

# **A Study of Factors Motivating Expatriates in the United Arab Emirates**

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**Abstract.** A person who relocates to the United Arab Emirates for a better job than in his own country is mainly motivated by the highly competitive compensation and salary package. While on the job, does the same person remain motivated only by the monetary rewards? If this is the reason that brought him/her to the UAE, then one may argue that the pay would be the most effective motivational factor. This paper presents an endeavor to find the real motivators of such self-initiated expatriates who take the elective expatriation decision.

A whole different set of motivators were found to be more influential than the pay which are; Recognition and Appreciation, Good Work Conditions, Achievement of challenging tasks, Relationship with co-workers, Senior Management trust and recognition. This reconfirms the findings of previously established theories of motivation although they were developed in a different context than that in which the UAE workforce operates.

**Keywords:** Organizational Behaviours, Motivation Factors, Motivation Theories, Set of motivators.

## **1. Introduction**

### **1.1. Background**

As the United Arab Emirates (UAE) embraces on the era of globalization, it draws a vast number of expatriate workers to take part in the accomplishment of what the rulers of the Emirates see as the vision of the country's future. Building on the most important resource of the country, oil, the UAE is set to invest in its infrastructure as well as various industries aimed at diversifying revenue resources. Consequently, the country has been and is still undergoing very rapid growth which can be noticed through a simple comparison of what the scenery of the cities was and is now. Accordingly, the UAE's population is growing rapidly and 80% of it is expatriates (nationsencyclopedia.com). People from all around the world, carrying forward their different cultures, travel to the UAE for different reasons, mainly for work. A cultural melting pot is a very fit description of what a first time visitor may experience. From an organizational perspective, different nationalities are recruited for different jobs companies offer in the country. Looking closer at this complex population structure of the UAE, organizations need to be careful when attempting to acquire their most important assets, people, as what applies on a certain nationality may not need to apply on all nationalities. Based on this argument, managers have to be aware of the complexities that may arise when dealing with a mix of nationalities, as that of the UAE, holding different positions in their organizations.

### **1.2. Objectives**

In relation to the above observations and arguments, this paper is aimed at studying a single field of HR management, motivation. The importance of employee motivation stems from the belief that people are the most important asset for organizations to acquire and reserve. On a logical sequence, a motivated employee produces efficiently and effectively and therefore brings out the desired customer satisfaction which in turn adds value to corporate success.

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The aim of this research is to find out what really motivates 'self-initiated expatriates' who are working in the UAE. On the path of this endeavor, institutionalized theories of motivation are utilized as basis for empirical research. The previously concluded, from published researches, as the number one motivational factors are tested in accordance with experimental approaches adopted in this research.

## **2. Literature Review**

Although there is no current research on the exact topic under study due to its specificity, relevant literature on the incorporated elements are vast and overwhelming. Starting with a brief examination of the expatriate literature provided by different authors we proceed to review institutionalized theories of motivation related to the main theme of the research which is an assessment of the motivational factors affecting expatriates in the UAE.

### **2.1. Motivation Theories**

Significant developments on motivation theories have taken place throughout time. The theories reviewed in the following subsections have been developed during the middle of the past century, i.e. 1950's-1960. They are used as basis for advanced researches on employee behavior within organizations. While presenting reviews of these theories, recent developments are also incorporated to provide an overall picture and at the same time illustrate the extent to which they can be utilized as navigational instruments to guide the journey of exploring the motivational factors affecting expatriates in the UAE.

The theories reviewed are:

- Frederick Herzberg's Motivation-Hygiene Theory (1959) as an evolution of Maslow's Hierarchy of Needs Model (1943).
- Victor Vroom, and Lyman Porter and Edward Lawler's Expectancy Theories (1960)
- J. Stacy Adam's Equity Theory (1965)
- David McClelland's Achievement Motivation Theory (1953).

These theories have been chosen as they are seen the most relevant to the area under research. Moreover, the order in which they are presented is aimed at reflecting the level of significance to the methodological approach adopted as well as for the subsequent comparative findings in terms of the explorative magnitude offered for covering the research topic.

## **3. Research Methodology**

The aim of this Section is to gain a deeper insight and more clarification about the applicability of the identified motivation theories set by Frederick Herzberg's (1959), Victor Vroom, and Lyman Porter and Edward Lawler's (1960), J. Stacy Adam's (1965) and David McClelland's (1953) and to find answers for the research questions concerned with factors motivating expatriates in the United Arab Emirates. This Section will emphasize on the research methodology applied and the scientific procedures adopted to empirically test the motivational factors influence through the following steps:

- Identifying the Research Problem and Research Questions
- Defining Research Approaches
- Outline The Research Design (plan)
- Defining the Sampling Design
- Classifying Data collection tools and methods
- Defining Data measurement and analysis methods

## **4. Findings and Discussion**

### **4.1. Findings and Discussion of Primary Data**

This section presents the integration of the findings of the primary data with the theories of motivation to identify how these data reflect on the motivational factors influencing expatriates in the UAE. The key findings will be presented in tables and diagrams in relevance to the research questions to minimize confusions while attempting to link the data to the literature review. At the same time, the full analysis with

tables and diagrams is available in the appendices for further review. Some participants' quotes are included at certain stages of the discussion to aid in clarifying any specific inferring.

#### 4.1.1 Questionnaire findings and discussion

As previously mentioned in the methodology Section, the questionnaire consisted of four sections where each section was having a different scope and set of objectives. This questionnaire was administered to various types of expatriates working within different industries in the UAE where the overall response for the questionnaire was 106 respondents. Findings inferred from the different sections will be explored below.

##### 4.1.1.1. Section I

*Section I: Demographics*; its objective was to identify the demographic characteristics of the participants which will be further used to identify the variation between different demographics and its correlation with the other sections. Out of the 106 respondents, the gender distribution within the findings of our survey was 62% (66) males and 38% (40) females as shown in figure 4.1.

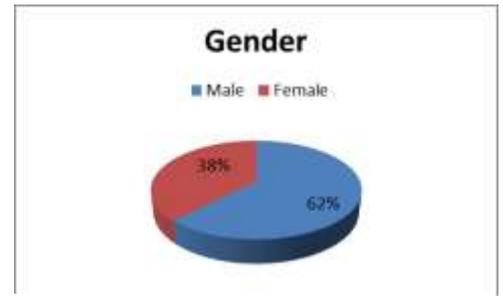


Figure 4.1: Gender responses

A diversity of nationalities participated in the survey which supported the achievement of the research objectives where the number of nationalities was twenty-four. Those nationalities, for better presentation of data, were consolidated into fewer groups of nationalities as in figure 4.2 showing the percentage participation per each group. The major three nationalities were the Egyptians, the Near East nationalities (including Lebanon, Jordan, Palestine and Syria) and Indians.

The industry results were very significant for the research objectives since one of our main research objectives was to identify the motivational factors influencing expatriates working in the UAE within different industries. The majority of participants were from four industries which were Oil and Gas, Pharmaceuticals, Health Insurance and Aviation simultaneously. The rest of the participants were almost equally distributed within other various industries as in figure 4.3.

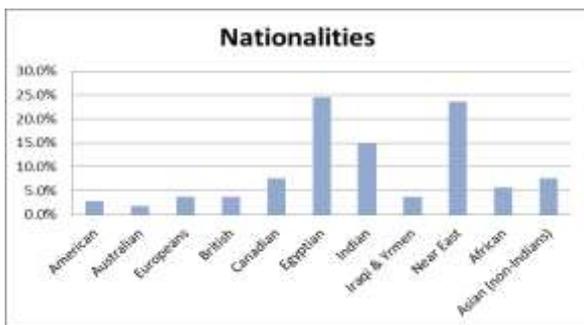


Figure 4.2: Nationality percentages

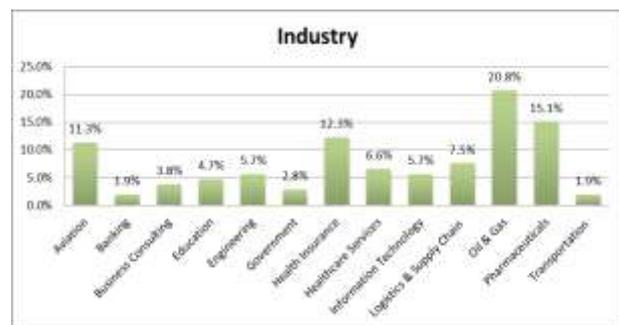


Figure 4.3: Industry results

The next three categories of demographics, related to the work experience of participants, were arranged together in one diagram, figure 4.4, in order to be able to compare the three categories and their relation to each other. It was found that from the 106 participants, the majority were having work experience within the UAE or with the current employer between 0 – 5 and 6 – 10 years.



Figure 4.4: Work experience

### 4.1.1.2. Section II

*Section II: Expectancy theory*; its objective was to identify the two dimensions of the expectancy theory which are the performance – reward expectancy and the effort - performance expectancy to understand the link between expatriates’ motivation in the UAE and the expectancy theory by

Victor Vroom, and Lyman Porter and Edward Lawler's (1960). As reviewed in the literature review Section, managers who depend on expectancy theory for motivating their expatriates should be aware that motivation is the product of three variables; valence, expectancy and instrumentality as per the equation: Motivation = Valence x Expectancy x Instrumentality.

The measurement of expectancies were very significant for our research questions where it has identified how participants value their work expectancies and how they are ready to put forth their capabilities and effort to achieve a specific performance (Valence and Expectancy) and accordingly achieving the reward they are seeking to achieve through reaching the desired performance (Instrumentality).



Figure 4.5: Effort – Performance



Figure 4.6: Performance – Reward

The results revealed from this section are presented in the figures below.

The aim of presenting the results in the above figures as percentage frequency is to explain how expatriates in the UAE are having expectations about their current career. Figure 4.5, shows that 57% and 15% of the participants (total of 72%) agree and strongly agree, simultaneously, for the effort – performance expectancy statements. This reflects that they have a high valence and high expectancy that as much effort as they can exert, they will reach the desired performance they are seeking. At the same time, participants have recognized that when they put forth the performance desired by the organization and their superiors, they will get the reward they are expecting with an agreement frequency of 63% (52% agree and 11% strongly agree). The highest percentage of disagreement among the performance reward questions was towards the statement that says that ‘Producing high quality work is rewarded with higher pay within my organization’. This means that organizations (in the UAE or at least the surveyed ones) are oriented towards evaluating work on quantity rather than quality.

Q 11. The higher the quality of my work the more recognition I receive from my supervisor	
Gender – Male	62%
Gender – Female	38%
Strongly Disagree	2%
	2%
Disagree	8%
	20%
Agree	63%
	50%
Strongly Agree	9%
	9%

Table 4.1: Question 11 responses: female vs male

13. Management gives me recognition when I produce high quality work	
Gender – Male	62%
Gender – Female	38%
Strongly Disagree	3%
	5%
Disagree	15%
	25%
Agree	60%
	40%
Strongly Agree	8%
	8%

Table 4.2: Question 13 responses; female vs

With respect to gender variations and recognition of relationships between variables, it has been recognized that expectations among expatriates are influenced by gender where males and females do not have the same expectations towards Effort – Performance expectancies and Performance – Reward expectancies. This reflects how females have different needs and expectations than males which should be considered by managers. The following examples from the data analysis will highlight the major gaps between female and male responses. Table 4.1 shows how females are not considering themselves receiving proper recognition for high quality work (Performance – Reward Expectancy) unlike males’ responses for the same statement where the percentage of disagreement for females is 30% versus only 8% for males while males have a higher agreement percentage of 72% versus 55% for females. This has been reassured through the responses to the subsequent questioned statements.

Considering the effort – performance expectancy statements, females and males are more or less having similar responses where they share the same high expectancy levels towards achieving high performance in case they exert high effort into their work.

#### 4.1.1.3. Section III

*Section III: Herzberg’s theory*; its objective was to assess the different motivational and hygiene factors previously identified by Frederick Herzberg (1959) in his Motivation-Hygiene Theory. In this section of the questionnaire we were attempting to answer our research questions through identifying to what extent these motivators and hygiene factors are influencing expatriates in the UAE and if this theory of motivation can be applied for the motivation of expatriates working in the UAE or not.

Therefore, the questionnaire was designed to assess 6 motivation factors and 6 hygiene factors in 25 questions. The frequencies of occurrence per each statement were calculated to recognize how expatriates are perceiving motivation and hygiene factors from their organizations and to what extent expatriates are concerned about these factors in their motivational context. The motivational and hygiene factors examined through different statements in the questionnaire, as per the name of factor and number of questioned statements used to examine the factor, were:

##### Motivational:

- Recognition – 3 statements
- Work itself – 1 statement
- Goal orientation Achievement – 3 statements
- Opportunities for Advancement – 2 statements
- Growth opportunities – 1 statement
- Responsibility – 3 statements

##### Hygiene:

- Clarity of mission – 1 statement
- Effective supervisor – 4 statements
- Relations with co-workers – 1 statement
- Satisfaction with salary – 3 statements
- Satisfaction with benefits – 2 statements
- Core values – 1 statement

After analyzing the relevant data, we realized that the findings on the majority of the motivation and hygiene factors were significant for our research where they were directly related to our research questions. However, the results of other few factors were non-significant for our research findings and objectives, and hence we decided to focus on presenting only the findings related to those significant factors.

#### Motivational Factors

##### Recognition

It was clearly obvious that recognition as a motivational tool is very important and critical for the majority of participants and ignoring this factor by management affects the motivational status of expatriates. This finding is clarified in figure 4.7

which explains to what extent people see that they get the right appreciation and recognition on the

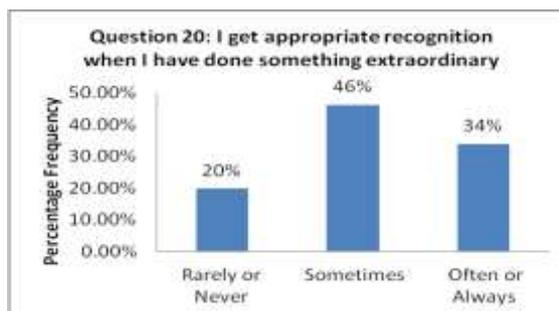


Figure 4.7: Q 20 Recognition

right time. These results have showed that only one third of the participants (34%) often or always get the right recognition on the right time.

On the other hand, the other two thirds (66%) do not often or always get this type of recognition; where 46% of expatriates sometimes get this recognition while 20% of them rarely or never get it at all. This takes us to next finding in the next two statements about recognition which gives a ‘so what?’ answer to the first finding; if people are not receiving proper recognition, what does it mean for them? Figure 4.8 replies to this question by showing that expatriates are highly concerned about recognition where for about 80% of the expatriates recognition is very important for them while for about 18% it is sometimes important to them and for only 2.8% it is not important for them. On the same diagram, the impact of ignoring recognition for expatriates shows how they are also highly concerned about recognition which assures the importance of being recognized for accomplishing their assigned tasks. This finding is reassured by calculating the mode for each of the two questions. The mode for Q21 about feeling disappointed was 4 (Agree) while the mode for Q22 that recognition and appreciation is important was 5 (strongly agree). These modes show how recognition is very important and if it was ignored then the resultant is disappointment.

From the above findings, a gap is noticed between expatriates who consider the importance of recognition and at the same time are not highly be disappointed when recognition is ignored. This gap should not be confusing if the possibility that these expatriates have the ability of self-motivation is considered. Self-motivation encourages them to achieve their objectives. Moreover, some expatriates might have built previous experiences or expectancies about recognition which have developed a higher threshold for their motivation making them able to adapt with different working conditions. This has been confirmed through the results where participants who selected ‘sometimes’ being recognized is important were 19 respondents, 16 (84%) of them had a total work experience of 6 years and above while expatriates who selected ‘sometimes’ feel disappointed when a well-done task is ignored were 31, 22 (71%) of them had a total work experience of 6 years and above. Therefore, we can deduce that experience plays an important role in formulating the expectations of expatriates within their motivational context, and this is considered as a demographic impact on recognition.

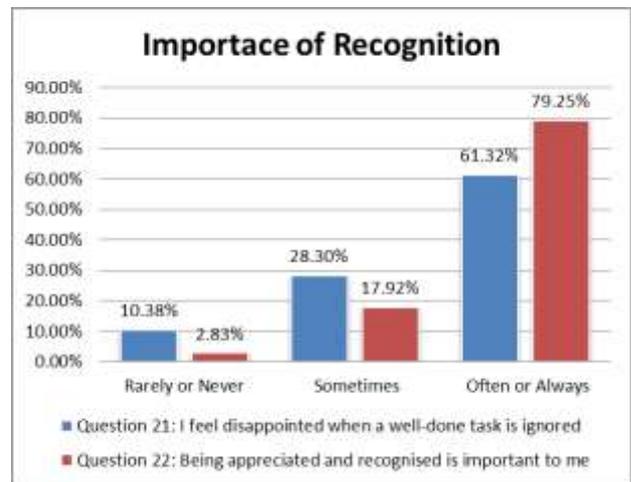


Figure 4.8: Importance of Recognition

### Work itself

The next motivator to be considered is how expatriates feel towards the work itself. As mentioned by Mackay (2007, p. 46) in regards to Herzberg’s Motivation – Hygiene theory (1959), challenging and interesting tasks are considered one of the motivating factors for employees.

In our survey it was found that only 11.3% of the expatriates have a negative feeling that their job is not giving them a sense of accomplishment while the other 88% see that their job gives them a sense of accomplishment either sometimes (30%) or very often and always (58%). It can be deduced that for expatriates working in the UAE it is critically important for them to have challenging and interesting jobs to keep them engaged and motivated as highlighted in figure 4.9.

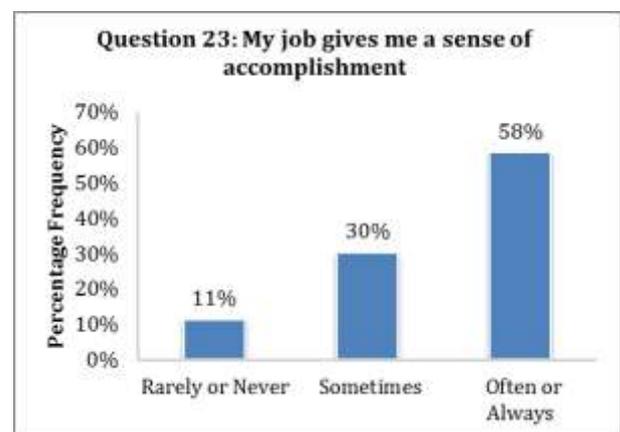


Figure 4.9: Work Itself

## Responsibility

As indicated by Herzberg (1959), when employees feel that they are responsible they get a sense of motivation and self-satisfaction. One of the higher needs for the expatriates working in the UAE is to have high responsibility where about 77% always and very often like to have such responsibility while 20% sometimes and only 3% do not like to have these responsibilities at work. When we further investigated about those three percent we recognized that those 3% who do not like to have lots of responsibility are the same who were having low expectancies about their work in terms of not giving them a sense of accomplishment and they are the same who do not possess importance towards recognition. This finding may be explained in describing these employees, as highly de-motivated workers, who do not care about being recognized, do not like to have responsibilities and their jobs do not give them a sense of accomplishment. In such cases, managers should highly consider the motivational status of those employees in relevance to their performance and production levels.

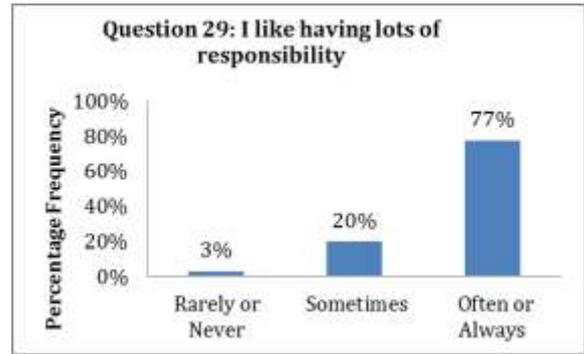


Figure 4.10: Responsibility

## Goal Orientation and Achievement

Organizations in this era of globalization and increased competitiveness are becoming more concerned with the setting and the achievement of specific goals and targets aimed at improving their success in their territories. Organizations strive to build this goal orientation phenomenon among all their employees and in our findings; we have recognized that organizations have succeeded to establish such phenomenon among expatriates in the UAE.

The findings related to this motivator, as shown in figure 4.11, were, unexpectedly, high as expatriates have a very high belief in setting goals and achieving them by about 90%; that's for the reason that, as mentioned in the expectancy section, expatriates are expecting a reward in return to achieving the goals set by the organization, their managers and even themselves. Moreover, more than 80% are ready to accomplish not only normal goals but they are ready to accomplish tough and difficult assignments. This finding was confirmed by calculating the mode for each of the questions where it was found that the mode for the three statements was 4 (Agree).



Figure 4.11: Goal Orientation and achievement

This result reassures the importance of the motivator mentioned earlier regarding the work itself where expatriates are motivated when they have interesting and challenging work conditions. Finally, in the last statement it has been reconfirmed that expatriates can put their maximum effort as long as they will achieve their targets. This makes it evident that achievement is one of the most significant motivators for expatriates as they showed high appreciation for it in the sense that they can do whatever it takes to achieve their goals.

## Hygiene Factors

### Effective supervisor

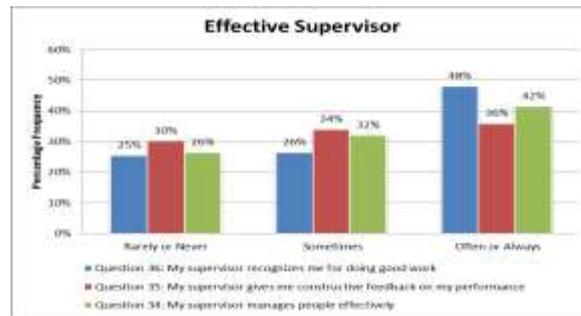


Figure 4.12: Effective Supervisor

The role of supervisors within the organizations is very critical as they act as the ‘access point between employees and the organization’, as mentioned by Dr. S.E. during one of our interviews. That is why supervisors have to be aware of the proper supervising skills which should allow them to manage their subordinates properly. The findings pertaining to this factor, shown in figures 4.12 and 4.13, were significantly remarkable. In figure 4.12, expatriates’ responses are more or less equally distributed between three opinions. Some expatriates, ranging from 36% to 48%, often or always see that their supervisors have very good management and leadership skills which as they effectively manage their subordinates through providing constructive feedback and recognition. However, almost 25% - 35% of the expatriates do not see a similar image; they see that their supervisors are only sometimes skilful to manage people effectively. The remaining 25% - 30% do not believe in the capabilities and skills of their supervisors which might impose a negative impact on them. Accordingly, this gives a clear view about how managers can be evaluated by their subordinates which might in turn reflect on the satisfaction or dissatisfaction of their subordinates. This factor will be revisited in the findings of section IV where management and leadership skills will be considered.

The last statement of evaluation was related to an overall evaluation for the supervisors by their managers where the results, as shown in figure 4.13, show a better picture where 50% of the expatriates have a rating of excellent or above average for their supervisors while the other 30% of the supervisors are average as seen by their subordinates. On the other hand, only 20% have rated their supervisors as below average or poor. This finding reflects how this hygiene factor creates a considerable impact on expatriates through influencing their motivation and satisfaction.

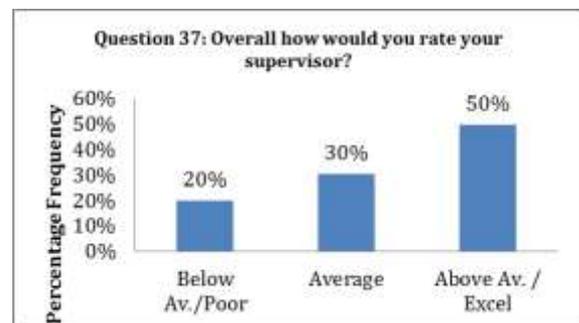


Figure 4.13: Overall rating on supervisors

### Satisfaction with salary and benefits

The findings related to this factor within our survey have revealed that expatriates are neither highly satisfied nor dissatisfied with their salary. The results of statement number 40, ‘I am fairly paid for the work I do’, as shown in diagram 4.14, indicated that about 38% of the expatriates are satisfied with their salary, while 32% are not satisfied with their salaries and 30% are in-between. On the other hand, the findings of benefit satisfaction have revealed that 35% have agreed that it always or very often meets their needs, 42% agreed that sometimes it meets their needs and it does not fulfil the needs of 22% of expatriates.

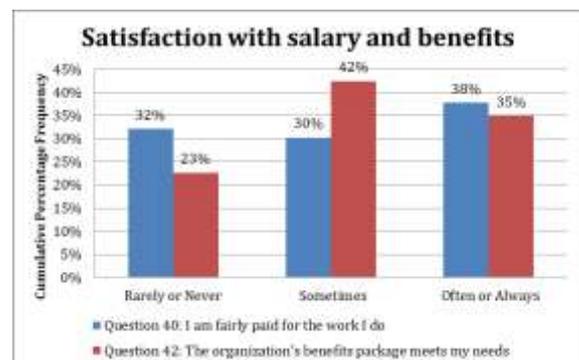


Figure 4.14: Satisfaction with salary and

This means that two thirds of the expatriates who responded to our survey are more or less satisfied with their salary and benefits.

By the end of this section, it can be concluded that, according to Herzberg’s motivation-hygiene theory, the main motivators for expatriates in the UAE are recognition, work itself, goal orientation and achievement, and responsibility. While the hygiene factors to be considered for expatriates motivation are supervisor management and leadership skills, and satisfaction with salary and benefits.

#### 4.1.1.4. Section IV

*Section IV: Open questions;* the objective of this section was to identify additional real motivational factors, if any, influencing expatriates in the UAE other than those identified in section III. Moreover, this section was intended to assess if expatriates are satisfied with their current jobs and to identify any valid relationships between this section of job satisfaction and the previous sections of the questionnaire.

#### Job Expectations and Job Satisfaction

The aim of the first two questions was to test the expatriates' expectations and satisfaction about their current jobs and to test whether their jobs have met, fell short or exceeded their expectations or not. The findings of the job expectations part was equally distributed between falling short and meeting or exceeding expectations where about 51% of the expatriates who responded to this question regard their current jobs as not meeting their expectations (see figure 4.15). This might be the reason behind the findings of the two previous sections where, according to expectancy theory, expatriates might not have high expectations of getting a specific reward in return to their performance.

On the other hand, based on Herzberg’s motivation theory (1959), expatriates may be dissatisfied due to deficiency in the hygiene factors or lack of proper motivational factors which are required for their satisfaction and motivation. The other 49%, whose expectations were met, are split into two clusters; 15% in the first cluster perceive their jobs as highly meeting their expectations to the extent that these jobs are exceeding their expectation while the other 34% found that their jobs just meet their expectations. The ‘so what’ question here was about the impact of job expectations on the satisfaction of expatriates with their jobs; does it influence the level of job satisfaction or not? This has been answered by the findings of job satisfaction which revealed that almost the majority of expatriates are satisfied, where those who are satisfied with their jobs (66%) are almost double those who are not satisfied with their jobs (34%) as shown in figure 4.16.

Moreover, when these findings were considered against the demographic characteristics and the findings of the questions that followed remarkable results were noted and presented in table 4.3. It has been found that the percentage of females who believe that their jobs are not meeting their expectations are higher than that of males; and on the other hand, the percentage of females whom their jobs are meeting or exceeding their expectations are by far much lower than that of males. This reconfirms the point highlighted in the second section of the expectancy theory that females are having higher expectations than males; and hence managers have to pay attention to their needs and expectations.

Furthermore, it has been found that all the expatriates who perceive their jobs as exceeding their expectations are satisfied and for those who perceive their jobs as just meeting their expectations 75% are satisfied with their jobs and only 25% are not. While expatriates whom their jobs are not meeting their expectations are almost 52% satisfied and 48% not satisfied.

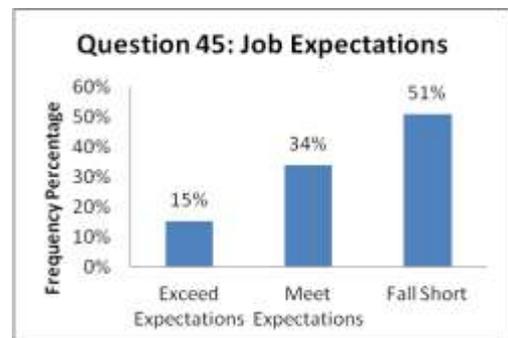


Figure 4.15: Job Expectation

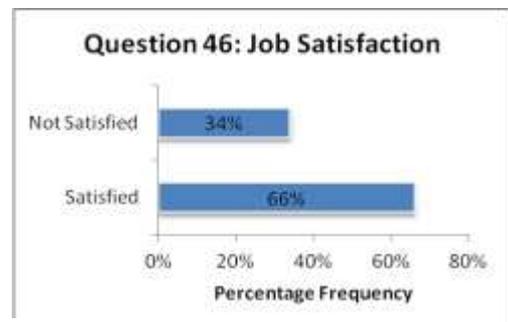


Figure 4.16: Job Satisfaction

Q45 Job Expectations					
	Frequency Percentage	Male	Female	Satisfied	Not satisfied
Exceed Expectations	15.1%	69%	31%	100%	0%
Meet Expectations	34.0%	78%	22%	75%	25%
Fall Short	50.9%	44%	56%	52%	48%

Table 4.3: Question 45: Job Expectations

### Motivation and Hygiene factors

The findings of section IV of the questionnaire was a clear cut in our findings where it has confirmed and reassured us that we have met our objectives and we have obtained the answers to our research questions as intended from the questionnaire. The findings of this section as well have reinforced the findings discussed in the previous sections regarding expatriates expectations, motivators and hygiene factors.

The findings we acquired in these last two questions of this section and the whole questionnaire were very impressive and significant to our research questions where we have recognized that the responses of the participants were really stemming from their insights. We also had a belief that as the questionnaire was anonymous, it encouraged the expatriates to express themselves freely as we aimed. Moreover, we believe, from the responses we received, that these last two open questions were considered as a ‘moment of truth’ for expatriates to unreservedly explain their own feelings. The following quotes explain how expatriates have freely expressed themselves when asked about motivating situations:

*‘Insightful leaders who motivate, involve and reward employees.’*

Moreover, when asked about dissatisfying situations on their current jobs, some responses were:

*‘Dealing and equality between all employees is not fair.’*

*‘Ambiguity in who is responsible for what, slow decision process, un-appreciation, the feeling that whoever achieve or do not achieve are treated the same.’*

When we turn to discuss the findings of this section, we can clearly recognize that this section was the most straightforward section of the questionnaire, although it required more steps for analysis where qualitative data needed to be quantified as previously explained, but the final results of this section were very significant. The main motivators identified through this section, as shown in figure 4.17, were highly consistent with the findings of the third section of the questionnaire where the same motivators were reconfirmed again as real motivators for expatriates. Motivators, according to their priority to the expatriates, were found to be as follows:



Figure 4.17: Motivators

- Recognition and Appreciation
- Good Work Conditions
- Achievement of challenging tasks
- Financials
- Relationship with co-workers
- Senior Management trust and recognition

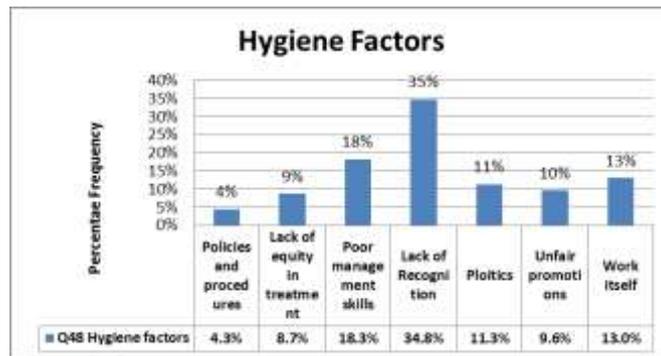


Figure 4.18: Hygiene factors

On the other hand, the hygiene factors which have been recognized as dissatisfying for expatriates are:

- Lack of Recognition
- Poor management skills
- Work itself
- Politics – internal politics
- Unfair promotions
- Lack of equity
- Policies and procedures

This again reconfirms that expatriates do care about recognition and are highly concerned about skills of their superiors or managers as mentioned in section III findings.

#### 4.1.1.5. Deduction

From the questionnaire findings we can conclude that Frederick Herzberg's Motivation-Hygiene Theory (1959) and Victor Vroom, and Lyman Porter and Edward Lawler's Expectancy Theories (1960) were supportive in our research to explore the factors influencing motivation of expatriates working in the UAE. Moreover, the questionnaire findings have met the intended research objectives and qualified to answer the research questions as expected.

### 4.1.2 Findings of Interview Results

As previously mentioned in the methodology Section, interviews as a research method, is a very important tool in answering the research questions since it provides an in-depth understanding for the topic under investigation. This was the case with our survey where interviews have revealed a different viewpoint other than that of the questionnaire with a different kind of information which once again helped us to answer the research questions and to achieve the research objectives. There were few limitations with the implementation of interviews which made it difficult for us to achieve the number of respondents previously planned. Accordingly, we have succeeded to achieve 60% response rate for the interview by interviewing 6 managers and senior managers working within different departments with a diversified working experience. The findings in this section are presented as per the original structure of the interview.

#### 4.1.2.1. Section I: The Interview

The interview technique was of great value for the research objectives as well as for ourselves; it has provided us with valuable information for the research and the skills of utilizing professional interviews in business research for our future practice. The content and depth of information we have been exposed to during the interviews made us eager to use such a tool in any further research to be performed in the future regardless of the related costs and limitations.

The interview was built on a semi-structured design which allows for a flexible way of interaction between the interviewer and the interviewees. The findings of the six interviews will be discussed as per the sequence of the preset questions. The first question was about how would managers assess or measure the

level of motivation of subordinates. The measurement and assessment tools highlighted through the interviews were as follows:

*Performance*; where the majority of the interviewees have agreed that the first tool in identifying the level of motivation of employees is the performance and achievement of tasks and objectives. They have mentioned that motivated people are always having persistence in achieving objectives and goals set by the organization, their managers or even themselves. On the other hand, expatriates who are not motivated show a loss of interest in achieving their goals and objectives.

*Communication*; where oral expressions of subordinates and the way they communicate with their managers and their colleagues reflect their level of motivation. Communication also can be assessed by the level of involvement and participation in meetings. Gesture was also considered by the interviewees as a way of communication. In this point about communication, Dr. M.B, training manager, has highlighted certain criteria for de-motivated people which are:

- Silence
- Continuous complaints
- Absence
- Unpunctuality
- Expression of dissatisfaction with insiders and outsiders

In regards of communication, Dr. M.B. added that within the same organization there are groups and subgroups which might have negative or positive impact through their way of communication.

Dr. A.S. has summed up these two criteria, performance and communication, in a two dimensional way for identifying the motivational status of employees as he stated that there are: ‘Two axes; first, achievement of figures, assigned tasks and objectives, and second, behaviour; how an employee achieve those objectives or targets’.

*Management role*; all of the participants have established the role of management in the assessment of the level of motivation of subordinates in which management should have a role to recognize de-motivated people to give them the right support.

Dr .S.E. identified the management role in the support of their subordinates through realizing the willing curve of each employee. He stated that ‘each and every employee has a willing curve which fluctuates by time, the managers’ role is to recognize the time where the curve is going down and at that time managers should work on pushing the willing up again’. He highlighted his point by drawing the following:

The second question in the interview was about the responsibility of motivating people; whether it should stem from the management, organization or from the expatriates themselves. All the participants have agreed that motivating employees is an overall responsibility where everyone is responsible. Organizations have to work to create an overall environment of motivation which should be cascaded down the hierarchy until it reaches the employees’ level. Managers also are responsible since, as mentioned by Dr. S.E. ‘The most important are the 1st line managers who are the access or communication point between the employees and the organization’. There was an agreement that employees themselves are responsible where they have to work to develop their own skills in order to improve their willing and to avoid any negative communication internally and externally.

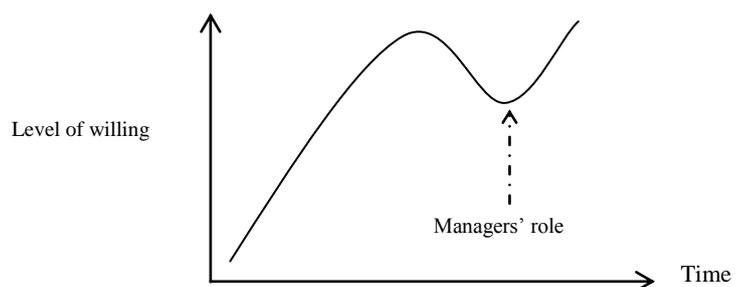


Figure 4.19: Willing curve by Dr. S.E.

The third question was intended to identify how managers motivate their expatriate subordinates and if they do follow a specific model in this motivation process. The objective behind this question was to realize the different models managers follow to motivate their employees and if there is a relation between these models and the theories under investigation. The findings of this question identified different models

managers use to motivate their employees; however, all had a common rule that motivational method should be flexible as motivation in itself varies from one employee to the other as per the different needs and requirements of each employee.

Furthermore, two of the participants highlighted the importance of Maslow’s need hierarchy theory in relation to motivation through considering the different needs for different people where expatriates tend to satisfy their lower needs first and then start to have higher needs as time passes.

The fifth and sixth questions were intended to assess Frederick Herzberg’s Motivation-Hygiene Theory (1959) in relation to the managers’ perceptions of motivational and hygiene factors and at the same time to assess the consistency of these findings with the findings of the related section of the questionnaire. The fifth question revealed similar motivators like those identified in section three in the questionnaire. The motivators identified by managers were:

- Management direction and support for achievement of goals and objectives
- Welcoming of new expatriates specially in their start up phase in the country
- Recognition and appreciation specially in the presence of senior management
- Achievement of goals and objectives
- Learning and development plans
- Constructive feed back through proper ways of communication
- Consideration of personal life situations

On the other hand, the sixth question, which was intended to identify hygiene factors, managers agreed upon the following factors as dissatisfying for their employees:

- Lack of proper motivation or ignoring the motivational factors can lead to de-motivation.
- Lack of proper ways of communication
- Ignoring the needs and expectations of employees
- False promises by management and senior management
- Failure to achieve objectives and goals

From the findings above, it was made clear that those motivators and hygiene factors identified by management are consistent with those identified by the findings of the questionnaire; however, further research is required to be performed with a wider number of managers and senior managers to have a clearer view of the motivational factors influencing expatriates in the UAE.

#### 4.1.2.2. Section II Findings

Finally, section four was a questionnaire type interview where it was given to the interviewee to answer one question about expatriates’ motivational factors and their importance based on J. Stacy Adam's Equity Theory (1965). The objective of this question was to identify how managers are able to recognize and rate how expatriates are motivated.

The findings of the first part have revealed that out of five equity statements three have been chosen as the most important for the motivation of employees (see table 4.4). The statements have been valued by the mode and frequency of occurrence per each statement. The frequency of selecting statements reflects the importance of these statements in the application of equity theory in the motivational contexts of

	Engagement and empowerment	Distribution of roles and responsibilities	Salary and benefits	Comparable salary and benefits	Comparable recognition among all employees
<b>Mode</b>	3	3	2	2	3
<b>Frequency of least important</b>	0	1	3	2	0
<b>Frequency of Average importance</b>	2	2	3	3	1
<b>Frequency of highly important</b>	4	3	0	1	5

Table 4.4: Equity theory findings

organizations Managers selected ‘comparable recognition among all employees’ to be the most important which reinforces the importance of recognition in motivation. ‘Engagement and empowerment’ was rated

second in importance and then followed by 'distribution of roles and responsibilities'. 'Salary and benefits' scored least in importance in the consideration of people motivation.

In the second part of this section, the interviewee was asked to answer six questions regarding the assessment of David McClelland's Achievement Motivation Theory (1953). This subsection of the interview was aimed at identifying the type of manager interviewed in terms of self-motivational orientation, whether power, affiliation or achievement oriented manager.

The findings of this section revealed the following:

Achievement Motivation Theory		
Respondent No.	Respondent Name	Primary Style
1	Mr.M.M.	Affiliation
2	Dr.A.S.	Affiliation
3	Dr.M.B.	Achievement
4	Dr.M.G.	Affiliation
5	Dr.K.A.	Affiliation
6	Dr.S.E.	Achievement

Table 4.5: Achievement motivation theory findings

From the findings of this section, it can be deduced that most of the interviewed managers (67%) are of the affiliate type who are driven by their social relationships to motivate people; while 33% are of the achievement type where they have a drive to realize and accomplish tasks. Newstrom and Davis (2002, p. 105) compared those two types in the following statement:

*'Achievement-oriented people work harder when their supervisors provide detailed evaluations of their work behavior. But people with affiliation motives work better when they are complimented for their favorable attitudes and cooperation. Achievement-motivated people select assistants who are technically capable, with little regard for personal feelings about them; those who are affiliation-motivated tend to select friends to surround them.'*

#### 4.1.2.3. Deduction

In conclusion of this section, the interview findings, we would like to highlight the role of management in motivation as well as the importance of creating an overall work environment which enables managers to implement effective motivational tools. Moreover, from the findings of the interview it was obvious from the insights provided by the interviewees that they possess practical experience on the motivational aspects of employees which is consistent with the motivation theories under investigation in our paper.

### 4.2. Summary of Findings and Discussion

In conclusion of this section, we would like to verify that the findings of primary research have met the research objectives and answered the research questions. In the light of the research questions we will summarize this Section under the following four questions.

- What does and does not motivate expatriates in reality?**  
 From the results of the primary data, the questionnaire and the interviews, we have identified that expatriates in the UAE are highly motivated by various factors and those factors were consistent with the motivation factors stated by Herzberg's (1959) Motivation-Hygiene theory and McClelland's Achievement Motivation theory (1953). The same consistency was identified between the findings of the questionnaires and the interviews where managers in the interviews have identified the same motivational factors as those realized in the questionnaires.
- How do motivational factors influence expatriates' performance?**  
 In the attempt to answer this question, the findings of the second section of the questionnaire succeeded to find the answer to this question where the performance of expatriates was found to be highly influenced by their expectancy and instrumentality as identified by Victor Vroom, and Lyman Porter and Edward Lawler's (1960) Expectancy Theory.
- How can managers be able to understand the needs of the expatriates and how can they satisfy those needs?**  
 The findings of the interviews have shown how managers are aware of the motivational needs of expatriates and how each one of the managers has his/her own model of motivation which is consistent with the motivational requirements of the expatriates. However, the questionnaire findings have revealed

a gap between the actions undertaken by managers and the expatriates' perception about their managers, and accordingly we believe that organizations should consider expatriates motivation more deeply in the future. Moreover, it was found that managers' understandings and applications of motivational models were consistent with the motivation theories under investigation. That is why, as mentioned in the secondary data findings, leadership and motivation-training programs are highly recommended for managers and supervisors to elevate the level of motivation among their subordinates.

- **How the motivational theories under research are supportive in motivating expatriates?**

The findings of the questionnaires and the findings of the interviews have reconfirmed the applicability of the motivation theories under investigation with the expatriates working in the UAE. However, further research is required in more depth in relation to the theories of achievement and equity.

Conclusively, we would like to confirm that the findings of the primary data and secondary data were found to be consistent with the theories of motivation discussed earlier and this consistency reconfirms that the research objectives have been met and the research questions have been answered.

## **5. Conclusion and Recommendations**

### **5.1. Conclusion**

To motivate an expatriate to perform effectively and efficiently within an organizational context is similar to motivating normal national employees working in their countries given some adaptive controls are incorporated in the applied techniques of motivation. The observed similarity was confirmed when the research findings were found analogous with the institutionalized theories of motivation.

Irrespective of the slight modifications required in the application of the institutionalized theories, alertness to the variations in contextual and personal adopted perspectives in organizations and individuals respectively; need to be high to avoid the calamities of unsuccessful employee engagement.

As per the research findings, recognition followed by the work itself and the sense of achievement turned out to be the major motivational factors influencing expatriates in the UAE. These factors depend in their essence on the assumed communicative framework for establishing a job's objectives. Moreover, the factors are interdependent as well. For an employee to be recognized, an assigned task or an objective has to be achieved, which would have not been achieved if the work itself does not provide the proper productive context which aligns with the employee's expectations from the organization in which he/she works.

### **5.2. Recommendations**

In order to fine-tune the application of motivational methods, two important aspects of management have to be considered for further research, leadership styles and cultural awareness. The areas of leadership and culture are heavily intertwined with field of motivation. The two areas require more emphasis specifically in the case of expatriate motivation for one to be able to grasp a better understanding of the relations included between the two, Leadership styles and cultural awareness as per the description below.

#### **5.2.1. Leadership Styles**

As mentioned earlier, motivation should be flexible and adjustable according to the needs of each employee which should be considered by managers where leadership styles needs to be varying according to the situational requirements. In view of that, if wise leadership is put into action in relation to the motivational factors discussed earlier, it could create an inspirational atmosphere that is supposed to trigger the desired motivation to work in employees' minds. Authority, affiliation, power, and significance are different drivers of leadership which may be adopted different situations on managerial levels during the implementation of the process of motivation. Accordingly, the influence of different leadership styles should be further researched in relation to expatriates' motivation.

#### **5.2.2. Cultural Awareness**

On the same line of thought, cultural awareness is an important contributor to the success of motivational schemes. Given the large number of different nationalities working in the UAE, organizations should create their own cultures in which the employees coming from different cultures fuse together. If managers are aware of the cultural gaps and the related implications, they may as well adopt a specific organizational culture which may overcome the perceived gaps generated by conflicting national cultures. Consequently,

further research is needed to explore the impact of cultural awareness and cultural differences on the motivation of expatriates in a highly diversified market like the UAE.

With respect to the required alertness to variations in context and personal perspectives, it can be enhanced through developing communicative skills at managerial levels to achieve the required organizational success. Alertness by itself is not enough; it should be incorporated in a proactive stance which managers should adopt to achieve their objectives successfully.

Finally, we would like to conclude this section with two of the most remarkable quotes from the interviews which are of great value for managerial practice.

‘Motivation is a win-win situation which is the conscious of motivation. Managers should give motivation on the basis of employees’ benefit not only for the sake of achieving organizational goals and objectives. This will motivate employees more since they will feel that they are a priority for their managers and the organization’ by Dr. A.S., senior medical manager.

‘The motivation of subordinates is part of managers’ motivation where managers’ get motivated when they see their subordinates motivated and subordinates get more motivated when they feel that their managers’ job is to motivate them’ by Mr. M.M., project manager.

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