



DRIVERS OF EMPLOYEE MOTIVATION FOR MALE AND FEMALE EMPLOYEES IN
UAE'S WORKING SECTOR

محركات تشجيع الموظفين الرجال و النساء في مجال العمل في الامارات

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Abstract

This paper delves into the motivational and employee engagement factors in the working sector of the UAE. Also, employee satisfaction has been considered to find the relationship of these variables with employee efficiency. Furthermore, it has been found that the public and private sector organizations in the UAE have difference working environments due to which employees working in the public sector organizations are less satisfied by their jobs. In order to assess this, a sample of 30 employees working in both public and private sector organizations have been considered for conducting a survey that comprised of a qualitative questionnaire. The findings of this research reveal that there is a positive and direct relationship between employee motivation and employee efficiency. Also, increased satisfaction and engagement of employees lead towards higher productivity and output, which is necessary for organizations to gain a competitive advantage in the market Moreover, monetary benefits and social recognition were assessed as the biggest motivational factors for male and female employees, respectively. Other motivational factors include fringe benefits, better working conditions, job enrichment and promotions.

Keywords: Employee motivation, employee satisfaction, employee performance, organizational performance, employee efficiency, profit maximization, competitive advantage, social recognition, monetary benefits, working environment, remuneration packages, public and private sector organizations, employee engagements, male and female employees, social recognition, job enrichment, and job satisfaction.

ملخص

تدرس هذه الورقة العوامل المحفزة للموظفين في قطاع العمل في دولة الامارات العربية المتحدة ايضا فقدت اعتبار رضا الموظفين عاملا للعثور على العلاقة بين هذه المتغيرات مع كفاءة الموظف وعلاوة على ذلك فقد وجد ان مؤسسات القطاع العام والخاص في دولة الامارات العربية المتحدة لديها بيانات عمل مختلفة والعاملين في مؤسسات القطاع العام نسبة الرضا الوظيفي منخفضة لديهم وقد تم اخذ 30 عينة لموظفين يعملون في كل من مؤسسات القطاع العام والخاص لاجراء استبيان نوعي وتكشف نتائج هذا البحث انا هناك علاقة ايجابية ومباشرة بين تحفيز الموظفين وكفاءة الموظف وزيادة رضا وإشراك الموظفين يؤدي نحو زيادة الانتاجية والانتاج وهو امر ضروري للمؤسسات لكسب ميزة تنافسية في السوق وعلاوة على ذلك تم تقييم الامتيازات النقدية والاعتراف بها بأنها اكبر العوامل المحفزة للذكور والاناث على التوالي وتشمل العوامل المحفزة الاخرى المزاييا وظروف عمل افضل والاثراء الوظيفي .

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Chapter 1 – Introduction

Globalization and internationalization of the world has increased the competition in the global market. Organizations are now focusing on their business processes more than ever. This is because technological advancements and modifications have enabled the technology to become obsolete at a much faster rate than few decades ago, which restricts organizations from having a competitive advantage through innovation. Innovation does reflect an important determinant for long term growth and stability in the business but it fails to provide a competitive advantage in the modern world. Accordingly, organizations are now in search of new ways of doing processes more efficiently than their competitors to gain a competitive advantage in the market. One of these ways is the efficient and effective performance of employees within the organization, which increases the productivity of the organization as well as it helps in obtaining a competitive advantage in the longer run. For this reason, it has become increasingly important to gauge and increase the satisfaction and motivation of the employees within the organization because it increases the overall productivity of the organization. On the other hand, these motivational factors differ for employees who belong to different genders because of the variance in factors that influence employee satisfaction of both genders.

Employee satisfaction and motivation are closely related and directly proportional to each other. This is because greater employee satisfaction contributes towards employee motivation, which means that employees who are more satisfied than their jobs are able to work more efficiently due to their increased motivation (Din et al. 2014). This whole process of increasing the performance of the organizations have been well understood by the organizations in the modern world due to which there has been now an increased focus on increasing the satisfaction and

motivation of employees among all the management levels of an organization. Besides overall performance of the employees, special attention is given to the needs and wants of employees that differ according to the gender of the employees. Female and male employees have different requirements and needs that needs to be fulfilled in order to motivate them. Also, there are many common motivational factors to both genders such as remuneration packages and job rotation, which increases the motivation of employees by providing increased job satisfaction.

Furthermore, males and females have different personality attributes that need to be considered to correlate them to individual motivational factors (Din et al. 2014). This is essential for identifying the key factors of characters and personalities that differ among employees of different genders. The United Arab Emirates is a region, where gender roles have various differences based on their cultural and social values. For this reason, in order to define the factors contributing towards satisfaction of employees which increase their motivation, gender roles are significant for consideration.

1.1 Study Aims and Objectives

Employee motivation is important for increasing the performance of the employees as well as the output of the organization. For this reason, the relationship between employee performance and employee motivation is essential to consider for the purpose of this research. Moreover, there is close association between employee motivation and employee satisfaction, which will also be discussed in this research paper. On the other hand, employee motivation, job performance and employee satisfaction depend on the gender of the employees, which forms the basis of this research study. Also, employee engagement plays an important role in the determination of these factors.

1.2 Problem Statement

Organizations are in search of ways that can enable them to gain a competitive advantage in the global market. This is because the increase in global trade activities has facilitated the world to become a global village, where organizations fail to experience a competitive advantage based on the local advantages. There are two ways of gaining a competitive advantage, which includes strategic positioning and operational efficiency of an organization. Operational efficiency takes into account the effectiveness of processes and efficiency of operational workforce, which is dependent on various factors that are being researched in this study.

In order to achieve operational efficiency, some of the factors such as employee motivation and employee satisfaction play a vital role. Moreover, employee motivation and employee satisfaction is interdependent on gender roles of employees within the organization because of the cultural and social aspects of the society according to Lin (2011). Accordingly, it becomes essential to discover and analyze different motivational theories and factors affecting employee satisfaction and employee performance based on gender differences, for realizing the impact of employee motivation on organizational performance.

1.3 Significance of the Problem

With the advent of globalization in the world, organizations are focusing on maximizing their revenues and profitability in the shorter as well as in the longer run. This has enabled the organizations to focus on maximizing revenues and minimizing costs, which can only be achieved through operational efficiency and strategic positioning combined. This is because operational efficiency is a result of strategic positioning as organizations strategy to increase their individual performance. Accordingly, the findings of this research paper can be used by human resource

managers and managers working in other departments, who can learn definite ways of increasing the working capacity of their teams as well as the performance of the whole organization.

1.4 Scope of the study

Organizational performance plays a vital role in facilitating the economic cycle of a region. Moreover, the economy of the United Arab Emirates has been booming over the last few decades but still has not been able to supersede the economic powers of the world, China and the United States, because of the lack of maximizing organizational performance. China and the United States are two of those countries, which have mastered their processes through innovation, operational efficiency and increased performance of employees. Accordingly, in order to compete with such economic giants and super powers of the world, the United Arab Emirates need to adopt new ways of increasing organizational performance that is dependent on employee motivation and employee satisfaction. This is essential for emerging as a strong and visible economic power of the world, which the United Arab Emirates is capable of due to the abundance of natural resources.

1.5 limitations of the Study

- Despite the fact that all the employees who were selected as participants were working in the United Arab Emirates, the background of the employees reflected different geographical and economic regions, which increased the external validity and generality of the research findings.
- The participants were not chosen at randomly as that would have also included participants who were least qualified and interested in filling out the questionnaire. Accordingly, references and personal contacts used were comprised of family members and friends to find employees who were willing to fill out the questionnaire on short notice.

- The data was collected through a primary source and the survey was carried out recently in March, 2015.

1.6 Assumptions of the Study

Some of the assumptions of this research study are mentioned below:

- It was assumed during the collection of primary data that the participants of the survey filled out the questionnaire by themselves. It was difficult to make sure that the employees filled out the questionnaire by themselves because the questionnaire was dropped with the participants and was picked up after a week. This was necessary as the questionnaire included qualitative answers, which require time and a lot of thinking for high quality answers due to which on the spot filling was not carried out.
- Moreover, it was also assumed that the participants completely understood the meaning of the questions while answering them. This is also one of the reasons behind the simple wording and direct questions included in the questionnaire.
- Lastly, it was assumed that the participants were completely honest while filling out the questionnaire and presented information that is neutral and true according to their beliefs, views and perception.

1.7 Definitions of Important Terms:

Employee motivation. The motivation of the employees refer to their psychological behavior, which convinces them to show certain actions and influence the working capacity of the employees (Kim & Scullion 2013). Moreover, the level of effort an employee is willing to complete a task and the level of consistency with which employee work are also associated with employee motivation.

Employee satisfaction. Employee satisfaction takes into consideration the contentment level of the employees, which they receive while doing their routine work on daily basis. Employee satisfaction considers the comfort of the environment, job fulfillment and ease of working for employees (Business Dictionary, 2015).

Employee engagement. Employee engagement reflects the strength of the relationship that exists between the employees and the employer. This relationship is important for determining the output of the employees and their operational efficiency. The higher the engagement of the employees, the more likely will be the increased performance of the employees. Employees need to be absorbed by the quality and type of work they perform in an organization, which ignites passion and enthusiasm in employees. All of these factors combine to increase the performance of the employees (Business Dictionary, 2015).).

Organizational performance. Organizational performance is a comparison of the output of an organization with the set financial targets and organizational goals. The output refers to production of products and services, revenues, profitability and so forth (Business Dictionary, 2015).

Operational efficiency. The operational efficiency refers to the ability of an organization to deliver high quality products and services while keeping its operational costs to the minimum. Operational efficiency limits customer exploitation (Business Dictionary, 2015).

Profit maximization. Profit maximization refers to a process or method through which an organization is able to set a price and quantity of output, which yields the highest amount of profit (Business Dictionary, 2015).

Competitive advantage. Competitive advantage is the ability of an organization that enables the organization to outperform all the competitors in the market. High efficiency of

employees is a phenomenon that helps in achieving a competitive advantage (Business Dictionary, 2015).

Fringe Benefits. Fringe benefits is a form of additional pay and benefits for employees to work or a specific set of services. Fringe benefits may include a vehicle from the company to commute, a cell phone to make business calls and free fuel (Business Dictionary, 2015).

1.8 Research Pattern

Chapter 1 – Introduction. The first chapter of this research study highlights the significance of problem statement that revolves around employee motivation. Employee motivation and satisfaction have been highlighted along with other important areas of a human resource structure with reference to male and female employees in the United Arab Emirates. This chapter introduces the need of this research and the scope of its findings in further academic research as well as in the corporate world. Accordingly, key terms have been defined along with the limitations of the study, so that the reader is completely aware of the depth and assumptions of this research paper. This is essential for building a strong base that depicts a smooth flow from the problem statement to the findings.

Chapter 2 – Literature review. The literature review is that part of this study which reveals the dependent and independent variables for further research. This chapter includes findings and results from various other studies, in order to collect evidence for devising research questions. The literature review reflects in-depth information on employee motivation and satisfaction, including definitions and explanation of various motivational factors. Moreover, difference between male and female employees have been identified on the basis of social and cultural values in the United Arab Emirates.

Chapter 3 – Research questions. Research questions reveal the aim of the research study and the purpose of this paper. Research questions form the central idea and objective, which is analyzed by collection of primary data and performing specific research methods to assemble and present results in a collective manner.

Chapter 4 – Methodology. Methodology represents the research methods used for the collection of data and methods used to analyze the same data. Methodology is an important part of a research paper as it provides the direction to conduct the research. The accuracy, authenticity and viability of the research findings are also dependent on the quality of research methods used due to which primary data has been used in this research.

Chapter 5 – Analysis and findings. The analysis and findings section contain an in-depth examination and study of the data that has been collected for the purpose of this research. Analysis of data is the most essential part for concluding the results as analysis reveal the authenticity of direct and indirect relationships between different variables that have been collected through the literature review. The relationship between employee motivation and employee efficiency is a good example of association that has been analyzed in this section.

Chapter 6 – Conclusion. This section presents the summary of the results that have been derived from the analysis section. The conclusion is one of the most significant part of a research study as it represents the importance of research.

Chapter 7 – Recommendations. The recommendations section highlights the changes that are being proposed for improvements in the research area. These recommendations are useful for organizations and firms to make appropriate changes for better performance.

Chapter 2 – Literature Review

2.1 Competitive Advantage

Competitive advantage is one of the only strategies left in the global industry, which ensures economic and financial well being of an organization in the longer run. In order to gain a competitive advantage in the longer run, two approaches are being used by organizations in the modern economic society. One is the strategic positioning and the other is operational efficiency. A competitive advantage gained by strategic positioning refers to a way of doing things that is new to the industry. Strategic positioning enables an organization to devise new ways by technological advancements and modifications. Strategic positioning helps organizations produce features of a product and service, which are not offered by any other competitor in the industry. On the other hand, the increased strength of the internet has maximized flow of information due to which it is difficult to hide new processes, features of products and technological innovations. Other organizations are able to incorporate the new ways of processes and production within no time, which limits the competitive advantage of the first organization. For this reason, it has been found out by various researchers that strategic positioning is able to provide a competitive advantage in the shorter run only, which can be eliminated by competitors in the longer run.

In comparison to this, operational efficiency refers to doing the same processes to produce the same features of products and services but in a different and more efficient way. This enables the organization to gain a competitive advantage by increasing organizational performance in the longer run. Operational efficiency helps in increasing the productivity of the employees in such a way that the same amount of raw materials and human resources produces a higher number of units by consuming less amount of monetary resources. Operational efficiency is something that is achieved through a set of objectives and goals that are in line with increasing the productivity of an organization. Also, in order to implement and achieve operational efficiency, many human resource theories are implemented to increase employee motivation, satisfaction, performance, engagement and so forth (Kim & Scullion 2013). Operational efficiency helps in achieving a

competitive advantage in the longer run because the organization is able to achieve efficiency in each and every process, old or new, which is adopted by the organization. Moreover, technology can become obsolete in the longer run but operational efficiency does not become obsolete in the shorter run as well as in the longer run, which reveals the benefits of operational efficiency.

2.2. Operational Efficiency of Employees

Operational efficiency has two further components that are significant towards organizational performance. The first one is the automation and increasing the efficiency of processes. This helps in reducing time lag between the various processes of supply and production line. The second one is the efficiency of the employees, which is essential for increasing the efficiency of processes. Increasing the operational efficiency of employees is not a method or policy that can be changed, implemented or achieved but it is a mindset and devising of new objectives and goals that are focused on benefiting the employees of an organization. This is also one of the reasons that employees are considered as one of the most important stakeholders of an organization, which need to be satisfied for increasing the overall efficiency and performance of the organization.

2.3 Employee Satisfaction and Motivation

Employee satisfaction can be increased through various factors that have been discovered by the effort of many researches in this field. Employee satisfaction is necessary for motivating the employees as employee motivation is a psychological behavior, which is influenced by the satisfaction level of the employees as Bratton (2013) argued. Accordingly, employers face the challenges of increasing the motivation of their employees by increasing the job satisfaction of the employees. It is the prime responsibility of the organization to implement policies and strategies that increases the satisfaction of the employees, which makes the employees think that their efforts

and work in the organization was worth it. This motivates the employees to work in a more enthusiastic way, which increases their output and efficiency.

On the other hand, employee satisfaction and motivation differ for each and every individual as people have different values and needs to be fulfilled. It is the prime responsibility of the management and employers to recognize these needs and fulfill them in order to increase the motivation of the employees. One of the primary reasons that employers need to devise strategies and policies to increase motivation is the disliking of people towards work (Kim & Scullion 2013). People do not like to work and are only willing to work in case of an incentive or return for it. This is because work is tiring and boring, especially when one is working as an employee for another organization, where employees work to maximize the profitability of the shareholders. Employees do not have a direct share in the profitability of an organization due to which they are reluctant to work. The remuneration of the employees is a very small part of the overall profit of the organization (Hafiza et al. 2011). For this reason, organizations have started to devise a bonus and incentive structure, which allows the employees to become a part of the shareholders' profitability. Annual bonuses that are based on incentives are linked to the percentage share of the total profit generated by the employee. This way the organization increases the motivation of the employees by giving them an incentive to work harder and to put in a little extra effort, based on Bratton (2013). This also increases the enthusiasm and passion of the employee towards work, which is healthy for increasing the performance of an organization.

In order to increase the motivation of the employees by increasing their satisfaction level, employees need to be encouraged to accept greater responsibility within the organization (Din et al. 2014). This has been revealed that increasing the job responsibilities of the employees make them feel important, which increases their motivation level. Also, employees need to be carefully placed in positions that match their expertise and set of skills. An employee who doesn't match the

job description decreases the overall performance of an organization through performing below average (Dasgupta 2013). This is the responsibility of the employer to analyze the skills of the employees, which is definitely a difficult task for the employers without consistently gauging the performance of the employees.

On the other hand, setting high performance standards that are achievable by putting in extra effort increases the motivation of the employees (Dasgupta 2013). Employees tend to feel motivated and excited by the tasks that are difficult to perform. These tasks test the working capacity and capability of employees, which increases their motivation to put in extra effort. Also, employees feel more satisfied when they achieve difficult tasks, which further increases their motivation towards work (Din et al. 2014). Moreover, simpler tasks are considered routine work and do not offer any challenge to the employees. A job description that only offers simpler tasks is considered as a boring and routine work by the employees, which decreases the motivation of the employees to work (Din et al. 2014). It is considered a wastage of energy and efforts to work harder to complete a task, which can also be completed by putting in a much smaller effort. Doing simpler tasks over a period of time minimizes the capability of employees to think out of the box or to show increased performance level (Dasgupta 2013). Accordingly, employees need to be given challenging tasks that motivates them to work harder in order to achieve the expectations of the management.

2.4 Traditional Aspect of Employee Motivation

Employee motivation was considered a tough goal for the management of the employees due to which employees were tightly controlled and supervised to perform in a working environment. The organizations were not able to offer benefits and incentives that contributed towards employee motivation due to which organizations had to force the employees to work on

daily basis (Din et al. 2014). For this to happen, employees were offered simple tasks that were repetitive in nature. Also, employees were paid minimal amount of remuneration packages according to the amount of effort and brainstorming put into the work (Hafiza et al. 2011). Employees were considered as machines and were treated the same. Moreover, there was little concept of employee motivation in the past as organizations used to replace employees, who failed to complete their daily tasks like Bratton (2013) has stated. Little focus was given to innovation and technological advancements due to which employee motivation was not necessary anymore. Any kind of employee would be hired to complete a day to day task, which is repetitive in nature. This was in accordance with the view of the organizations that people do not have the ability to take imitative and the organization should be the one to guide the employees to take actions and display a specific kind of behavior in the working environment, which suits the organization.

2.5 Human Relation View of Motivation

Modernization of the world and advancements in organizational philosophy has helped the organizations realize new ways of increasing employee motivation. This is because employers have realized that the employees represent an important stakeholder of the company, which can help in inducing talent, efficiency and innovation in the organization, which all lead to a competitive advantage in the industry (Din et al. 2014). Accordingly, the human relation view of motivation reveals that the most important factor that contributes towards employee motivation is the preservation of the social relationships of employees and nurturing of the same in a working environment (Burchell & Tumawu 2014). Social relationships of employees takes into account their interaction with other employees, line managers, senior management, clients and so forth. The preservation of social relationships of employees reveal that the employees want to feel important and valued in an organization (Lin 2011). This can only be done through consistent and continuous recognition of the efforts of employees, in order to make them feel special. The

employees does not want recognition from a specific employee but instead it is the overall recognition and sense of valuation that is received from social relationships of employees (Burchell & Tumawu 2014).

Employees have a tendency of feeling special and valued after being recognized and appreciated for a specific task. This is also in relation with the attitude of the employees that is against tight control and supervision from the management. Employees tend to be controlled in a sensible way, which motivates them instead of demotivating them. This falls under the job description of the line manager to control the employees in such a way that employees' behavior can be managed and the performance of the employees can be maximized (Dasgupta 2013). Employees have a tendency to give up on their incentives and even are willing to work on small remuneration packages, if they are provided a working environment that makes them feel special (Mohsan, Nawaz & Khan 2012). This is in accordance with the examples of multinationals and large corporations, where people are willing to work for much smaller remuneration packages due to the professional environment and increased quality of work being offered to them.

The quality of the working environment is another motivational factor for the employees of an organization, in which the employees need to feel secure about their job and social values (Din et al. 2014). Moreover, line managers should be able to listen to the needs of their employees, in order to make them feel comfortable and valued. This helps in developing the social connections between employees, their colleagues and line managers, which is essential for team work as argued Lin (2011). Furthermore, line managers should listen to the objections and complaints of their line employees, in order to make them feel that they have significance importance in the organization (Burchell & Tumawu 2014). Those employees are highly motivated who feel that they are doing a great work for their organization and there is no replacement of them in the

industry. Once the employees start to feel that the work they are doing cannot be done by other people in the organization, these employees start to feel highly motivated.

2.6 Employee Motivation and Remuneration Packages

Employee satisfaction can be achieved by increasing the remuneration package of employees. Studies have shown that the highest percentage of employees, both male and female are influenced and satisfied by the increase in their remuneration package (Hafiza et al. 2011). Monetary benefits is the primary indicator of increasing the satisfaction of the employees. This is because maximum number of employees are working in order to fulfill their financial needs. There are many employees who also believe in social work but only on part time and occasional basis (Lin 2011). Moreover, this reveals that there are a very limited number of individuals, who are willing to work for a small amount of remuneration package in comparison to the amount and quality of work being performed by them as indicated by Bratton (2013). Financial needs represents the most important needs in an individual's life because financial freedom helps in fulfilling basic necessities as well as wants in life. Furthermore, healthy remuneration packages increases the motivation of the employees because people feel happier when they are able to fulfill their needs and desires in their lives. Also, individuals have responsibilities of their families, which need to be fulfilled and healthy remuneration packages help in fulfilling the needs of the families (Hafiza et al. 2011).

Moreover, research has shown that monetary benefits and remuneration packages are equally important to male and female employees. This is because everyone has personal and family needs to satisfy, which are directly dependent on the earnings of the employees (Burchell & Tumawu 2014). All over the world, there is a much less percentage of women, who work for fulfilling the financial needs of the family. This is because men are considered as the breadwinner

of the house and they are also held accountable for not fulfilling the financial needs of their families. On the other hand, female employees, despite the fact that they are not considered responsible for fulfilling the financial needs of their families, they still contribute towards the family income in order to reduce the financial burden on their male partners. Accordingly, it can be assessed that remuneration packages are equally important for increasing the satisfaction of both male and female employees (Hafiza et al. 2011).

Moreover it has been discovered that employee satisfaction increases the motivation of the employee to work, increased remuneration packages increases the motivation of the employees (Hafiza et al. 2011). This is also the reason behind the implementation of incentive plans and collaborating the salary package with the performance of the employees (Dasgupta 2013). Employees tend to outperform themselves when they are given a financial incentive for the increased performance. Moreover, most of the jobs in the world that include hard work and completion of difficult tasks, there is always an additional bonus or increased remuneration package attached to it. This can be understood by the example of security guards, who are paid more due to the threat the lives of security guards in the event of a crime or robbery at the organizations' premises. For this reason, annual increments and bonuses are given by the management to increase the motivation of the employees. This is the most important factor that contributes towards increasing the motivation of the employees, both male and female, in a workplace.

2.7 Job Enrichment and Motivation

Job enrichment has been found to have a positive impact on the motivation level of the employees. Job enrichment is an intentional and planned way of increasing the challenges in a job, which increases the responsibility of the employees (Mohsan, Nawaz & Khan 2012). One of the

key attributes of job enrichment is the freedom of the employees that allows the employees to work in a way which suits them the best. Allowing employees to devise their own methods of achieving a set of tasks under the supervision and guidance of a line manager, increases the confidence level of the employees as well as performance of the employees (Burchell & Tumawu 2014). This is because employees know better about their strengths and weaknesses and are accordingly in a better position to devise their own approach towards solving a problem.

Moreover, employees should be encouraged to participate in decision making with their line managers. New policies and procedures concerning the employees should be consulted with the employees before their implementation. Imposing policies without the knowledge and consultation of the employees leads to demotivation as the employees consider themselves unworthy of consultation (Javed & Javed 2013). Also, consultation with the employees increases the implementation process of the new changes in the processes as the employees are already on board and help in the implementation process as opposed to opposing it. Participation of the employees in the decision making process also enhances the efficiency and quality of policy making as the employees are able to contribute practical problems and issues in the implementation process. This is because employees directly work in the environment where the policies will be implemented in comparison to the senior level management that has little awareness and knowledge about the working conditions of the middle and lower level management. This inclusion in the policy making increases the motivation of the employees as they feel valued and important in the organization (Javed & Javed 2013). This also increases the social connections between the employees and middle level management, which increases the efficiency of the employees through encouragement (as Lin (2011) has stated.

Furthermore, in order to motivate the employee through their job enrichment, a clear understanding of the need of the employees should be considered. Each and every employee has

needs that differ in social, financial and cultural aspects. The management of an organization is responsible for taking care of the employees. It also falls under the domain of corporate social responsibility of the organization to take a good care of its stakeholders, which include its employees (Kim & Scullion 2013). When the needs of the employees are fulfilled it increases their satisfaction level and the employees become highly motivated towards their work. Moreover, the line managers should lead by example as employees need to see that there are not the only ones who are contributing alone towards organizational performance (Mohsan et al. 2011). Employees want to work in a working environment that is based on teamwork and where the line managers support their team by taking initiative and solving problems of their line employees. Feeling protected and cared are also attributes that lead towards employee motivation (Javed & Javed 2013). Accordingly, it can be assessed that it is one of the responsibilities of the line managers to motivate their employees by taking necessary actions and feeling their line employees valued.

2.8 Job Enlargement and Motivation

Job enlargement is a tool that increases the responsibilities and number of duties of an employee, which increases the motivation of the employee. There is a clear difference between increasing motivation of employees through job enrichment and job enlargement (Javed & Javed 2013). Job enlargement focuses on the horizontal expansion of duties and responsibilities that belong to the same pay grade. On the other hand, job enrichment is a tool that focuses on vertical expansion of the job responsibilities that includes duties that does not belong to the same pay grade as the employees are involved in senior level management decision making and implementation process.

Job enlargement is a significant tool for increasing the motivation of the employees by providing employees the liberty to devise their own standards and set their own targets. This helps

in consistent performance of the employees as they have to continuously achieve their own set targets (Dasgupta 2013). Employees feel embarrassed if they fail to achieve their own targets and so put an extra level of effort to achieve the targets. For this to happen, an increased amount of motivation by the employees is required to increase their own efficiency level. This is beneficial for the organization as increased efficiency leads to greater output. Moreover, employees should be provided consistent feedback on their performance, in order to increase their motivation level (Javed & Javed 2013). This also helps the employees to consistently improve themselves by learning from their mistakes and it also encourages them by appreciating their good work. Feedback also has a perspective of providing recognition, which shows that the employees' performance is being constantly observed. This enables the employees to perform better by working hard and more efficiently. The work and tasks of the employees should be changed on regular basis, so that the employees do not feel redundant and do not end up working like machines. This also decreases the efficiency of the employees and decreases their motivation (Javed & Javed 2013). Accordingly, employees should be offered new and different work, in order to keep them feeling challenged and excited about work.

2.9 Job Rotation and Motivation

Job enlargement is a tool that increases the responsibilities and number of duties of an employee, which increases the motivation of the employee (Mohsan, Nawaz & Khan 2012). Job rotation has a couple of advantages for the organization as well as for the employee. The employer is able to gauge the performance of the employees in different departments, which reveals the expertise and skill set of employees (Dasgupta 2013). This is essential for allocating type of work and job responsibilities according to the expertise of the employees. This enables the employees to perform exceptionally well, which increases the satisfaction and motivation level of the employees (Javed & Javed 2013). Employees are able to perform according to their job level,

which increases the production level of the organization. On the other hand, job rotation increases the excitement and challenges of the job for employees as it restricts the job from becoming boring (Mohsan, Nawaz & Khan 2012).

There are two kinds of job rotations. One is the permanent transfer of employees to another department after they have spent like four to five years in a single designation or department. This allows the employees to take a fresh start but in a more comfortable environment as the employees know the people around them and are already used to working in the same environment. This way employees get the passion and thrill of a new job but without the difficulty of finding a new job and the complexities involved in adjusting into the new working environment.

On the other hand, the second job rotation refers to the shifting of the employees from one department to the other within a short period of time such as three months or six months (Mohsan, Nawaz & Khan 2012). This type of job is usually offered to new employees in the companies and fresh graduates. There are special designations for such employees, who are willing to work in job rotation for a period of one or two years. These designations include management trainees, international graduate programs, and so forth. The purpose of employee rotation jobs enable the employees to assess their area of interest by working in all the departments of an organization (Mohsan, Nawaz & Khan 2012). A management trainee has to work for two months each in the operations department, liability sales, treasury, human resource, corporate sales, and so forth. After completing the two years of job rotation in approximately more than ten departments, management trainees have the leverage of choosing the department of their choice for a permanent job without job rotation. The whole program contributes towards the exposure and awareness of the management trainees due to which they are offered good remuneration packages (Hafiza et al. 2011). Also, such employees become important assets for the organization as they have the appropriate knowledge about all the functional departments of the organization. Moreover, the

organization has the opportunity to learn about the problems and issues of each and every department through feedback from management trainee officers. Consequently, the whole productivity of the organization is elevated from offering job rotation to its employees. Furthermore, there is a consistent level of motivation shown by the employees during the job rotation programs due to the introduction of new challenges every couple of months that are faced by the employees in their new jobs (Mohsan, Nawaz & Khan 2012).

2.10 Employee Engagement and Motivation

Employee engagement is one of the direct results of employee motivation. A motivated employee is said to be more engaged in the workplace and is more committed for achieving organizational goals. Accordingly, some of the motivational factors also contribute towards employee engagement. Increased commitment is a direct result of employee motivation and it is also an attribute of employee engagement (Askary, Kukunuru & Pech 2014). Employees who are committed to their jobs are supposed to perform better in comparison to fellow colleagues. This is because of the absence of ambiguity and increased focus that is shown by committed employees. For this reason, employees who are more committed are less likely to leave the organization (Tan & Waheed 2011). This is also because of the reason that organizations take a better care of the employees who are more committed towards their work. Employee commitment also increases the loyalty of the employee towards the organization, which enables the employee to work an extra mile and put an extra effort for the completion of tasks within the deadline (Askary, Kukunuru & Pech 2014).

Moreover, higher productivity of employees is another end result of employee engagement, which is also the end result of higher employee motivation (Askary, Kukunuru & Pech 2014). According to previous studies, employee engagement and motivation are considered to be directly proportional to each other. An engaged employee is considered more beneficial for an organization as he uses up little resources to produce more output. For this reason, employee engagement is considered as an important factor for reaching profit maximization (Tan & Waheed 2011). Furthermore, employee engagement also helps the organization to gain a competitive advantage in the market. In order to increase employee engagement, organizations can provide consistent feedback to employees along with establish regular dialogue between employee and their line managers. Employees tend to feel distant from their jobs in the absence of feedback and interaction. Also, feedback is an essential way for the employers to keep a check and balance on employees' performance.

2.11 Motivational Theories

Different motivational theories are considered by organizations to enable motivation at the workplace. The reason behind implementation of different motivational theories does not refer to the good or bad results of these theories but it reflects the differences in organizational structure and culture of the organization, which supports different theories of motivation. On the other hand, there are few motivational theories that present universal factors that are essential for increasing the motivation of the employees. The motivational theories focus on improving employees' behavior towards their work, so that employee efficiency can be reached.

Maslow's hierarchy of needs. According to Maslow, the human behavior is in constant need of satisfying needs that continue to increase. For this reason, Maslow was of the view that needs that are already satisfied fail to motivate the employees but needs that are unsatisfied and

can be fulfilled by the organization provide motivation to the employees. Moreover, the needs of an employee are arranged in a series of levels, which was identified as a hierarchy of importance and is shown below in figure 1. Once the needs of a certain level are fulfilled, employees increase their expectations for needs fulfillment from the next level (Lunenburg 2011). This is human behavior, which provokes the employees to consistently want more. According to Maslow, employees can always be more satisfied by fulfilling their needs of the next level.

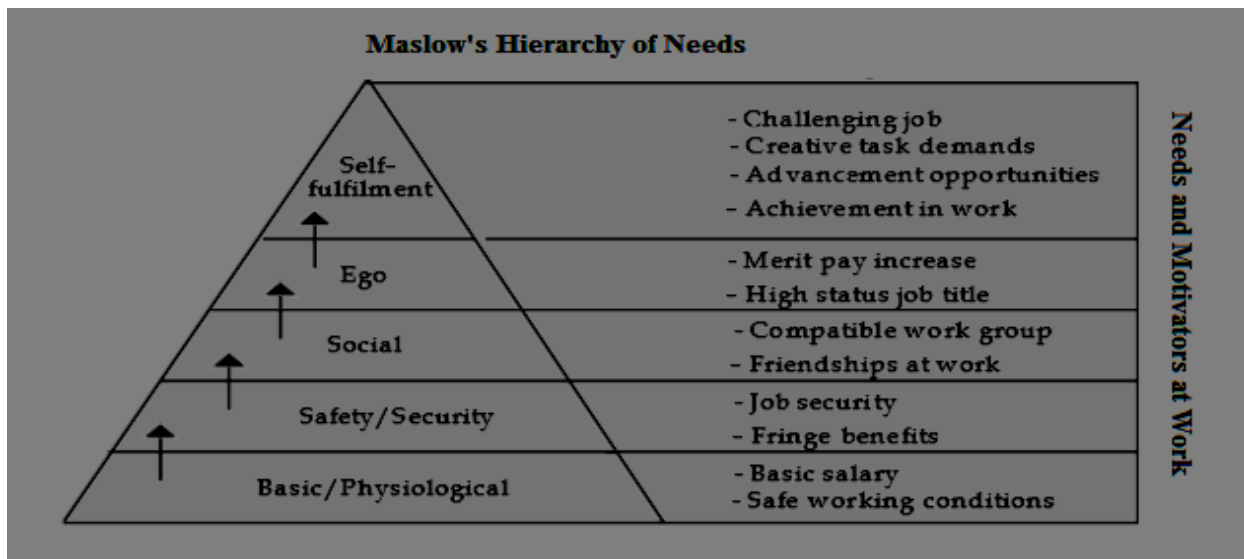


Figure 1.

The first and basic level of needs comprises of physiological needs of employees, which refers to basic salary and safe working conditions. The amount of salary required at the basic level should be enough for the employees to fulfill their basic needs, which include food, shelter and clothing. Once these needs are satisfied, employees want safety and job security. This also includes a strong financial security net that includes health insurance and other fringe benefits to support the employee's family as per Lunenburg (2011). The next level is represented by the social needs of the employees that include employee recognition at work. Employees need to feel valued in order to fulfill this need. The need of ego is represented by self-esteem of employees, which they

want to satisfy by things that do not have physical benefits attached to them. Such needs correspond to intangible things such as an improved job title with same job responsibilities and remuneration package like Lunenburg (2011) argued. The highest level of needs is represented by self-fulfillment of employees, in which the employees keep on innovating their needs with reference to challenging tasks required for self-improvement and self-development. Moreover, it has been assessed that the boundaries between these different levels are not rigid and instead overlap each other according to the difference in behavior of employees.

Herzberg's theory of motivation. According to Herzberg's theory, employees can be motivated and demotivated, which depends on the presence and absence of few factors. These factors refer to the context of the job (Tan & Waheed 2011). Factors that are extrinsic to the job are considered to demotivate employees if absent. These factors include

- Organizational policies
- Control and supervision of line manager
- Working environment (Tan & Waheed 2011)
- Social relationships
- Monetary benefits, financial security and status (Tan & Waheed 2011)

On the other hand, factors that are essential for motivating the employees are intrinsic to the job responsibilities of employees. These factors need to be present in order to increase the motivation of the employees

- Appreciation and achievement
- Increased job responsibilities (Tan & Waheed 2011)

- Bigger challenges at work
- Employee recognition and increased value at work (Tan & Waheed 2011)
- Job growth and development

Expectancy theory. The expectancy theory of motivation reveals that the motivation of employees is a relationship between employee expectations that the rewards are directly proportional to their performance and effort exerted to achieve a particular task. According to this theory, the organization needs to value individual expectations of employees in order to increase their motivation. This is a difficult task but provides the highest level of motivation of the overall workforce (Lunenburg 2011). This motivational theory is usually implemented in performance based organizations that link commissions and incentive structure with employee performance. The employees are well aware of the perceived outcome before putting in the effort to achieve a certain goal. Expectancy theory is most successful in sales related jobs.

Porter and Lawler's model. The Porter and Lawler's model is an extension of Vroom's theory and presents findings that are similar to expectancy theory (Lunenburg 2011). Porter and Lawler's model reveals that employees are willing to generate only a certain amount of effort which is proportional the reward's value, amount of effort required and the chances of receiving the reward. Rewards perceived by the employees are intrinsic as well as extrinsic to the job.

2.12 Difference in Motivational Factors for Male and Female Employees

Male and female employees differ in social and financial needs due to the difference in societal roles being played by both genders (Bostrom, Sluiter & Hagberg 2012). Males who are considered to be head of their families are more in need of financial resources to fulfill the needs of their families. Accordingly, male employees tend to be receive more satisfaction through increased remuneration packages and higher amount of monetary benefits. On the other hand,

female employees represent the more emotional gender out of males and females, which is why females are considered to be more motivated by social recognition and value at the workplace. Moreover, women are considered to be more loyal and honest about their work in comparison to men, which is why women are more attracted towards working environments that have better company policies, supervised control and performance based organizational structure. On the contrary, male employees get uncomfortable with strict supervision and tight control at the workplace. Male employees tend to be more self-driven at the workplace, whereas female employees are more inclined towards following a set direction by the senior management and line manager as Arndt (2014). This is also because women are more risk-averse and value their jobs more in comparison to men. This is because women are emotional in nature and establish a strong attachment to their jobs, due to which they also become loyal towards their jobs. Furthermore, there is little research carried out on the difference in motivational factors of males and females, which is why only few factors have been mentioned above.

Chapter 3 - Research Questions

3.1 Research Questions

- What are the primary differences between factors of engagement at the workplace between male and female employees in UAE?
- What is the significance of employee satisfaction in UAE?
- What is the relationship between employee satisfaction and employee motivation?
- What are the primary factors that contribute towards employee motivation?
- What role does employee motivation play in organizational performance?

3.2 Research Objectives

- Primary differences of engagement at the workplace between male and female employees.
- Significance of employee satisfaction and factors contributing towards employee satisfaction.
- The importance of employee motivation in a working environment
- The relationship between employee satisfaction and employee motivation
- The impact of employee motivation on organizational performance and productivity

Chapter 4 – Methodology

4.1 Research Methods

The research methods is one of the most significant parts of this study as it reflects the accuracy of the findings and results. Accordingly, this research has been conducted in a natural study setting in the geographical region of UAE. Employees from the whole working industry of UAE have been taken into consideration for analyzing the determinants of employee motivation and satisfaction. All the interviewees live in a real world as opposed to an imaginary or fictional world, which is also the primary reason for a natural study setting (Lewis-Beck, Bryman & Liao 2013). Moreover, a natural study setting helps in deriving primary data that is real and accurate.

A qualitative form of research has been carried out to analyze the results of the primary data. Qualitative research is beneficial in areas that takes into consideration consumer behavior and human psychology to deduce results. It becomes difficult to quantify those results which involve opinion of the people and lack definite results. Qualitative form of research is essential for considering the variance in views of male and female employees regarding employee motivation and organizational performance. It was necessary to take into account a qualitative research study, in order to assess the reasons behind the answers of the interviewees. This is difficult to gauge in

quantitative form of research because of the limitations of open ended questions in quantitative research (Lewis-Beck, Bryman & Liao 2013). On the other hand, quantitative form of research fails to discover new findings and theories as it is primarily focused on testing the variables and their relationships with the dependent variable, which all have been found through the literature review. In comparison to this, qualitative form of research helps in collection of different views and opinions from the interviewees, which provides additional information that has been not included in this research. This provides a larger amount of data, which is beneficial for testing the research questions through a stronger argument.

4.2 Data Collection

Data collection techniques have been given special attention in carrying out these research methods to increase the accuracy of primary data collected. Primary data has been selected for this research paper due to the increased reliability and authenticity of the primary data in comparison to secondary data. Also, there are more chances of errors in the findings of the secondary data as it is difficult to assess the external environment in which the study has been taken place (Lewis-Beck, Bryman & Liao 2013). This increases the chances of bias in the research paper, which can disturb the accuracy of results. Accordingly, primary data has been considered for the purpose of this research, which has been collected from more than 30 individuals living and working in different organizations in the United Arab Emirates. It was necessary to collect data from employees working in the United Arab Emirates because of the difference in cultural and social values of the United Arab Emirates from any other region.

The United Arab Emirates is a Muslim country, which combines of various states, which have their own cultural and historical significance. The biggest influence in their cultural and social values is due to its religion, Islam, which has induced different societal norms in the lives of people.

In accordance with the teachings of the Islam, many women discourage to work in the United Arab Emirates. For this reason, 20 of the individuals who were interviewed were men and only 10 women were interviewed for the collection of primary data. All the 30 participants were working in different organization that were located in Sharjah, Dubai and Abu Dhabi. These states of the United Arab Emirates were selected on the basis of their economic conditions, employment opportunities and future prospects. These factors were taken into consideration because of the satisfaction and motivation of employees can also be affected by the overall economic scenario. The questionnaire was based on only 10 questions, in order to keep it short and decreases the human error of bias. Human error refer to the lack of attention and willingness to fill out the questionnaire in this research due to which short explanations were requested for each and every question. The questionnaire focused on the satisfaction and motivation of employees at work and its relation with their efficiency and overall output of the organization.

Most of the employees who took part in the survey belonged to middle level management as senior level management employees are not readily available for interviews and filling out questionnaires. A very small percentage of employees represent the senior level management of organizations, which would have decreased the accuracy of results as well as the generality of the findings. On the other hand, lower level management belongs to lower and lower-middle social class, which restricts them to have a luxury of motivation. This is because lower level management employees only work for fulfilling their financial needs and are only satisfied by monetary incentives and benefits. Consequently, including lower level management in the survey would have decreased the accuracy of results, which is also because of the lack of quality education of employees representing the lower level management. Accordingly, special care has been observed while selecting the audience for conducting the survey as the overall quality of this research study is dependent on the quality of data that has been collected.

4.3 Sample Questionnaire

1. Are you a male or female working employee?
2. Do you like to work?
3. Do you think you are in a line of work that suits you and it is the same industry in which you always wanted to work?
4. What is your biggest source of motivation at work?
5. Do you consider yourself satisfied and motivated enough to perform at your optimum level?
6. Is employee motivation and satisfaction necessary for increasing organizational performance and output?
7. Are you satisfied with your remuneration package and fringe benefits?
8. Is the working environment of your organization comfortable? Does it fulfill your requirements to maximize your efficiency?
9. Are you involved in decision making and strategy devising at your organization? Does your line manager value you and your opinion?
10. What kind of incentives motivate you to put an extra level of effort?

4.4 Reliability and Validity

Reliability and validity are two of the tools that determine the distortion, error and bias in the findings of a research. The reliability refers to the consistency and accuracy of the research methods that are used to deduce the findings (Lewis-Beck, Bryman & Liao 2013). This is necessary to maintain the accuracy of the results. The reliability of this research has been deduced

as 0.92, which proves the authenticity of the research methods used. A reliability that is above the value of 0.80, refers to results that are accurate and authentic. Consequently, the findings of this research are said to be reliable.

On the other hand, validity is a tool that measures the accuracy of the research methods used. Validity is equally important to reliability as results that are reliable and not valid are useless for the purpose of the research. The questions included in the survey are completely valid as they accurately revealed what they were intended to measure in the first place. Detailed insight on employee motivation and satisfaction was gathered through the questions devised, which shows that the data collected was valid for conducting a research.

4.5 Limitations of the Study

- The collection of primary data was not free from human error as there is a small amount of chance that few participants are unable to comprehend a particular question and have accordingly answered it incorrectly.
- The social and cultural structure of the UAE is highly different from first world countries in the west, which limits the use of the findings on a global scale.

4.6 Ethical Considerations

Ethical standards have been given special importance while conducting this research. The whole research study is free from any kind of bias, plagiarism and personal favoritism. This was necessary to conclude findings that are accurate and authentic in nature. On the other hand, complete honesty and integrity has been observed while collecting primary data for conducting the survey. The data has been recorded with complete care and has been checked more than a couple of times to eliminate any errors.

4.7 Conceptual Framework

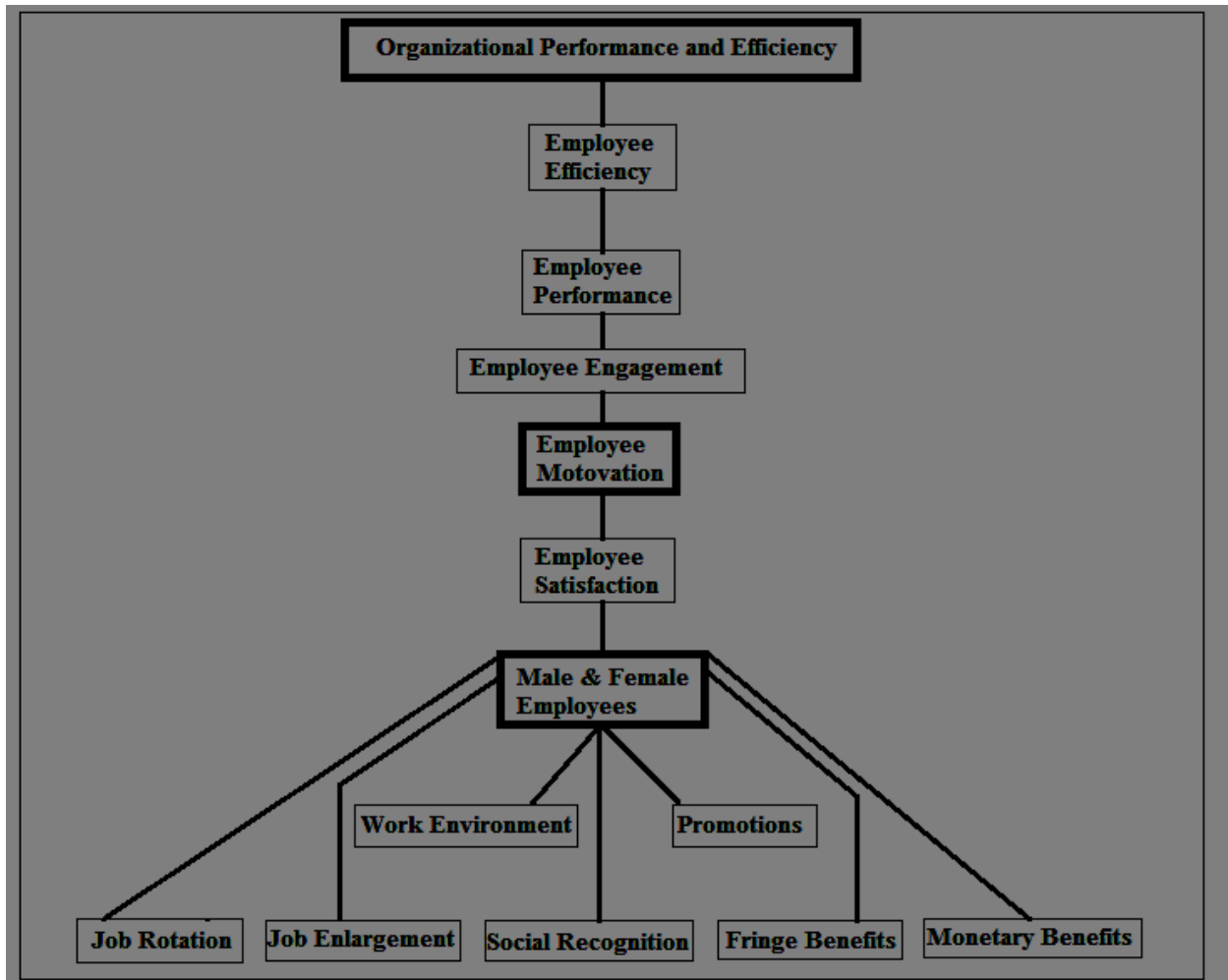


Figure 2.

Chapter 5 - Analysis and Discussion

According to the results of the questionnaire, it can be revealed that 20 of the interviewees were working men and 10 of them were working women in the United Arab Emirates. In response to the first question, it was revealed that most of the people does not like to work at all or they are

not happy working for the organization they are currently working for. Out of the 30 employees under consideration, 22 of them do not like to work as opposed to 3 people, who responded that they like what they do and they would like to keep it doing. Furthermore, the remaining 5 of the respondents were neutral about answering the question as they were not sure about the quality of work they are doing and the quality of time they spent at their office, due to which they did not provide a concluding statement. According to the above answers, approximately 73.33% of the employees did not like to work. From this percentage, only 16.67% of the female employees did not like their work, whereas the remaining 56.7% of the employees that are not convinced by their quality of their working life are men. This shows that women are more likely to work in comparison to men and do not hate their work as much as men do. Only five of the women out of 10 responded that they do not like their work, which means only 50% of the women working population of the United Arab Emirates do not like to work as opposed to most of the population of working men, who dislike their jobs.

In response to the second question of the survey “Do you want to change your organization or profession or completely stop working” men and women both are inclined towards the same perception. Most of the people wanted to change their organization only but did not want to change their profession or organizational industry. The reason that has been emerged is the duration of experience that has been gained by various employees in specific industries, which becomes null and void once the industry or profession is changed. Accordingly, it can be revealed that most of the people wanted to change their profession but could not because of the lack of recognition and elimination of prior experience. Still, most of the women wanted to change their jobs, which means that people have become tired of their jobs and are just reluctant to change their jobs due to uncertainty about their next jobs, which includes the uncertainty related to working environment and uncertainty related to remuneration packages. This reveals that there is a lack of job

enrichment, enlargement and rotation due to which employees have become bored and tired of doing the same monotonous work that does not excite the employees. Doing simple routine work on daily basis decreases the ability of the employees to perform better tasks and it also decreases the efficiency of the employees. Most of the employees taking part in the questionnaire looked depressed and quiet due to the increased level of frustration and depression that the employee felt at their work places.

Furthermore, people in the UAE have little exposure of different industries and line of works, which has restricted the employees to know more about their own interests and passion in life. This is because the third question revealed that most of the employees think that they are in a line of work that suits them. The employees under consideration failed to realize that most of them did not even like their work, which proves that most of the employees are in the wrong line of their work. People are likely to excel in their job and industry, if they are in their line of work because they are able to supersede the expectations of their management as well as their colleagues due to the extra level of effort they put in. In comparison to this, 70% of the employees, who filled out the questionnaire, are of the idea that they have the jobs that suit them. This percentage becomes realistic, when only the women working population is considered as 20% of the female employees only think that they are working in a line of work that suits them. This is primarily because women are emotionally stronger than men and are able to feel and express what they want in their lives. On the other hand, male employees are less inclined towards choosing professions that attract them as male employees are driven by the remuneration packages and monetary benefits of jobs (Tan & Waheed 2011). Men are considered as the financial heads of their families due to which they have to fulfill the financial needs of their families (Lunenbug 2011). Accordingly, men do not have the liberty to compromise on their earnings for the sake of seeking fun and enjoyment in their jobs.

According to the results of the questionnaire, the source of motivation differed for many participants, still there are motivational factors that were found to be common even between male and female employees (Bostrom, Sluiter & Hagberg 2012). One of the most common sources of motivation was found to be the size of remuneration packages. Monetary benefits do tend to attract people but more than 40% of the participants revealed that they receive motivation from annual increments, monetary incentives and annual bonuses (Tan & Waheed 2011). Monetary incentives are essential for increasing the motivation of the employees but there are other sources of motivation that also play a vital role in the performance of the employees (Cherian & Jacob 2013). The primary reason behind this is the foreign population that resides in the United Arab Emirates, which has traveled from their home country for the sake of employment opportunities and monetary benefits. Moreover, the currency value of different states of the United Arab Emirates is multiple folds higher than the home countries of this foreign population. For this reason, most of the participants of the survey were completely focused on monetary benefits as their motivational source (Tan & Waheed 2011).

Furthermore, due to the qualitative nature of the questionnaire, the results comprised of additional information from the participants that helped in deducing other reasons behind the monetary benefits as the primary source of motivation. Some of the participants provided the obvious reasons such as financial difficulties and increased burden of responsibilities but three of the participants' revealed information that was different and thoughtful at the same time. This other reason given by the participants is the direct relationship between monetary benefits and happiness (Tan & Waheed 2011). According to these employees, money contributes directly towards increasing the happiness in life. This is because money has the power to enable people to buy things and fulfill their responsibilities, which increases their happiness. Consequently, it can be assessed that happy employees are more motivated and excited to work willingly in comparison

to employees that are sad in their lives. Happiness plays a significant role in motivating the employees, which itself is dependent on the remuneration packages and income growth of employees.

Also, increase in remuneration packages is a symbol of growth and success, which is the basic need of each and every employee. This means that increase in remuneration can directly and indirectly boost up motivation of employees. Taking into consideration, male and female participants, it is revealed that a higher number of the male employees are motivated by increase in remuneration packages in comparison to female employees. This is supported by the results of the survey, which showed that only 20% of the women think that monetary benefits are the biggest source of motivation. Monetary benefits do increase motivation of most of the employees, male and female, but it is not the biggest source of motivation for most of the employees in the United Arab Emirates (Bostrom, Sluiter & Hagberg 2012).

On the other hand, the most common source of motivation for female employees is the social recognition and working environment as both are interrelated to each other. Social recognition is the second most common source of motivation for male employees. This shows that women are more emotionally attached to their jobs and are accordingly more affected by their working environment. Receiving appreciation by line managers and being valued in an organization are two of the strongest factors to motivate women. Social recognition is a phenomenon that makes the employees feel special by providing them attention. This requires continuous feedback, whether good or bad, on each and every task completion by the employees. Employees and human beings and human beings are considered as “social animals”, who are in need of making new friends and acquaintances in the form of colleagues, neighbors, associates, coworkers and so forth. Furthermore, apart from the working environment, women appreciate

attention and social recognition generally in their lives. This is another reason behind the inclination of female employees towards social appreciation and recognition at the workplace.

In most of the Asian and Middle Eastern countries, women are not the breadwinner of their families nor do they represent the head of the family. For this reason, women do not have the responsibility and pressure of fulfilling the financial needs of the family, which includes food supplies, utility bills, and educational expense of children, house rentals and so forth. Accordingly, it can be assessed that women are not under obligation to earn money or satisfy the needs of their families (Lunenburg 2011). This allows the female employees to work for their own satisfaction and to fulfill their own needs of social attention, fashion and personal grooming. Fashion and personal grooming are also intended for social interaction with other people, which reveals that social interaction is a strong part in a woman's life. Consequently, the biggest source of motivation for female employees is social recognition, whereas for male employees it is remuneration packages and monetary benefits (Tan & Waheed 2011).

Taking into account all the responses of the participants, it is revealed that some of the employees are tired of their jobs due to the monotonous daily routine that they have to follow. Moreover, few employees revealed new tasks and a different job description as the biggest source of motivation. Many employees also voted for a quality working environment as the biggest source of motivation. These different kinds of responses reveal the various methods that can be used by the employers to motivate their employees. It can be assessed from these responses that job rotation, enlargement and enrichment are quality factors of motivation, which are essential at all levels of management, especially middle level management. This is because senior level management belongs to the upper class and individuals representing the upper class require completely different set of motivational factors to influence them. On the other hand, lower level

management employees do not have the luxury of employee motivation and employee satisfaction as they have to work hard to fulfill their financial needs (Lunenburg 2011).

Accordingly, the fourth question of the survey “What is your biggest source of motivation at work?” has revealed numerous variables that contribute towards motivation of employees in the United Arab Emirates. These variables and factors are in accordance with the literature review and conceptual framework of this research study. Remuneration packages and social recognition are among the primary motivational factors, whereas job rotation, job enlargement, working environment and job enrichment are secondary motivational factors. Lunenburg (2011) has stated that the strongest motivational factors for male and female employees differ on the basis of individual needs of the gender, which are influenced by the social and cultural values of the employees.

Satisfaction and motivation has a direct relationship as employees who were satisfied from their jobs were also motivated to work harder at their jobs. The next question “Do you consider yourself satisfied and motivated enough to perform at your optimum level?” reveals that only 30% of the total participants were motivated and satisfied enough to maximize their performance level. Alternatively, 70% of the employees showed dissatisfaction and loss of motivation at their jobs because of various reasons. Most of the employees were of the view that they do not have the required motivation to go an extra mile and put in an extra level at their jobs because they are not satisfied with their jobs due to various reasons. Satisfaction is a necessary component for motivating the employees because all the factors that motivate the employees tend to increase employee satisfaction, which then contributes towards employee motivation. It is a chain reaction that affects employee behavior and employee engagement (Askary, Kukunuru & Pech 2014).

The answers of this question reveal another aspect that most of the employees were aware of the fact that they are not operating at their optimum level. This shows that employees have an idea about their capacity and ability to work, which requires motivation to reach its maximum level. Despite the fact that the employees know that they lack motivation to work at the desired level they are unable to motivate themselves. This highlights the mechanism of motivation and the way it affects the employees. Motivation is a psychological behavior of individuals which is controlled, maneuvered and affected by a certain key factors, which are external to individuals' abilities. Accordingly, it becomes the prime responsibility of the employer to motivate the employees by accurately gauging the reasons for demotivation. The employers are accountable for the demotivation of the employees as all the factors that induce motivation are controlled by the employers. Apart from lack of employee performance, which damages the reputation and chances of growth of employees, employee demotivation affects the productivity of the organization (Cherian & Jacob 2013). For this reason, employers should take necessary action to motivate the employees as organization's financial health, long term viability and economic future is dependent on its productivity and output.

Employee motivation and satisfaction has a clear and positive relationship in between them but they also directly contributes towards output and productivity of the organization. This is based on the results of the survey, which reveal that 80% of the employee participants believe that their motivation and satisfaction level has a direct impact on their organization's growth. Employee satisfaction and motivation level are the determinants of their efficiency and effectiveness at their workplace (Imran et al. 2014). Moreover, increase in employee satisfaction and motivation encourage the employees to be more proactive towards their work, which induces innovation and initiative towards new ideas (Imran et al. 2014). Positive changes in employee satisfaction and motivation also affects the employee behavior in such a way that it allows the employee to show

more interest and commitment towards work. Employee satisfaction and motivation are two of the most important factors that the employer needs to take care off for increased productivity and output of the business (Lunenburg 2011).

In comparison to female employees, male employees were more confident about the relationship between employee satisfaction, motivation and organizational performance. Out of the total 20 male participants, 17 employees were of the view that employee satisfaction and motivation are essential for increasing the output of the organization. On the other hand, out of the 10 female participants, only 7 employees were of the opinion that employee satisfaction and motivation are necessary for increasing the efficiency of the organization. Employee efficiency has a direct impact on organizational performance because it decreases the cost of using the same amount of resources and simultaneously increases the production of the organization (Cherian & Jacob 2013). This contributes towards maximizing the profitability as employee efficiency has a direct impact on increasing profit margin % of the organization. Consequently, this represents the significance of employee efficiency for the organizations, which can be achieved by increasing employee satisfaction and motivation (Imran et al. 2014).

Organizations are able to achieve a competitive advantage in the market through employee efficiency because it helps in the implementation of cost leadership strategy. Cost leadership strategy is one of the strategies that is possessed by organizations that are market leaders or market pioneers. This marks the importance of a cost leadership strategy, which can be achieved by employee efficiency. Employee efficiency has also the ability to increase the production of the organization by decreasing the cost of labor and human resource management. This is because employee efficiency increases the productivity of the organization by increasing the output of each and every employee. This is because employees are able to work more intelligently and smartly in such a way that their individual output is increased. In this way, few employees are able to take up

the responsibility of many employees, which enables the organization to downsize their workforce and accordingly reduce its expense. Also, dull and slow employees hamper the productivity of other employees because of the inability to finish their own tasks, which causes delays and errors in the production line. For this reason, it is better to keep only those employees, which are more satisfied and motivated to do additional work.

The next question revealed astonishing results as almost all of the participants were unhappy with their remuneration packages. In response to the question, “Are you satisfied with your remuneration package and fringe benefits?” 90% of the employees answered negatively. Only one male employee and two female employees were satisfied by their remuneration packages and fringe benefits. This reveals the change in social and moral values of the people, which are inclined completely towards maximizing income generation (Alabdelkarim, Muftah & Hodgson 2014). There are very slight chances that all the participants are being paid less than their expertise and the effort they are putting in their jobs. Accordingly, this means that most of the employees are focused on maximizing their income levels in the United Arab Emirates and all these employees are not happy with their current earnings.

Furthermore, comparing the results of a previous question, which revealed that 70% of the employees are demotivated and only 30% of the employees are motivated enough to work at their optimum level. This means that 30% of the participants are working at their maximum capacity and are still not getting paid according to the expectations of the employees. If this was the case then these employees should have been demotivated by now, which would have affected their performance level (Cherian & Jacob 2013). On the contrary, it can be assessed that despite low remuneration packages and inadequate fringe benefits there must be other factors that could have kept these employees satisfied and motivated. This is because there are 30% employees that are motivated and there are only 10% employees that are satisfied with their remuneration packages

and fringe benefits. There is a difference of 20% that reflects 4 of the employees who are satisfied and motivated but are not happy with their remuneration packages. Despite the fact that the United Arab Emirates is a region where people from all the Asian and other Middle Eastern countries come in the wake of employment opportunities (Alabdelkarim, Muftah & Hodgson 2014). This is because most of the states of the United Arab Emirates are rich in natural resources such as oil and natural gas, which has strengthened the economic power of the United Arab Emirates. This has provided the opportunity to the Executive Council of the United Arab Emirates to boost of economic growth with the help of new businesses, partnerships with multinational corporations and expansion of the tourism industry. Consequently, this resulted in the valuation of the different currencies that are used in different states of the United Arab Emirates (Alabdelkarim, Muftah & Hodgson 2014). All the currencies of the UAE are multiple folds higher in value than currencies of Pakistan, India, Afghanistan, Egypt, Syria and so forth. All these countries represent the 90% foreign population of the United Arab Emirates. The concentration of foreign population is highest in Dubai, Sharjah and Abu Dhabi and so are the employment opportunities in these states. Accordingly, a higher percentage of employees should have been satisfied by their remuneration packages and fringe benefits, if other factors are kept constant.

Another reason that contributed towards the dissatisfaction of employees was the corporate culture of the United Arab Emirates, which restricts the growth of the foreigners and focus on promoting its locals. For this reason, the senior management of most of the companies in the United Arab Emirates comprises of individuals who are local to the region. This limits the growth opportunities in salaries and remuneration packages of employees from foreign countries. On the other hand, due to the high volume of labor supply from foreign countries, there is a strong competition in the UAE market for employment opportunities. This is beneficial for the employers as potential employees are willing to work for a lower amount of remuneration due to their poor

financial conditions (Imran et al. 2014). This competition leads to lower salaries in comparison to expertise of the employees.

The working environment of an organization is equally effective for increasing the motivation of the employees as other motivational factors. Accordingly, the eighth question of the questionnaire, “Is the working environment of your organization comfortable? Does it fulfill your requirements to maximize your efficiency?” revealed that most of the males are happy with their job working environments, whereas most of the women participants are not comfortable with their working environments. This can be assessed by the results of the survey, which discovered that 80% of the male employees are comfortable with their working environments and only 30% of the female employees are happy with their working environment. The difference in the responses of male and female participants are dependent on the social and cultural environment of the United Arab Emirates (Bostrom, Sluiter & Hagberg 2012). People are more comfortable in working those environments, which reflect their own cultural and social backgrounds.

According to the earlier discussion in this section, it has been assessed that most of the working population, approximately 90%, are foreigners in the United Arab Emirates due to the ample amount of opportunities in the region due to Al-Ali (2008). The foreign employees are migrants from usually third world countries, who are unable to find good quality job in their home countries. These third world countries have weaker economic structures and low quality jobs for the major chunk of the working population. Inflation and consumer price index is also relatively high in these countries, which limits the financial and economic growth of people. A large percentage share of the population lives under the poverty line and has an income level that does not fulfill their basic necessities in life. By basic necessities it refers to amenities in life that are a prerequisite for surviving such as food, shelter and clothing. For this reason, people who are unable to find good jobs according to their level of expertise migrate to Middle Eastern countries,

especially to the United Arab Emirates. This trend has gathered a large population from Pakistan and India especially in the United Arab Emirates. This is another reason for preference of people to migrate to the United Arab Emirates for better jobs as some of their friends and family members are already living there. This forms a viscous circle, which promotes the migration activities of males and females both to the United Arab Emirates (Ibrahim & Perez 2014).

Taking into consideration the working condition in these third world countries under discussion, it can be revealed that they do not offer any kind of employee benefits or facilities that contribute towards employee satisfaction and motivation as Al-Ali (2008) has found out. Only a handful of multinational corporations offer quality working environments to employees, which are not able to offer jobs to more than a few individuals each year. This limits the number of quality job in third world countries due to which people have to find better jobs in other countries that are accessible and have higher quality jobs (Alabdelkarim, Muftah & Hodgson 2014). On the other hand, the working environment of most of the organizations in the United Arab Emirates reflects international quality due to the economic boom and increased competition among organizations. For this reason, the male participants of the questionnaire are highly satisfied by their working environments. The male employees find a huge difference in the working conditions of organizations operational in third world countries in comparison to companies established in the United Arab Emirates according to Al-Ali (2008). Also, there are other issues related to working conditions in third world countries such as absence of energy for continuous electricity and accordingly air-conditioning, low quality machines that are usually imported from china and pose a threat to the lives of the employees, inappropriate training required to do the job efficiently and low quality work ethics of individuals that arise due to increased frustration level (Ibrahim & Perez 2014). All these factors were gathered from the responses of male and female participants.

On the other hand, analyzing the responses from female participants reveals that female participants are usually from diverse backgrounds that are more conservative in nature (Ibrahim & Perez 2014). Most of the neighboring countries including the United Arab Emirates itself are Islamic countries, where women are not very fond of working in professional environments. This is also because women are not considered as the breadwinner of their homes and are not held accountable for financial responsibilities. Moreover, this becomes the primary reason for the low representation of small girls in schools and colleges in Islamic countries. People do not allow their daughters to acquire quality education as they are not required to earn in their lives. The concept of housewives is still extremely popular in Islamic countries as women are considered as better managers when it comes to home and children. Women are trained to serve their husbands and in-laws to make a happy living. Such conservative social values and religious beliefs has contributed towards suppression of women in these countries, who are uncomfortable in even talking to the opposite sex. Women in these countries do not like to indulge in conversations with strangers as it is not considered ethical and moral for them. This restrict women from getting required exposure and awareness that is necessary for working in a professional environment. In comparison to this the working environment of the United Arab Emirates is inclined towards western culture that treat women as men in a professional environment. This is necessary for increasing the efficiency of employees in the working sector.

The current working environment of the United Arab Emirates makes women uncomfortable about their sexuality and lack of confidence due to which they are not convinced with the higher quality of the working environment. This has been analyzed as the primary reason for the negative responses from female participants, who thought that the working environment of their organizations is not comfortable for them. This also highlights the lack of motivation of female employees in the working sector of the United Arab Emirates. The second part of the

question focused on the working environment's capacity to motivate the employee, which has revealed the same responses as it was part of the overall question. This also reveals the positive relationship between the working environment and employee efficiency. This means that a comfortable working environment has a positive impact on the employee efficiency.

The second last question of the survey questioned the participants about their involvement in the decision making at their organization, which refers to job enrichment and job enlargement. This question revealed negative responses from most of the male and female participants, which showed that only 20% of the employees think that they are part of the decision making at their organizations. Eighty percent of the employees, which means 24 out the 30 participants of the survey were not appreciated by their line managers and are accordingly not involved in the decision making of their organizations. This underlines another reason for the low level of motivation in most of the employees. One of the primary reasons that was highlighted by a couple of participants was the social and cultural norms of the United Arab Emirates. According to these socio-cultural norms, the rich population of the United Arab Emirates fail to recognize foreigners from third world countries as their counterparts and equals as Al-Ali (2008) claims. The rich and wealthier class of Dubai, Abu Dhabi and Sharjah is of the perception to limit the social growth of the people, excluding their local population. This results in good remuneration packages and fringe benefits to foreign employees but limited job roles in their organizations according to Al-Ali (2008). On the other hand, there is a current rule in Dubai that restricts any foreign individual to open a business in Dubai without the inclusion or representation of one of their locals as a partner in the business. This provides evidence about the unethical and immoral standards of the elite class of the United Arab Emirates, which limits the motivation of the employees in the working sector.

The last question, which proved to be the most significant question of this survey, revealed the type of motivational factors that are important in a workplace. It is important to remember that

the fourth question of this survey focused on the biggest source of motivation, whereas this question revealed the number of different motivational factors that are important for employees working in the United Arab Emirates. The responses to this question provided more than ten different types of motivational factors that are considered essential by the participants. One of the most important motivational factor as already found out before is the salary package and monetary benefits of the employees (Tan & Waheed 2011). On the other hand, social recognition, quality of work, quality of the overall workforce, better working conditions, promotions and job enrichment are few of the motivational factors that were mentioned by more than one employee. These factors include company car, separate office, authority to make decisions, flexible working cars and more annual leaves. Moreover, some of the employee also mentioned that they require lesser amount of work and easier tasks as they feel too much pressure at their jobs. All these motivational factors reflect the personal views of the participants that were not considered by keeping other internal and external factors constant. This was necessary as employees who are not satisfied by their remuneration packages they become overall demotivated about efficiently working at their jobs. This restricts them from staying positive about other features of their jobs because as soon as they become demotivated their efficiency and quality of work decreases. This results in less amount of appreciation, bonuses and promotions. Moreover, the overall feedback of the management also becomes negative about demotivated employees because of the lack of initiative and low quality of work from the employees. This established a viscous circle in which the negativity and poor attitude of the employer intensifies, which keeps on demotivating the employees to an extent that the employer fires the employees or the employees resign themselves.

Chapter 6 – Conclusion

Employees in the United Arab Emirates are looking forward towards monetary and financial benefits as most of the working population in the region are foreigners from developing

countries of Asia such as Pakistan, India and Srilanka. Employees in the United Arab Emirates focus on maximizing their earnings and little attention is given to employee motivation. This is in line with the temporary jobs that most of the people are seeking to meet their financial needs. Moreover, people are in a hurry to initiate income generation because of which they do not focus and think about their preferences in life. Also, employees do not have the liberty to think about their preferences due to the social and financial responsibilities of their families on them. On the other hand, female employees have been found as more motivated than male employees in the UAE due to their stronger will-power to do something in life and also because of the lack of passion for work in male employees. Men have been assessed as working primarily for earning higher amount of incomes which can satisfy their financial needs, whereas women have been assessed to work professionally for fulfilling their dreams. Men work for fulfilling their needs, whereas women usually work for satisfying their wants in life.

Furthermore, male and female employees both are interested in changing their organizations as they are not completely satisfied with their jobs. Job satisfaction is much higher in private sector jobs in comparison to public sector jobs in the United Arab Emirates. This is primarily because of the less motivating factors being offered in public sector jobs, which refer to less amount of salary, less social recognition and low quality of work due to absence of challenges. In addition, social recognition and value at work is considered as one of the greatest sources of motivation, including social interactions with colleagues, line manager and senior level management.

Also, it has been found that female employees feel uncomfortable in the working environment, whereas male employees are more comfortable with the working environment of the UAE. This is because women from foreign countries have social and cultural differences that contribute towards a conservative personality of female employees. This restricts them from social

interacting with other employees and are more reluctant to develop a working relationship with their line managers. It directly affects the performance level of the employees. Employee satisfaction and motivation are both directly proportional to each other, which is why both are of little importance to employees working in the UAE. This is also because of the social and cultural differences between local employees and employees from foreign countries because of which foreign employees do not receive the expected reward or the required appreciation. Local employees in the UAE are considered more special, which decreases the employee motivation and satisfaction required for achieving employee efficiency. This is also the reason that most of the public sector organizations in the UAE do not perform according to the international standards and accordingly, do not possess any kind of competitive advantage.

Most of the employees in the UAE know about their performance level and are of the view that they are not motivated enough to perform at the optimum level. Both male and female employees think the same. Employees know that little is expected from them due to which they work only to fulfill their job responsibilities, especially in public sector organizations. Furthermore, difference motivational factors that contribute towards employee efficiency in the UAE are job enrichment, fringe benefits, promotions and better working conditions. Other factors that are less important include separate office, flexible working hours and authority to make decisions.

Chapter 7 – Recommendations

In order to gain a competitive advantage in the modern world, employee efficiency is one of the most important necessities of the work environment. Employee efficiency needs to be incorporated in order to maximize production and output level, while keeping the input of resources constant. This leads to maximization of profit. Accordingly, few factors have been

discovered that positively affect employee motivation and engagement in the UAE, which can be used by the organizations in the region to improve their overall organizational efficiency (Askary, Kukunuru & Pech 2014). One of the primary non-monetary factor that is extremely beneficial for organizations is social recognition and social relationships between the employees and the management. This promotes consistent feedback and increases the value of employees. This way employees feel special and are motivated without increasing the overall human resource expenditure of the organization. On the other hand, there is a strong need for change in the social and cultural ideology of organizations in the UAE, especially public sector organizations, which makes most of the employees feel low about themselves. This is extremely harmful for employee productivity and performance. Apart from the culture of the UAE, the organizations should develop a culture that is free from prejudice and favoritism that benefits the local employees. On the other hand, there is a need of focusing on public-private partnerships (PPP) in the UAE, which can benefit the economy as well as increase the quality of work and organizational culture of many organizations. This is because of the collaboration of professional work environment of private organizations and large resources of public sector organizations (Dulaimi et al. 2010).

Moreover, the representation of female employees is way less among the working population of the UAE as women are less likely to migrate to other countries for the sake of earning, especially women that have Islamic backgrounds. Another reason for this trend is the uncomfortable environment that greets female employees from other countries, which makes them feel awkward, less motivated and less productive. This automatically eliminates them from the working population as they are discouraged to work. Accordingly, as the female employees represent half of our world's population and are more loyal towards their jobs and work, a comfortable environment should be created for the female employees to operate at optimum level.

Also, trainings and different learning tools should be used to enable conservative female employees to socially interact with employees that are stranger to them.

Organizations should focus on motivational factors that do not require any cost for implementation. This includes job enrichment and enlargement of the employees. Employees tend to work more for the same amount of remuneration, if they are offered more challenging work or if their responsibilities are increased. Also, employees are motivated from performance based work, as they know that an increased level of effort will be compensated by increased rewards and incentives. Organizations that have employees, who are less loyal to their jobs should follow a performance driven approach in order to motivate their employees.

Chapter 8 – References

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Chapter 9 – Appendices

Sample Questionnaire

1. Are you a male or female working employee?
2. Do you like to work?
3. Do you think you are in a line of work that suits you and it is the same industry in which you always wanted to work?
4. What is your biggest source of motivation at work?
5. Do you consider yourself satisfied and motivated enough to perform at your optimum level?
6. Is employee motivation and satisfaction necessary for increasing organizational performance and output?
7. Are you satisfied with your remuneration package and fringe benefits?
8. Is the working environment of your organization comfortable? Does it fulfill your requirements to maximize your efficiency?
9. Are you involved in decision making and strategy devising at your organization? Does your line manager value you and your opinion?
10. What kind of incentives motivate you to put an extra level of effort?