, University Utara, Malaysia.
- Ojokuku, R.M., Odetayo, T.A. & Sajuyigbe, A.S. (2012). Impact of leadership style on organisational performance: A case study of Nigerian banks. *American Journal of Business and Management*, 1 (4), 202-207.

- Okpara, J. (2004). The impact of salary differential on managerial on job satisfaction: A study of Ongori, H. (2007). A review of the literature on employee turnover. *Journal of Business Management, 1(3), 49-54.*
- Park, K. (2015). S. Korea reflects lag in gender equality: Column. *USA Today*. Retrieved from <https://www.usatoday.com/story/opinion/2015/03/14/womens-inequality-south-korea-park/70165200>.
- Quirke, B. (2008). *Making the connections: Using internal communication to turn strategy into action (2nd ed.)*. Hampshire: Gower Publishing.
- reform. [GAO-09-468]. Washington, DC: U.S. Government Accountability Office. Retrieved from <http://www.dii.org/files/gao-report-dcaa-audits-2.pdf>.*
- Review, 81(1), 86-96.*
- Rishipal, D. (2014). Analytical comparison of flat and vertical organizational structures. *European Journal of Business and Management, 6 (36), 56-65.*
- Saudi Arabia abandoned its role as the swing producer and consequences are mounting (2015). *Economy Watch*. Retrieved from <http://www.economywatch.com/features/Saudi-Arabia-Abandoned-its-Role-as-the-Swing-Producer-and-Consequences-are-Mounting0812.html>.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research methods for business sciences*. London: Pearson Education.
- Schein, E.H. (2004). *Organizational culture and leadership*. New York: Wiley.
- Shaw, J., Duffy, M., & Stark, E. (2000). Interdependence and preference for group work: Main and congruence effects on the satisfaction and performance of group members. *Journal of Management, 26(2), 259-279.*
- Shell, M. M., & Duncan, S. D. (2000). The effects of personality similarity between

- Sisnuhadi, & Nasir, J. A. (2013). The Role of Organizational Learning in the Relationship between Quality Management Practices and Organizational Performance. *Inter Disciplinary Journal of Cotemporary Research in Business*, 4 (9), 72-92.
- Solomon, O., Mehdi, Z.B.T., Ajagbe, A.M. & Hashim, N.H. (2012). Employee motivation and organizational performance in multinational companies: a study of Cadbury Nigeria Plc. *International Journal of Research IRACAST*, 2 (3), 303-312.
- Somers, M. (1995). Organizational commitment, turnover and absenteeism: An examination of direct and interaction effects. *Journal of Organizational Behavior*, 16(1), 49-58.
- Stoner, J.A.F., Freeman, R.E. & Gilbert, D.R. (2007). *Management, 9th Edition*. New Delhi: Prentice Hall.
- Storey, J. (1992). *Development in the management of human resources*. Oxford: Blackwell.
- supervisors and subordinates on job satisfaction. Missouri Western State University. Retrieved from <http://clearinghouse.missouriwestern.edu/manuscripts/177.php>.
- Sussman, S.W. & Siegal, W.S. (2003). Informational influence in organizations: An integrated approach to knowledge adoption. *Information systems research*, 14 (1), 47-65.
- Terpstra, D. E. (1979) Theories of motivation: borrowing the best. *Personnel Journal*, 58. 376.
- the gender gap and its implications for management education and practice in a developing economy. *The Journal of Business in Developing Nations*, 8(2004), 65-92.
- Torrington, D., Hall, L. & Taylor, S. (1995). *Human Resource Management, 6th edition*. Upper Saddle River, NJ: Prentice Hall.
- Tsai, Y., & Wu, S.-W. (2010). The relationships between organisational citizenship behaviour, job satisfaction and turnover intention. *Journal of Clinical Nursing*, 19(23-24), 3564-3574.

Vroom, V.H. (1964). *Work and motivation*. New York: Wiley.

Wiersma, W. (2009). The validity of surveys: online and offline. *Oxford Online Institute*.

Retrieved from

http://papers.wybowiersma.net/abstracts/Wiersma,Wybo,The_validity_of_surveys_online_and_offline.pdf

Zameer, H., Ali, S., Nisar, W. & Amir, M. (2014). The impact of the motivation on the employees' performance in beverage industry of Pakistan. *International journal of academic research in accounting, finance and management sciences*, 4 (1), 293-298.

Zhang, M. (2003). Transferring human resource management across national boundaries: The case of Chinese multinational companies in the UK. *Employee Relations*, 25 (6), 613-626.

APPENDICES

Appendix 1. The Questionnaire (Survey)

Do you currently work at a medical center?

- Yes
- No

In which medical center do you currently work?

How long have you been working here?

Please indicate how much you agree with the following statements (“1” – I strongly agree, “5” – I strongly disagree)

No	Questions	SA	A	N	D	SD
1	HR management at my medical center is effective in the field of improving my motivation					
2	HR managers at my medical center are partners who help me with my work endeavors					
3	Urgent actions are needed in order to improve HR management at you medical center					
4	Current level of my motivation at work					
5	Current level of my job productivity					

Appendix 2. The Questionnaire (Interviews)

1. In your opinion, is HR management at your medical center effective?
2. Does it help you with your working endeavors?
3. Do you perceive HR managers as your partners who can help you with your problems at work?
4. What are the main barriers to the process of building a collaborative relationship between HR managers and employees?
5. What can be done in order to improve the situation?
6. Which other issues in the field of HR management at UAE's medical centers seem to be disturbing?
7. Is HR management important for employees' motivation?
8. Do HR managers at your medical center realize how to boost your motivation?
9. Do they do enough to positively influence your motivation at work?
10. What are your recommendations for HR managers in the field of planning motivational programs for employees?
11. Is your motivation influences your productivity?
12. In your opinion, is it possible for HR management to improve employees' productivity without affecting their motivation?
13. Which incentives should be introduced by HR managers at your medical center in order to improve your motivation and productivity?