

"The Relationship between Employees' Motivation and Job Satisfaction
at the General Secretariat of Bahrain's Council of Representatives -
GSCOR"

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Summary

The main purpose of this research is to investigate whether the motivation level of the GSCOR employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction. The research is comprised of four main chapters that will end with responses and recommendations to the research question. In the beginning, an introduction to the research is presented with a short presentation highlighting the personal interest of the research with the research question, the objectives, and the hypothesis and explaining the thesis plan.

The first chapter is the literature review about the research, which focuses on the concepts of the main key words of the title. The concepts include the word 'employee' with a comparison to the definition of a non- employee, motivation and job satisfaction. Chapter one also narrates four theories that underlie motivation and job satisfaction. The theories are Maslow's Hierarchal Model of Needs, Herzberg's Two- factor Theory, Adam's Equity Theory and Vroom's Expectancy Theory.

The second chapter describes the empirical study of the research and explains that its findings will be later compared to the literature review as evidence to examine the validation of the hypothesis and to answer the research question. Chapter two presents the research design in details, the research sample, explanation to the techniques of data collection and data analysis and will end with the results of the questionnaire survey.

The third chapter includes a full analysis of the results to the research question and the hypothesis. The chapter presents a discussion to the findings in relation to the hypothesis and the literature review. The discussion ends with a conclusion and some recommendations proposed to the GSCOR to increase the level of motivation and job satisfaction.

Finally, the fourth chapter concludes the research with an overall conclusion that describes the general view of all the stages of the research starting from the research question, the objectives and the hypothesis and ending with the discussion, highlighting the interest of the research with the main challenges and problems encountered in every stage. The overall conclusion also presents the impact of implementing the recommendations of the research.

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Introduction

- **Presentation of the Research:**

Motivation and job satisfaction are common subjects which researchers have been studying for a long time ago. This is because they are relevant to the employees working for any organization. From my point of view, it is significant that any organization follows up continuously its employees' motivation and job satisfaction, so that it makes sure to achieve the highest possible levels in both.

I believe intuitively that employees' motivation and job satisfaction are very much connected. In other words, whenever an employee's level of motivation is high, his/her job satisfaction becomes high too. On the contrary, whenever it becomes low, an employee's job satisfaction becomes low too.

However, scientific research has to be conducted in order to prove the point of view mentioned above. As a requirement for my master's degree completion (MPM), a certain topic has to be written from a scientific perspective; and as an employee working for the General Secretariat of Bahrain's Council of Representatives – GSCOR, I decided to do this research on “The Relationship between Employees' Motivation and Job Satisfaction at the General Secretariat of Bahrain's Council of Representatives - GSCOR”. The GSCOR is a parliamentary body with 261 employees led by the Secretary General. This body is responsible to do and follow up all administrative matters that facilitate the parliamentary work process of the forty members of Bahrain's Council of Representatives (the elected parliament by Bahraini people every four years).

This matter needs in depth information so that I can end with some recommendations to submit to the Secretary General as well as the Speaker of the Council of Representatives. The recommendations will be listed in the end of this research based on the findings from the empirical research that will be linked to the research problem, the research hypothesis, the research objectives and the literature review. In the next pages, there is an expanded description about the personal interest of the research, the objectives, the research question, the hypothesis, the methodology and the thesis plan.

- **Personal Interest in the Research:**

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. It is frequently linked to motivation, but the nature of this relationship is not clear.¹ As the relationship between any organization and its staff members is influenced by what motivates the staff, this research will help me to find the best motivation approaches for employees, according to their needs. However, it is not enough to know what motivates employees without recognizing how to motivate them in order to ensure the organization's higher productivity, and employees' well-being and happiness.

As a current Parliamentary Relation Supervisor, and a future manager, I believe this research will help me and perhaps my colleagues at the GSCOR to understand the techniques for motivating employees in relation to job satisfaction according to their age, hierarchal position and gender. It is interesting for me to find out the factors that satisfy and dissatisfy employees at the GSCOR and whether they would respond to any kinds of motivation that may increase their job satisfaction level.

- **Research Objectives:**

1. To measure the level of employee motivation and the level of job satisfaction at the GSCOR.
2. To find out how much the relationship between employees' motivation and job satisfaction are linked or not at the GSCOR.
3. To find the dimensions which motivate employees the most according to their positions and age.
4. To find out whether motivated employees at the GS are satisfied or not.

- **Research Question:**

To what extent are employees' motivation and job satisfaction linked to each other? I would like to identify the best motivation approaches to achieve high employees' job satisfaction, which is necessary for the GSCOR to achieve its goals and obtain high productivity. The main

¹ Mullins, L. '*Management And Organisational Behaviour*', Seventh Edition, Prentice Hall FT, 2005, p. 700

question about this study is 'to investigate whether the motivation level of employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction'.

- **Research Hypothesis:**

1. Employees' Motivation and job satisfaction are highly connected.
2. The more motivated employees are, the higher level of satisfaction they have.
3. Employee's level of motivation varies according to his/her age.
4. Employee's level of motivation varies according to his/her hierarchal level.
5. Employee's level of motivation varies according to his/her gender.

- **Methodology:**

Employee Motivation and job satisfaction are widely researched topics, which mean a variety of information sources will be used to help me to come up with well-presented reliable research. My first source of information is going to be book resources from the library of the University of Bahrain (UOB), which is one of the biggest national libraries in the Kingdom of Bahrain, that offers a diversity of books with high standard services.

The University of Bahrain (UOB) is a main partner of the Master in Public Management Program - MPM with Aix Marseille University, École Nationale d'Administration – ENA, Bahrain Institute of Public Administration – BIPA and TAMKEEN. As a post-graduate student at the MPM program, my colleagues and I find it a valuable opportunity to take advantage of the international modern e-books that the UOB is offering online, especially for us via secured privacy online usage. The UOB online library is going to be my second resource to discover the overall context of my research topic.

Apart from book and e-book resources, I believe that conducting a survey with a sample of employees working at the GSCOR; will be the main dominating method in the research. I will send a two-section-questionnaire via Google Docs to be responded to by a sample of 261 employees (the total number of the GSCOR employees), men and women, working in different positions and of different ages at the GSCOR. The results of the survey will lead to measure employees' job satisfaction and motivation levels and should give important observations to be analyzed in order to obtain reliable responses to the research question.

Last but not least, articles and internet websites will be used during my research. They will definitely offer huge amounts of information on different facts and scientific research views. I shall obtain many online links for relevant figures on some of the theories that underlie motivation and job satisfaction.

- **Thesis Plan:**

The thesis will be divided into four chapters. In the first chapter, I will present the literature review focusing on the concepts of an employee, a non-employee and the different definitions of motivation and job satisfaction including their importance, the challenges and factors affecting them. It will be necessary for me to understand how employees can be motivated, more than what motivates them. In this chapter, I will try to find out about the motivation framework, which has to clarify how motivation is processed. The chapter will end with some theories underlying motivation and job satisfaction.

In the second chapter, which is the empirical part of the research, I will explain the research design; give some details about its variable measurement, the sample of the GSCOR employees that will respond to the two-section-questionnaire. I will also provide the main techniques for data collection as well as for data analysis. The results of the questionnaire survey will be presented in details in the end of the chapter.

The third chapter will start with an analysis to the hypothesis and the research question. Then, I will present a discussion and a conclusion to the findings in relation to the research literature review. By the end of the chapter, I will propose recommendations about the best approaches that motivate employees of the GSCOR to achieve job satisfaction, which are gleaned from the findings of the research question, the discussion of the validity of the hypothesis and linked to the literature review and the research objectives.

Finally, the research will finish with an overall conclusion in chapter four. The overall conclusion will highlight the main stages of the research from the beginning. It will also include the main interests, challenges and problems encountered in every stage. The last part of the overall conclusion will discuss the reliability of the findings and the impact of the research to the GSCOR as well as to the readers.

Chapter 1

Literature Review

- **Introduction:**

A literature review is a necessary part in any research to understand in depth the main topic focusing on the different opposing views. In order to find out the answer to the question of this research, some relevant information has to be looked into and carefully written up in order to be referred to with the results.

Before writing Chapter One, I have read several resources on the research topic including books, e-books, articles and internet websites. It was not an easy task to decide what kind of information and theories to write about.

After a long time of reading, I decided to write about the concepts of the main keywords of the research which are employee, motivation and job satisfaction. In addition, I had to include some theories which underlie motivation and job satisfaction. No doubt, numerous theories are relevant to motivation or job satisfaction. Therefore, I had to carefully specify the theories to write about which have to be linked to the hypothesis of this research. I finally wrote about two content theories (Maslow's Hierarchy Model of Needs and Herzberg's Two-factor Theory) and two process theories (Adam's Equity Theory and Vroom's Expectancy Theory). I chose to write about the two content theories, because Maslow's Model of Needs is a widely studied theory, which describes the basic needs that motivate any individual according to certain levels. However, it was criticized and later developed by other theories like Herzberg's Two-factor Theory, which I also wrote about, because it looks into the causes of job satisfaction and job dissatisfaction.

As I believe that Bahraini employees may get demotivated by comparing their situation with their colleagues in the same position, I had to write some information about Adam's Equity Theory.

Bahraini People may also get more motivated when they expect a reward at work. Vroom's Expectancy Theory gives an explanation about how that can be processed, with some criticism on the theory in the end of the chapter. The facts and information mentioned in

Chapter One will be referred to during the stages of analyzing the results and writing the recommendations and the conclusion of this research.

1.1 The Concept of Employee:

An 'employee' like any other concept has a variety of definitions. The Cambridge dictionary defines employee as '*Someone who is paid to work for someone else*'.² The Business dictionary has it defined as '*an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker*'.³

The Internal Revenue Service of the US (IRS) states that '*anyone who performs services for an organization is an employee if the organization can control what will be done and how it will be done*'.⁴ The IRS classifies a person as employee if he has a specific wage or salary, an implied or written contract, and when control of the person's work is carried out by the employer.

Based on the above definition, the IRS uses three criteria to determine whether a worker is an employee:

1. **Behavioral:** Does the company control or have the right to control what the worker does and how the worker does his or her job?
2. **Financial:** Are the business aspects of the worker's job controlled by the payer? (These include things like how the worker is paid, whether expenses are reimbursed, who provides tools/supplies, etc.)?
3. **Type of Relationship:** Are there written contracts or employee type benefits (i.e. pension plan, insurance, vacation pay, etc.)? Will the relationship continue? Is the work performed a key aspect of the business?

² <http://dictionary.cambridge.org/dictionary/english/employee>, accessed on 6th September 2017

³ <http://www.businessdictionary.com/definition/employee.html>, accessed on 1st August 2017

⁴ <https://www.thebalance.com/what-is-the-definition-of-an-employee-398246>, accessed on 1st August 2017

It is not sufficient to define the word 'employee' according to Cambridge and Business dictionaries, without referring to its legal definition. The Law Dictionary, states that an employee 'is from the French language, but has become somewhat naturalized in English language'. Strictly and etymologically, it means 'a person employed', but, in practice in the French language, it is ordinarily used to signify a person in some official employment, and as generally used with people, though perhaps not confined to any official employment, it is understood to mean some permanent employment or position. The word is more extensive than "clerk" or "officer." It signifies any one in place, in charge of or using a function, as well as one in office".⁵

Based on the above Law Dictionary definition of employee, it is necessary to refer to the definition of 'a person employed', which is a US term. *"Persons employed are the ones who work regularly at the same job a minimum of one hour for compensation and benefits, or minimum of 15 hours of unpaid work in a family business, fulltime or part-time during a specified payroll period. This term includes those categorized as temporary employees or on paid-leave. It also includes people not working but have a job or business but currently on temporarily leave, with or without pay"*.⁶

- **What is a Non-employee?**

There are some factors designating someone as an employee, those factors include specific wages or salary, an implied or written contract and control of the person's work by the employer directing the material details of how the work is to be performed.

However, a person who works for a certain organization may not necessarily be considered as an employee. In this case he is "An independent contractor" in other words, a non-employee. An independent contractor is one who, *'in the exercise of an independent employment, contracts to do a piece of work according to his own methods and is subject to his employer's control only as to the end product or final result of his work'*.⁷

The major difference between an employee and a non-employee is the nature of relationship with the employer. The employer has the control and the right to direct employee performance as long as he/she works for the organization taking advantages of financial

⁵<http://thelawdictionary.org/employee/>, accessed on 18th August 2017

⁶ <http://thelawdictionary.org/employed-person/> , accessed on 18th August 2017

⁷ <https://www.bls.gov/opub/mlr/2002/01/art1full.pdf>, accessed on 18th August 2017

benefits and other vacation and insurance rights. In contrast, an independent contractor/ non-employee does a certain piece of work according to his/her own method without employer's directing his/her performance.

This research places emphasis on employee as one of the study's main keywords. However, defining the major differences between employee and non-employee in this part helps to understand more about the benefits employees acquire from their organizations and the nature of relationship between employees and managers. Last but not least, the differences between both definitions clarify why managers put much effort on training their employees and measuring their performance regularly.

1.2 Motivation:

Motivation is considered to be one of the main factors that help managers to extract the best out of their employees. It is vital that managers regularly meet with employees to discuss problems and the challenges they face during daily working life trying their best to solve them. However, not all managers follow this necessary method due to the unawareness of the positive effect of motivation on the organization.

According to (Mullins 2005), the manager must understand the nature of human behavior and how best to motivate staff so that they work willingly and effectively.⁸

1.2.1 The Concept of Motivation:

The term motivation derives from the Latin word *movere*, meaning "to move". In the present context, motivation represents "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed."⁹

Parents want children to do their homework on time. Teachers want students to pay attention in class in order to get higher grades. Managers want employees to perform work with higher quality, and more productivity to achieve the organizational objectives. All of these situations are hard to accomplish without motivating the individuals. If one wants a

⁸ Mullins, L.'Management And Organisational Behaviour', Seventh Edition, Prentice Hall FT, (2005), p. 470

⁹ Kinicki and Kreitner, Organizational Behavior key concepts, skills and best practices, Fourth Edition, McGraw-Hill/Irwin, NY,2009,P.144

certain positive behavior from the other, the targeted person should be motivated enough to have that behavior. Motivation can be intrinsic or extrinsic.

- **Intrinsic Motivation:** A person is intrinsically motivated if he/she is undertaking an activity without any incentives. The desire for change comes from within him/her. The person may want to do a certain activity because he/she is interested in doing it. Another person may want to achieve a certain goal because he/she enjoys it or feels highly competent at doing it.
- **Extrinsic Motivation:** On the contrary to intrinsic motivation, extrinsic motivation comes from outside the person. A person's behavior is driven by the external incentives he/she receives, such as money, praise, prizes, rewards, fame or grades. Fear of punishment and coercion are also extrinsic motivators.¹⁰

1.2.2 Motivation Process:

Motivation comprises the internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as incentives, expectations of the individual and intensity of desire or needs.¹¹

Motivation as a process passes through six steps. Figure 1.1 helps to understand the nature of motivation better in the work environment.

¹⁰ <https://www.alleydog.com/topics/motivation.php>, accessed on 21st August 2017

¹¹ <http://www.businessdictionary.com/definition/motivation.html> , accessed on 24th October 2017



Figure 1.1 – The Basic Motivation Framework

Source: <https://www.tuturself.com/posts/view?menuId=126&postId=749>, on 22nd November 2017

Employee motivation begins with identifying needs (step 1). Needs are felt as deprivations which the individual experiences at a given time and act as energizers. These needs may be psychological (e.g., the need for recognition), physiological (e.g., the need for water, air or food), or social (e.g., the need for friendship). These deprivations force the individual to search for ways to reduce or eliminate them (step 2).

Motivation is goal-directed (step 3). A goal is the result that the individual wants to achieve. Once driving forces accomplish goals, needs significantly are reduced. For example, some employees look for advancement at work (strong drives); believing that working hard for long hours will lead to promotions. Such needs of advancement often create uncomfortable tension within these employees. Believing that certain behaviors can reduce that tension, they act to reduce it. Employees looking for advancement may seek to work on major problems that the organization is facing, so that they gain influence and visibility with their managers (step 4). Organizations may maintain employees' behavior by either rewards or punishments. Rewards and punishments are the feedback for employees that their needs for advancement and their behaviors are appropriate (step 5). Once the employees receive either rewards or punishments, they reassess their needs (step 6).¹²

¹²Aswathappa, K., and Reddy, G. Sudarsana. Organisational Behaviour. Mumbai, IN: Himalaya Publishing House, 2008. ProQuest ebrary. Web. 2 July 2017

1.2.3 The Importance of Employees' Motivation:

An important part of management is to help make work more satisfying and rewarding for employees and to accomplish organizational objectives by maintaining the desirable behaviors of employees through motivation.

From a manager's perspective, it is vital to understand what prompts employees, what influences them, and why they persist in particular actions.¹³(Quick 1985), presented these four underlying principles that are important to understanding motivation:

1. People have reasons for everything they do.
2. Whatever people choose as a goal is something they believe is good for them.
3. The goal people choose must be attainable.
4. The conditions under which the work is done can affect its value for the employee and his or her perceptions of attainability or success.¹⁴

Within organizational psychology, the study of employee motivation is one of the most important topics for the organization's discipline. There are a number of reasons for this importance. First, motivation is the key to understanding many forms of behavior and all the dynamics underlying them, such as job performance, absenteeism, turnover and counterproductive behaviors. Second, understanding the dynamics which underlie several forms of behaviors enhances our ability to predict these same behaviors. For example, if an organization's leaders understand the motivation underlying performance, they can predict their employees' future performance. This may be helpful when the organization's employees are being considered for promotion opportunities. Finally, understanding motivation can help organizations to encourage productive work behavior and discourage counterproductive work behavior. For example, if an organization knows that its employees' are highly motivated by financial incentives, it can use this knowledge to influence performance through strategic use of financial incentives (e.g., bonuses, profit sharing). However, if leaders recognize that

¹³Bisen, V 2000, *Industrial Psychology*, New Age International, Daryaganj, p.22. Available from: ProQuest Ebook Central. [Accessed on 30 August 2017].

¹⁴Flashman, R., and S. Quick. (1985). Altruism Is Not Dead A Specific Analysis of Volunteer Motivation. In L. F. Moore (ed.), *Motivating Volunteers. How the Rewards of Unpaid Work Can Meet People's Needs* (pp. 154-170) Vancouver: Volunteer Centre.

employees place high value on having control over work, then the work environment can be structured to give employees sufficient autonomy over what they do.¹⁵

Organizations that have clear understanding of motivation to influence their employees' behavior are better in position than those which lack such understanding.

1.2.4 Motivational Challenges:

The Motivation Framework shows that it is a simple task. However, in reality it is a challenging and difficult job in practice. The reasons why motivation is challenging are as follows:

- **The changing work force:** Employees have different values, beliefs, attitudes, backgrounds and thinking. However, all the organizations are not aware of the different ways of motivating such diversity of workforce.
- **Employees' motives cannot be seen:** Employees motives can only be presumed, they cannot be seen. If there is a team of two employees who have similar educational qualifications, similar work experience and belong to the same age group, but who show varying performances, the reason that motivates one employee may not be motivating another.
- **Changing the job role and the change of some organizational strategies:** Some organizations choose to fire or hire and pay for performance strategies instead of promoting their employees' motivation. Such performance strategies aiming to change the job role of the employees, lessen the hierarchy levels, or fire a significant number of employees in the name of down-sizing or right-sizing, make employees' motivation a challenging process.
- **The vigorous nature of needs:** The vigorous nature of needs poses a challenge to managers in motivating their subordinates. This is because an employee at a certain point of time has diverse needs and expectations. These needs and expectations keep on changing and might also clash with each other.¹⁶

¹⁵ Jex, SM, & Britt, TW 2014, Organizational Psychology: A Scientist-Practitioner Approach (3rd Edition), John Wiley & Sons, Incorporated, Somerset. P. 289, Available from: ProQuest Ebook Central. [30 August 2017].

¹⁶ <http://www.managementstudyguide.com/motivational-challenges.htm> , accessed on 4th September 2017

1.3 Job Satisfaction:

'I like work: it fascinates me. I can sit and look at it for hours. I love to keep it by me: the idea of getting rid of it nearly breaks my heart'. *Jerome K. Jerome, Three Men in a Boat, Arrowsmith (1889)*. This quote may lead employees as well as managers to internally pose some questions like, why was he fascinated by his job? What were the factors that made him love to keep the job for himself? What were the reasons that made the idea of quitting his job break his heart? Definitely thinking, a satisfied employee can have a more positive impact in an organization than a dissatisfied employee.

Managers need to recognize the consequences of employees' job satisfaction to their organizations. Also, understanding the factors that influence employees' satisfaction at work may help managers to overcome any obstacles that may hinder the achievement of the organization's objectives.

1.3.1 The Concept of Job Satisfaction:

A variety of definitions have been given in literature for job satisfaction. One common definition by Mullins (2005), described job satisfaction as being '*more of an attitude, an internal state. It could, for example be associated with a personal feeling of achievement, either quantitative or qualitative*'.¹⁷

Spector (1997) stated that job satisfaction is '*the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs*'.¹⁸

Megginson, Mosley and Pietri (1982) explained that '*people experience job satisfaction when they feel good about their jobs, and that this feeling often relates to their doing their jobs well, or their becoming more proficient in their professions, or their being recognized for good performance*'.¹⁹

¹⁷ Mullins, L. '*Management And Organisational Behaviour*', Seventh Edition, Pentice Hall FT, (2005), p. 700

¹⁸ Spector, P.E. '*Job Satisfaction: Application, Assessment, Causes and Consequences*', Thousand Oaks, Calif: Sage Publications, (1997), P.2

¹⁹ Megginson, L.C., Mosley, D.C. & Pietri, P.H. '*Management concepts and applications*', (4th edition.) New York: Harper Collins (1982)

Based on the above definitions, it can be concluded that job satisfaction has two main sides to be defined as follows:

- Job satisfaction is an internal state associated with the extent to which a person likes his/her job.
- Job satisfaction relates to a positive action or attitude at work environment, like doing a job well, becoming proficient or being recognized for good performance.

1.3.2 Factors Affecting Job Satisfaction:

Many of researchers found a number of factors that affect job satisfaction. (Spector 1997) classifies circumstances affecting job satisfaction into two categories:

- **The job environment and the factors related to the job:** This includes the nature of the job, relationships among people in the workplace, how people are treated by their supervisors and the rewards systems. Arvey et al (1989) also provided supporting evidence on the fact that emotionally stable people who are able to view their environment in a positive way are likely to be more satisfied with their jobs and vice versa. Arvey et al (1989) work involved using 34 sets of twins that were reared apart from an early age. They concluded that the way individuals view their work environment can affect their attitude and motivation, hence their level of satisfaction.
- **The individual factors:** The individual factors that a person brings to the job including the individual's personality and experiences. Hannagan (2005) described these as 'situational factors', which influence people's behavior. Notable among Hannagan's list are: other people, the presence and quality of management control systems and types of reward systems and their effectiveness. Additionally, the type of work a person does, the working environment, the size of the organization and the culture prevailing within the organization can also affect people's behavior with relationship with other people considered a critical factor.²⁰

²⁰ Kwasi & D. Baah, 'Job Satisfaction and Motivation: Understanding its impact on employee commitment and organizational performance', Academic Leadership, The Online Journal, vol.8, Issue 4 Fall 2010, P.2, accessed on 15th August 2017.

1.3.3 The Consequences of Job Satisfaction:

Some matters under “industrial psychology” – the scientific study of human behavior in organizations and the work place, that focuses on deriving principles of individual, group and organizational behavior and applying this knowledge to the solution of problems at work²¹- have positive as well as negative consequences on the employees, the organization or both of them. The level of employee job satisfaction is one of those that may create the following consequences categorized into positive and negative:

The positive consequences of job satisfaction:

- **Productivity:**

According to recent studies, there is a positive but weak relationship between job satisfaction and productivity (Johns, 1996). Ostroff (1992) stated that companies with more satisfied workers are more effective than companies with fewer satisfied workers. Hence, the more satisfied workers are the more productive and bring greater effectiveness to companies. Luthans (1989) affirmed that the most satisfied worker is not necessarily the most productive employee. Moreover, Robbins et al. (2003) stated that at organizational level, there is a strong association between job satisfaction and productivity which is not the same at individual level.

- **Organizational Commitment:**

Organizational commitment is the level to which workers show a strong willingness to stay in their organization. They have the desire to work hard towards the success of their organization. Employees who are committed to their organization, they actually develop levels of satisfaction consistent with their commitment (Aldag and Kuzuhara, 2002).

The negative consequences of not feeling job satisfaction:

- **Health:**

Spector (1997) stated that employees who do not like their jobs may experience negative physical and mental health problems. Luthans (2002) contradicts Spector and confirmed that highly satisfied workers experience enhanced mental and physical health.

²¹<http://www.apa.org/ed/graduate/specialize/industrial.asp>, accessed on 22nd November 2017

- **Absenteeism:**

Absenteeism is '*voluntary non-attendance at work, without valid reason. Absenteeism means either habitual evasion of work, or willful absence as in a strike action. It does not include involuntary or occasional absence due to valid causes, or reasons beyond one's control, such as accidents or sickness*'.²²

Hellriegel, Slocum and Woodman (1989) stated that job satisfaction level is linked to absenteeism. A common view is that high rate of employee absenteeism is an indication of very low level of staff's job satisfaction. Therefore, every organization is keen to reach the minimum level of employee absenteeism possible. Rollinson et al. (1999) affirmed that there is an inverse association between job satisfaction and absenteeism. Hence as job satisfaction increases, absenteeism decreases. However, Johns (1996) found a moderate relationship between job satisfaction and absenteeism. Robbins et al. (2003) further report that the moderate relationship between the two variables is due to factors like sick leaves and employees' time off.

- **Turnover:**

Turnover is the voluntary or involuntary permanent withdrawal from a company. Workers may leave because they want to seek new job prospects or they want to express their dissatisfaction with jobs. French (2009) stated that high employee turnover rate is due to the dissatisfaction of workers at their workplace. Steel and Ovalle (1984) research found that a moderate relationship between job satisfaction and turnover implies that less satisfied employees are more likely to leave their jobs.²³

1.4 Theories Underlying Motivation and Job Satisfaction:

Most academic books have treated Motivation and Job Satisfaction separately. However, writers and researchers refer to the same theories to write about both concepts. Alnoeim (2002) considered all the motivation theories are theories of job satisfaction as well.

²² <http://www.businessdictionary.com/definition/absenteeism.html>, accessed on 13th September 2017

²³ UK Essays. November 2013. Positive Consequences of Job Satisfaction Management Essay. [Online]. Available from: <https://www.ukessays.com/essays/management/positive-consequences-of-job-satisfaction-management-essay.php?cref=1>, accessed on 12th September 2017

McCormick and Ilgen (1992) stated that motivation theories are to some extent theories of job satisfaction.²⁴

Managers who wish to predict the behavior of their employees in certain situations can get the benefit of understanding internal cognitive processes, i.e. how do employees think about their job? And how do they feel in their work place? The understanding of those cognitive processes is linked to cognitive theories of motivation which are divided into two different approaches:

- **Content theories:** These theories explain specific things that usually motivate individuals at work. It focuses on people's needs, people's relevant strengths and the goals they pursue to satisfy their needs. Such theories emphasize the motives and the nature of needs. Major content theories of motivation include:

- Maslow's hierarchy of needs model.
- Alderfer's modified need hierarchy model.
- Herzberg's two-factor theory.
- McClelland's achievement motivation theory.

- **Process theories:** Process theories or extrinsic theories place emphasis on the actual process of motivation, how people's behavior is directed and how it is sustained or initiated. They attempt to find the relationship among the dynamic variables that make up motivation²⁵.

Examples of some major process theories:

- Expectancy-based models - Vroom, and Porter and Lawler.
- Equity theory – Adams
- Goal Theory – Locke
- Attribution theory – Heider and Kelley.

²⁴ Kwasi & D. Baah, 'Job Satisfaction and Motivation: Understanding its impact on employee commitment and organizational performance', Academic Leadership, The Online Journal, vol.8, Issue 4 Fall 2010, P.4, accessed on 15th August 2017

²⁵ <http://www.mcrhdi.gov.in/87fc/week4/Work%20%20Motivation%20And%20Job%20Satisfaction.pdf>, accessed on 15th September 2017

1.4.1 Maslow's Hierarchy of Needs Model:

Maslow's hierarchy of needs is considered to be the most familiar model of motivation for practitioners and management students. It provides explanation into human motivation which has relevance to the workplace. Figure 1.2 explains the main elements of Maslow's hierarchy of needs model.

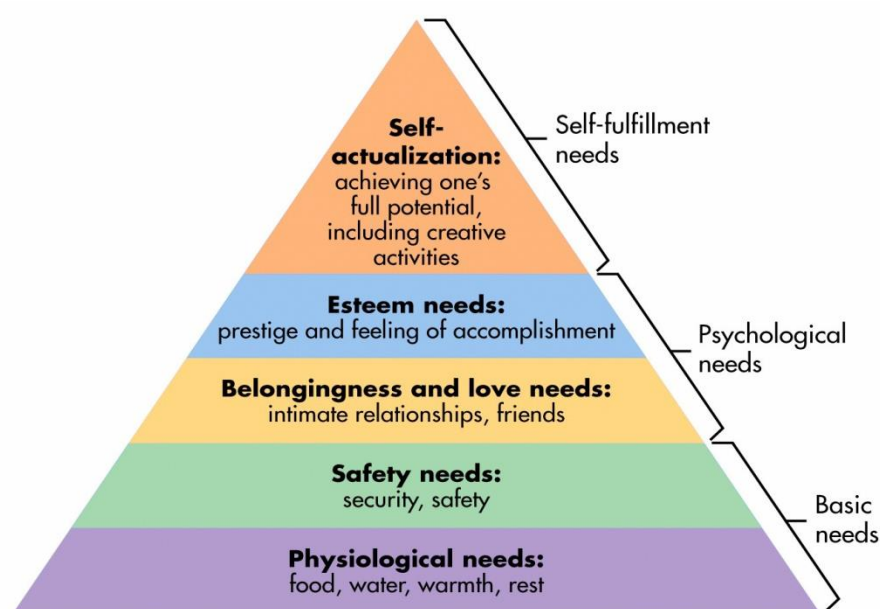


Figure 1.2 – Maslow's hierarchy of needs

Source: <https://www.simplypsychology.org/maslow.html> , accessed on 16th September 2017

Maslow (1943) suggested that people have five basic needs:

- Physiological needs – basic physical needs for survival, such as food and water.
- Safety needs – a need for safety, physical health and security.
- Love and belongingness – social needs, such as being part of a group, interacting with others, and a need for affection.
- Esteem needs – a need for status, recognition, and self-respect.
- Self-actualization – a form of ultimate self-fulfillment, the achievement of individuals' ultimate potential and creativity.²⁶

²⁶ D. King & S. Lawley, 'Organizational Behaviour', Oxford University Press, UK (2013), P.283-285

For Maslow, once needs at one level have been satisfied, an individual will go on to be motivated by the needs at the next level upwards. If an individual is starving, s/he will be motivated by the most basic need for food. Once s/he has enough food, s/he will be motivated by safety needs, and so on, moving up the hierarchy. Therefore, managers who look forward to change in their staff behavior must direct attention to the next higher level of needs that seek satisfaction.

- **Evaluation of Maslow's Theory:**

In an extensive review associated with Maslow's hierarchy, Wahba and Bridwell (1976) concluded that Maslow's model presents the student of work motivation with a paradox: **The theory is widely accepted, but there is little research evidence to support it.**²⁷

The review evaluated three main aspects of Maslow's model. The first aspect states there was no clear evidence found indicated that human needs can be classified into five main categories, or that these categories are structured in a hierarchal way. However, some evidence was found to support a general classification scheme distinguishing deficiency from growth needs. Second, the review examined the preposition that an unsatisfied need leads an individual to focus exclusively on that need. Some studies agree with this proposition while other studies do not. Finally, the review found out that the idea that satisfaction of needs at one level activates needs at the next higher level was not supported by research evidence.

Maslow's hierarchy model theory is still useful in management despite the failure of research findings to support it. The model theory is considered to be easily implemented for managers. For example, if many employees have fulfilled their needs, managers may work on creating a work situation that is aimed at satisfying higher levels of growth needs.²⁸

²⁷ M. Wahba & L. Bridwell, 'Organizational Behavior and Human Performance', Vol.15, Issue 2, Elsevier Inc, USA (1976), P. 212-240

²⁸ <http://fapedia.blogspot.com/2013/05/evaluation-of-maslows-hierarchy-of.html>, accessed on 7th October 2017

1.4.2 Herzberg's Motivation – Hygiene Theory:

Herzberg's Motivation – Hygiene Theory or Herzberg's Two-factor Theory is one of the most famous and controversial theories. Herzberg looked into the causes of job satisfaction and dissatisfaction aiming to understand what motivates individuals.

Herzberg found that there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”. Figure 1.3 clarifies Herzberg's view of satisfaction and dissatisfaction.

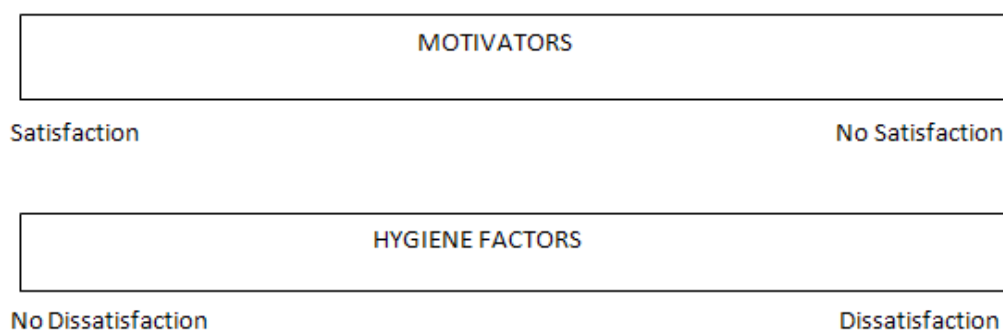


Figure 1.3 – Herzberg’s view of satisfaction and dissatisfaction

Source: <http://managementstudyguide.com/herzbergs-theory-motivation.htm> ,
accessed on 7th October 2017

The basis of Herzberg's Two-factor Theory was that there are two sets of factors that are linked to employees' behavior at work. The two sets are:

- **Hygiene factors:** Hygiene factors are those job factors that are essential for motivation existence at work place. These factors do not lead to long term satisfaction. However, the absence of Hygiene factors at workplace lead to dissatisfaction. These factors are extrinsic to work. They are also called **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. Hygiene factors include company policies, administrative policies, physical working conditions, pay, job security and interpersonal relations.²⁹

²⁹ <http://managementstudyguide.com/herzbergs-theory-motivation.htm> , accessed on 7th October 2017

- **Motivational factors:** These factors are called **satisfiers**. They are involved in performing the job. Employees find motivational factors intrinsically rewarding, coming up with outstanding performance. These factors are linked to employees' psychological needs. The motivational factors include recognition, achievement, advancement, meaningfulness of the work and responsibility. Figure 1.4 summarizes Herzberg's Two-factor Theory highlighting how Motivational and Hygiene factors lead employees to satisfaction or dissatisfaction.

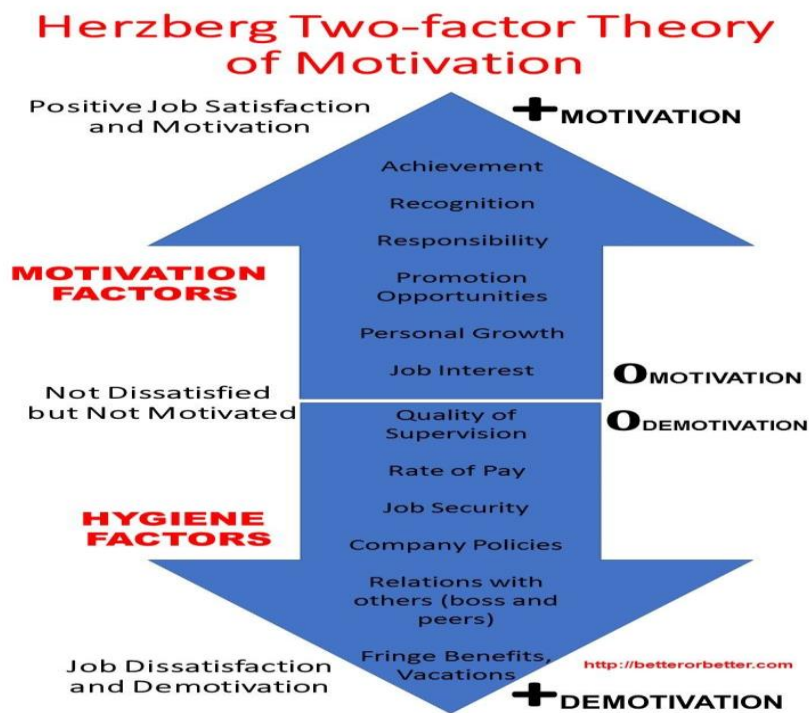


Figure 1.4 – Herzberg's Two-factor Theory of Motivation

Source: <https://i.pinimg.com/736x/0f/c0/81/0fc0812809a11c01099ea2189553268b.jpg> ,

accessed on 9th October 2017

- **Evaluation of Herzberg's Two-factor Theory:**

Herzberg's Theory has been criticized for not being applicable to less educated workers. Usually less-educated employees do not have the need for achievement and self-actualisation. All they need are the basic hygiene needs to satisfy themselves. Managers may consider Herzberg's two –factor theory a disadvantage, if the employees concerned are with very low motivation needs. If managers fail to identify these types of employees, the theory could backfire if applied. Instead of being motivated and having a sense of achievement, these

employees would only be overwhelmed by the work content. They might also be dissatisfied, even though their basic needs have been fulfilled.

Moreover, certain hygiene factors are motivators to some individuals. One example is money, which is a hygiene factor based on Herzberg's Theory, but it is also a motivational factor for many employees. Money motivates employees to work harder in order to reach recognition which translates their work into a higher salary.

Herzberg's Theory parallels Maslow's Hierarchy of Needs, thus making it easier to apply. However, the methodological bias that exists makes the theory questionable to some extent. Managers can apply the theory to motivate employees by identifying the hygiene and motivation factors. Individual differences must still be taken into account because not every employee would appreciate this method³⁰.

1.4.3 Adam's Equity Theory:

John Stacey Adams, a behavioral psychologist put forward his Equity Theory on job motivation in 1963. The main feature of this theory is the comparison with other people's situations which makes it different from all other motivation models.

When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demotivation. The way that people measure this sense of fairness is at the heart of Equity Theory.

In Equity Theory Adams called personal **efforts** and **rewards** and other similar '**give and take**' issues at work respectively '**inputs**' and '**outputs**'. Inputs are logically what we give or put into our work. Outputs are everything we take out in return. Inputs and outputs terms help emphasize that what people put into their work includes many factors besides working hours, and that what people receive from their work includes many things aside from money.

Adams used the term 'referent' others to describe the reference points or people with whom we compare our own situation, which is the pivotal part of the theory.

³⁰ <http://www.theborneopost.com/2012/10/23/a-critical-assessment-of-herzbergs-theory-of-motivation/>, accessed on 9th October 2017

Adams Equity Theory goes beyond assessing effort and reward. It adds an additional perspective of comparison with other 'referent' (people we consider in similar situation). The theory helps understand why pay and good work conditions alone do not affect motivation.

Employees seek a fair balance between what they put into their job and what they get out of it. Equity theory explains how to decide a fair balance.

A measure of fairness - Equity – can be reached by comparing one's balance of effort and reward, and other factors of give and take - the ratio of input and output - with the balance or ratio enjoyed by other people, whom one deems to be relevant reference points or examples ('referent' others). This means that Equity depends on the comparison between one's ratio and the ratio of others.

Individuals form perceptions of what constitutes a fair ratio (a balance or trade) of inputs and outputs by comparing their own situation with other 'referents' (reference points or examples) in the market place as they see it. In practice, this helps to explain why individuals get strongly affected by the situations (and the views and gossip) of colleagues, friends, partners etc., in establishing their own personal sense of fairness or equity in their work situations.

The actual sense of equity or fairness (or inequity or unfairness) within the Equity Theory is arrived at only after incorporating a comparison between individuals' own input and output ratio with the input and output ratios that they see or believe to be experienced or enjoyed by others in similar situations.³¹

This comparative aspect of the Equity Theory provides a far more fluid and dynamic appreciation of motivation than typically arises in motivational theories and models based on individual circumstance alone. For example, the Equity Theory explains why people can be happy and motivated by their situation one day, and yet with no change to their terms and working conditions can be made very unhappy and demotivated, if they learn for example that a colleague (or worse an entire group) is enjoying a better reward-to-effort ratio. It also explains why giving one person a promotion or pay-rise can have a demotivating effect on others.

³¹ <http://www.businessballs.com/leadership-skills/adams-equity-theory-on-job-motivation-81> , accessed on 10th October 2017

What importantly matters in the Equity Theory is the ratio, not the amount of effort or reward per se. This explains for example why and how full-time employees will compare their situations and input-to-output ratios with part-time colleagues, who very probably earn less, however it is the ratio of input-to-output - reward-to-effort - which counts, and if the part-timer is perceived to enjoy a more advantageous ratio, then this will have a negative effect on the full-timer's sense of Equity, and with it, their personal motivation.

If employees feel that inputs are fairly rewarded by outputs, they will generally be happier and more motivated to continue inputting at the same level. If employees feel that their ratio of inputs to outputs is less beneficial than the ratio enjoyed by referent others, then they become demotivated in relation to their job and employer.

People respond to the feeling of inequity in different ways. For some employees a slight feeling of inequity will cause a massive disappointment and demotivation. Some other employees reduce their input efforts and seek to improve their outputs by looking for another job, writing a claim or demanding more rewards.

Equity Theory reminds managers to treat employees according to the surrounding environment, team and colleagues, because employees can see themselves and others and continuously measure their own fair balance and have it compared to others in the same position.

- **Issues in Adam's Equity Theory:**

Adam's Equity theory has three major problems. The first problem is that this theory employs a unidimensional rather than a multidimensional concept of fairness. The theory conceptualizes justice according to one's own measurement for merit principle. In other words, it is about how an employee can see and evaluate himself in terms of merits.

The second problem is that Equity Theory considers only the final distribution of reward. The focus is on fair distribution. However, the procedures of the distribution are not examined. Matters of fair procedures are ignored.

The third problem is that this theory exaggerates the importance of fairness in social relationships. The concern for justice is being the only motivational force among many that influence social perception and behavior, and it may be often be a weaker force than others.³²

1.4.4 Vroom's Expectancy Theory:

Victor Vroom of the Yale School of Management proposed the Expectancy Theory in 1964. Unlike Maslow and Herzberg's Theories, this theory focuses on outcomes, and not on needs.

The Expectancy Theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). Valance is associated by an individual to expected outcome. An employee expects to receive a Valence, but not an actual satisfaction that an individual expects to receive after achieving the goals. Expectancy is the faith that better efforts will lead to better performance. Expectancy is influenced by a number of factors such as the skills that an employee possesses, availability of crucial information, availability of the right resources and getting the required support for completing a job.

Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of the relationship between performance and outcomes.

The Expectancy Theory concentrates on the following three relationships:

- Effort-performance relationship: What is the likelihood that the individual's effort be recognized in his performance appraisal?
- Performance-reward relationship: It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship: It is all about the attractiveness or appeal of the potential reward to the individual.

³²Leventhal G.S. (1980) 'What Should Be Done with Equity Theory?'. In: Gergen K.J., Greenberg M.S., Willis R.H. (eds) Social Exchange. Springer, Boston, MA

The Expectancy Theory has a number of advantages. One advantage is that it is based on the employee's self-interest to achieve maximum satisfaction and minimize dissatisfaction. Another advantage is that theory focuses on rewards or pay-offs. It also focuses on psychological extravagance where the employee wants to attain maximum pleasure and least pain.

The application of this theory is limited as reward is not directly correlated with performance in many organizations. It is also relevant to other parameters also such as responsibility, education, effort, and position.³³

- **Criticism on The Expectancy Theory:**

As any other theory, The Expectancy theory was targeted to be criticized by many critics since its proposition by Vroom, such as Graen (1969), Lawler (1971), Lawler and Porter (1967 & 1968). Vroom admitted himself that his Expectancy Theory of motivation should be updated with new research findings.³⁴

One major criticism about the Expectancy Theory is its simplicity. The theory does not explain the different levels of efforts acted out by an individual. Another criticism is about the reward. The assumption that a reward leads the employee to make greater efforts in order to obtain that reward, but neglects the fact that the reward could have a negative effect on the individual. For example, a salary increase may result in higher tax on the employee's shoulders.

The manager should make assumptions about the motivational force of the reward for the employee (s). Thus, the uses of the "rewards" need to obey to "The Law of Effect" where:

1. Positively rewarded behaviors will have a tendency to augment in frequency.
2. Negatively or neutrally rewarded behaviours will have a tendency to diminish in frequency.
3. The type of reinforcement and its timing will impact the frequency of the behavior.³⁵

³³ <http://managementstudyguide.com/expectancy-theory-motivation.htm> , accessed on 23rd October 2017

³⁴ Ken G. Smith and Michael A. Hitt, '*Great Minds in Management: The Process of Theory Development*', (Oxford University Press, USA, 2007).

³⁵ <http://www.leadership-central.com/expectancy-theory-of-motivation.html#axzz4wOison9B> , accessed on 24th October 2017

Chapter 2

Research, Data Collection and Results

- **Introduction:**

The literature review part of this research is not considered to be sufficient to answer the research question. Empirical evidence has to be conducted in order to achieve a scientific result based on evidence.

Chapter two describes the research design in details beginning with the research question and listing the hypothesis. The methodology that is going to be used in order to obtain the results is the quantitative methodology, by distributing a two section questionnaire survey via Google Docs to a sample of 261 employees working at the GSCOR. The chapter describes the sample of the employees who respond to the questionnaire survey.

No doubt, data will be collected automatically via Google Docs after sending the questionnaire via email. The last part of chapter two releases the results found for every question of the survey. The chapter will describe some of the difficulties faced with solutions, because of receiving responses in Arabic, especially for the short and long answer questions. Data will be finally analysed in chapter three based on the results to be found in chapter two.

2.1 Research Design:

As the main question about this study is to investigate whether the motivation level of the GSCOR employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction, the research design for this study is to have it conducted and analyzed using quantitative methodology, by designing a two section questionnaire survey via Google Docs is very efficient to end up with precise results to measure job satisfaction and motivation levels of the employees of the GSCOR (Annex I).

The two section questionnaire survey is preceded by a basic information section, and a general information section. Respondents are asked to read “The Basic Information Section” before they begin answering the questionnaire, because it includes an overall picture of the study, its main objective and some other information regarding the nature of participation and data protection. Due to the fact that not all the staff members speak good English, the

questionnaire survey was written in English and translated into Arabic in order to achieve the best results possible. The research hypothesis listed below will be discussed in details in the next chapter:

1. Employees' motivation and job satisfaction are highly connected.
2. The more motivated employees are, the higher level of satisfaction they have.
3. Employee's level of motivation varies according to his/her age.
4. Employee's level of motivation varies according to his/her hierarchal level.
5. Employee's level of motivation varies according to his/her gender.

2.1.1 Sample:

The sample of this study consists of all the 261 staff members of the GSCOR, (82 females and 179 males), who work in all the directorates. The sample includes all the job positions of the working floor as well as the mid-working floor and high management. The sample also includes different ages from 22 to 59 years; most of them have more than six years of working experience at the GSCOR. Respondents are asked to answer 'The General Information' part of the questionnaire as well as the two sections that follows the general information part.

2.1.2 Data collection and Data Analysis Techniques:

After obtaining the official authorization from the Secretary General of the Council of Representatives, the questionnaire survey was sent to all the employees working (261 staff) for the GSCOR by the Directorate of Parliamentary Training. The email was sent with some Arabic information regarding the time limit for answering the questionnaire (five working days from the date they received the email), and the approximate time to complete it.

A total of 80 responses from almost all the directorates were received via Google Docs. Most of the answers were received in Arabic, especially the short and the long answer questions. Therefore, I had to translate them into English and insert them in Ms. Excel in order to have reliable results for this study.

After the process of collecting data and interpreting results through google docs and Ms. Excel (for the answers that are translated into English), data is analysed according to the results found to answer the research question and the hypothesis of this study.

2.1.3 Results:

The following part discusses the results of each of the questions mentioned in the questionnaire survey including 'The General Information' part, which precedes the two main sections on job satisfaction and motivation. Respondents were asked in 'The General Information' part to mention their job position, their gender, their age, the directorate they work for and the number of years of experience in the GSCOR. The results of 'The General Information' part are necessary to answer the hypothesis relevant to age, gender and hierarchal level to be discussed in details in the next chapter. All figures and tables which show the details of the results are attached in this research annex (**Annex 2- Figures**) and (**Annex 3-Tables**).

- **General Information:**

1. **What is your current job position?**

Total of responses: 61 out of 80

This question is a short answer one. I did not expect to receive so many columns via Google Docs, each with a very low percentage, because some respondents answered in English and many others answered in Arabic. In fact, there is a large number of job positions in the GSCOR with different specialties, i.e. for the job position of 'Supervisor', there are supervisors of coordination, supervisors of parliamentary group, supervisors of communication ...etc.

As a result, I had to categorize each job position according to the main job without specifying the specialty, and collect the number of responses for each and insert them in Ms. Excel. I got the percentage for each job position by using Ms. Excel, according to the formula below:

$$\text{Number of responses} \times 100 \div \text{Total of responses}$$

Table 2.1 shows that the largest number of respondents are working as specialists in the GSCOR. Specialists are also the largest number of job positions in the GSCOR.

The least number of the job positions are the directors and the advisors, because they are among the high working floor. Their total number in the secretariat is 16 out of 261 staff (9 directors and 7 advisors).

2. What is your gender?

Total of responses: 79 out of 80

Figure 2.1 shows that (65.8%) of the respondents are males (79 responses). Only (34.2%) are females. The total number of female staff at the GSCOR is 82 out of 261.

2. What is your age?

Total of responses: 79 out of 80

This is a multiple choice question for respondents to choose their age range. Figure 2.2 shows that the largest percentage of the GSCOR employees is (46.8%) who are from 30-39 years old. The age range from 40-55 years is the second in the GSCOR according to the figure. The employees who are older than 54 years, are the least number of respondents (1.3% only). As the age range 30-39 years is (46.8%) plus the age range from 18-29 years is (7.6%) (The total is 54.4%), it is clear that the majority staff members of the GSCOR are young.

3. In which directorate do you work?

Total of responses: 70 out of 80

This is a short answer question. 70 responses were received in Arabic as well as in English, so I had to translate the Arabic responses into English, and insert them manually in Ms. Excel. The largest number of employees works for the Directorate of Committees and Sessions, (20%) of the responses (14 responses). In fact, this directorate has 50 working employees, which is the biggest number in the GSCOR. The least number of responses received was from

three directorates, the Presidential Affairs Directorate, the General Record Directorate and the General Secretariat Office (2.8%, only 2 responses each).

4. How many years have you been working for the GSCOR?

Total of responses: 79 out of 80

This is a multiple choice question. Most of the employees in the GSCOR have experience in parliamentary work, because they represent (84%) of the working staff. The second largest number is employees who work for the GSCOR for 1-3 years (7.6%). The least percentage is (2.5%), which represents the newly appointed employees who have been working for less than a year.

- **Section 1:**

A. Job satisfaction:

1. Overall, how satisfied are you with your job?

Total of responses: 80

This is a multiple choice question where respondents should choose only one answer. As it is clear, all the respondents have answered this question. The question's main purpose is to measure employees' job satisfaction at the GSCOR. (51.2%) of the secretariat's employees are somewhat satisfied. (23.8%) are extremely satisfied with their jobs ($51.2\%+23.8\%=75\%$). This high percentage of satisfied employees means positive consequences for the GSCOR, including more productivity and more commitment to the organization. Ostroff (1992) stated that companies with more satisfied workers are more effective than companies with fewer satisfied workers³⁶.

Extremely dissatisfied employees are only (5%). Those who are somewhat dissatisfied with their jobs represent (8.8%). They may have high levels of absence from work without valid reasons as a result for not feeling satisfied.

³⁶Ostroff, C. (1992). The Relationship between Satisfaction, Attitudes, and Performance: An Organizational Level Analysis, *Journal of Applied Psychology* 77 (6), 963-974, The American Psychological Association.

2. I am satisfied with my overall job security.

Total of responses: 79 out of 80

This is also a multiple choice question where respondents should choose only one answer. Figure 2.5 shows that (48.1%) of the GSCOR employees agree with the fact that they are satisfied with their job security. (16.5%) of them strongly agree with the fact of being satisfied with their job security. Those who strongly disagree are (7.6%) of the GSCOR employees.

Job security is one of the factors called 'dissatisfiers' according to Herzberg's Two-factor Theory of Motivation (See Literature Review, p.26). Job security is required at the GSCOR to avoid employees feeling of dissatisfaction. The sum of $48.1\% + 16\% = 64.6\%$ represents employees who are satisfied with their job security, which is a good indicator for the GSCOR that those employees are motivated and not feeling dissatisfied.

The sum of $7.6\% + 12.7\% = 20.3\%$ represents employees who are dissatisfied with their job security, which is an indicator that those employees are demotivated.

3. What do you like best about working in your department?

Total of responses: 80

Figure 2.6 shows that (52.5%) of the GSCOR employees like best the teamwork in their departments. (25%) like the meaningfulness of work. According to Herzberg's Two-factor Theory (see Literature Review, p. 27), being satisfied with teamwork and the meaningfulness of work with such a large percentage is an indicator for employees' motivation to work. Teamwork is one of the hygiene factors, and the meaningfulness of work is one of the motivation factors. The least percentage is (2.5%), which represents employees who like the quality of leadership, and (2.5%) which represents those who like job security. Job security and the quality of leadership are both hygiene factors 'extrinsic factors'. Their absence to work lead employees to dissatisfaction.

4. In your opinion, what are the things that the GSCOR should do to make it a better place to work?

Total of responses: 60 out of 80

This is a short answer question where I had a problem with translating answers from Arabic into English. Another problem I had was calculating the repeated answers and categorizing them starting from the most repeated answers. Definitely all data were inserted manually as shown in the table below using Ms. Excel. All non-highlighted rows were answered with less than two responses. The formula below was used to calculate the percentage of the most repeated responses:

$$\text{Number of responses} \times 100 \div \text{Total of responses}$$

The most repeated answer which the employees suggest for the GSCOR to be a better place to work is 'Equality', (16.7%) think that equality is essential for the organization to be a better place to work in. The employees who responded 'equality' as a suggestion, seem to be not feeling equal. They are maybe comparing their position with other staff working in the same department or the same organization. According to Adam's Equity Theory (See Literature Review p. 28), when people feel fairly treated they are more likely to be motivated. When they are not, they are highly prone to the feeling of dissatisfaction and demotivation.

The second highest percentage of repeated answers is 'Promotion Opportunities', which represents (15%) of the answers. Promotion opportunities are linked to the fulfillment of financial needs, which means the fulfillment of the basic needs according to Maslow's Hierarchy of needs (See Literature Review, p. 24 & 25). If the employees expect to be promoted, they will be motivated according to Vroom's Expectancy Theory (See Literature Review, p.31). Motivation is an outcome of how much the employee wants a reward.

Another percentage of repeated answers is for 'Job security for all staff members', which represents (11.7%) of the answers. This answer is suggesting indirectly equality for all the employees in terms of job security. Other repeated answers are 'more training programs' (8.3%), 'Continuous motivation for staff' (6.6%), promoting teamwork (5%) and 'seriously direct communication with staff' (5%). All those answers are extrinsic motivation factors. The more they are increased the more motivated staff will be.

5. How often do you consider quitting your job?

Total of responses: 80

This is a multiple choice question, which I added to the questionnaire survey to measure job satisfaction. No doubt, if the employee is seriously thinking of quitting his/her job, he/she is not satisfied with it.

Figure 2.7 shows that the largest percentage of employees' responses was (32.5%) who chose to answer never consider quitting their job. The second largest percentage was (22.5%) who fairly often consider quitting their job. (20%) of employees are quite often thinking about quitting their job. The sum of (22.5%+20%) is **(42.5%)**, which is the combination between employees who are quite often thinking about quitting their job and those who moderately often think about that.

Very few are extremely thinking about quitting their job. They represent (7.5%) of the respondents. This percentage may indicate a high rate of absenteeism and some health problems among the respondents (see Literature Review, p. 21 & 22). A common view is that high rate of employee absenteeism is an indication of a very low level of staff job satisfaction.

- **Section 2:**

B. Motivation:

1. The salary given to you is very motivating.

Total of responses: 80

The main objective to include this question in the questionnaire was to find out the extent to which employees consider the financial factor as a motivating factor. According to the results shown in figure 2.8, the largest percentage of respondents is (31.3%) 'Neither agree nor disagree'. The second largest percentage is (30%) who 'agree' that the salary given to them is very well motivating. Those who 'strongly disagree' represent only (6.2%) of the answers.

In order to grant employees' continuous motivation in any directorate in the GSCOR, directors have to identify the needs of the employees working in their directorates, by

recognizing whether those needs are psychological, physiological or social. The need for money is a way to fulfill the physiological needs of the employees to achieve happiness. However, the different percentages of answers in this question lead anyone to deduce that the employees have different needs. They have to be recognized by directors in order to get them motivated, because needs act as energizers.

2. Financial incentives motivate you more than non-financial incentives.

Total of responses: 80

Figure 2.9 shows that the majority of the respondents (66.3%) get motivated by the financial incentives more than the non-financial ones. (33.8%) get motivated by the non-financial incentives more than the financial ones. According to Herzberg's Two Factor Theory (see Literature Review, p. 26), the decrease of such an external factor (hygiene factor) results in employees demotivation and job dissatisfaction.

Money is also a way to fulfill the physiological needs of the main category mentioned in Maslow's Hierarchy of Needs Model (see Literature Review, p. 24). Respondents who answered that the financial incentives do not motivate them more than the non-financial ones represent (33.8%), which means that they get motivated more by psychological needs or self-fulfillment needs which are mentioned in Maslow's Model, such as belongingness and love needs, esteem needs and self-actualization needs.

3. You get excited about going to work.

Total of responses: 80

The main purpose of this question is to measure employees' motivation. No doubt, when any employee feels excited about going to work, s/he is motivated. Because the concept of motivation represents "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed"(see Literature Review, p. 14).

Figure 2.10 shows that the largest percentage of the employees of the GSCOR who represent (40%) of the responses, 'agree' that they are excited about going to work. The second largest percentage of responses represents (30%), who 'neither agree nor disagree'.

(15%) of the respondents 'strongly agree' that they get excited about going to work. The sum of those who strongly agree and those who agree (15%+40%) equals **(55%)**, which means that 55% of the GSCOR employees are motivated.

On the other hand, the sum of the employees who 'disagree' (6.2%) and the employees who 'strongly disagree' (8.8%) equals **(15%)**. Therefore, (15%) of the employees are not motivated to go to work. In this case, the management role is to help make work more satisfying and rewarding for employees in order to accomplish the GSCOR objectives by maintaining the desirable behavior of the employees through motivation.

4. In your point of view, what are the things that may increase your motivation at work?

Total of responses: 67 out of 80

This is a long answer question, where I had to translate answers from Arabic into English. The question asks respondents to mention the things (more than one answer) that may increase their motivation at work.

Many respondents mentioned more than one answer. I had a problem with calculating and categorizing repeated answers starting from the most repeated ones. It was a hard job indeed. Finally, I had to insert all data manually as shown in the Table 2.4 using Ms. Excel. All non-highlighted rows were answered with less than three responses. The formula below was used to calculate the percentage of the most repeated responses:

$$\text{Number of responses} \times 100 \div \text{Total of responses}$$

The most repeated response is 'promotion and financial incentives', which represents (31.3%) of the respondents' answers.

The second highest percentage of the repeated responses is 'recognition', which represents (29.8%) of the responses.

All the rest of the other repeated answers represent the extrinsic motivation factors. The answers are 'good relations with the team work' (7.4%), 'equality' (5.9%), 'offering training

programs' (4.4%), 'encouragement and motivation by the direct managers' (7.4%) and 'respect from the direct managers' (4.4%).

5. I am satisfied with the incentives I get in comparison with my colleagues working in the department.

Total of responses: 80

This is a multiple choice question where employees had to make one choice only. The main purpose for this question was to find out whether employees of the GSCOR feel unfair and look for equality at the work place in comparison to their colleagues.

Figure 2.11 shows that the largest percentage is (30%) which represents employees who 'Neither agree nor disagree' with the fact of being satisfied with the incentives they get in comparison with their colleagues working in the department. The second largest percentage is (27.5%), which represents employees who agree with this fact.

The employees who are not satisfied with the incentives they get in comparison with their colleagues represent (22.5%), their answer was 'disagree'. (16.2%) of the employees 'strongly disagree'. The sum of the employees who disagree and strongly disagree (22.5+16.2%) equals (38.7%), which means that they feel unfairly treated. According to Adam's Equity Theory (see Literature Review, p. 28), the employees who represent the (38.7%) have to feel fairly treated otherwise they will be demotivated and dissatisfied at work.

6. Using a scale of 0=Not motivating at all to 5=Very well motivating, please rate the following:

	0	1	2	3	4	5
1. The rate of pay and incentives التراتب والحوافز	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion opportunities فرص الترقية 2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relations with others (colleagues and boss) العلاقات مع الآخرين (الزملاء والمسؤولين) 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Quality of supervision جودة الاشراف	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4Job security 5 الامن الوظيفي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achievement 6 الانجاز	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meaningfulness of work نوع ومطومات العمل 7	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition التقدير والسمة العملية 8	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibility 9 المسؤولية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GSCOR policies سياسات وانظمة الامانة العامة للمجلس التنظيمي 10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Responses: The number of responses is different in each of the tables below:

The rating scale range as follows:

0=Not motivating at all

1=Not motivating

2=A little motivating

3=Moderately motivating

4= Motivating

5=Very well motivating

In this question, I had a problem with the graph result received via Google Docs. As each column of each question was translated from English into Arabic the graphs received were not clear enough. I also got the number of respondents for each rate without the percentage.

Therefore, I had to insert all the data received via Google Docs in MS. Excel to translate them into English, having them categorized into tables and got the percentage for each row by using the formula below:

$$\text{Number of responses} \times 100 \div \text{Total of responses}$$

Table 2.5 shows that (27.8%) of the 79 responses out of 80 rated 'The rate of pay and incentives', 3 which means that they find the rate of pay and incentives moderately motivating. Not very well motivating. Those respondents may find other extrinsic or intrinsic factors more motivating than the rate of pay and incentives. This is discussed in the next tables of this question.

Table 2.6 shows that (32.9%) rated 'Promotion opportunities', 0 = not motivating at all. I think that respondents misunderstood this part of the question, because it contradicts the results relevant to the rate of pay in the previous table 2.5, and in question 2 – Section B-Motivation, where (66.3%) of the employees find that the financial incentives motivate them more than non-financial incentives.

Table 2.7 shows that (37.9%) of the respondents rated 'Colleagues and boss' 5 = very well motivating. This is a very good indicator, because according to Herzberg's Two Factor Theory (see Literature Review, p. 26 & 27), the decrease of peer and boss relations at the work place as one of the hygiene factors, demotivate the employees at work.

Table 2.8 shows that (33.3%) of the 78 respondents out of 80 rated the 'Quality of supervision' 5=very well motivating. When the quality of supervision decreases as a hygiene factor, the employees will be demotivated and dissatisfied. The GSCOR has to make sure that the directors as well as the direct managers and supervisors are highly qualified and continuously take up training courses on employees' motivation.

Table 2.9 shows that (26.5%) of the 79 respondents out of 80 rated 'Job security', 4=motivating. I may refer to question 2 of the questionnaire, Section A-Job satisfaction, where (64.6%) represents the employees who are satisfied with their job security at the GSCOR, which means that percentage of the employees are motivated and not feeling dissatisfied.

Table 2.10 shows that (34.6%) of the 78 respondents out of 80 rated 'Achievement' as 5=very well motivating. Achievement is part of Self-fulfillment needs, which is the highest in Maslow's Hierarchy of Needs Model (see Literature Review, p. 24), after the basic needs and the psychological needs.

Table 2.11 shows that (35%) of the 77 respondents out of 80, rated the 'Meaningfulness of work' 4 = motivating. The meaningfulness of work is one of the extrinsic factors of motivation. It is also one of the hygiene factors of Herzberg's Two Factor Theory (see Literature Review, p. 27). Its decrease results in demotivating the employees causing them to feel dissatisfaction at work.

Table 2.12 shows that (37.1%) of the 78 respondents out of 80, rated 'Recognition' 5 = very well motivating. Recognition is one of the motivating factors of Herzberg's Two-factor Theory (see Literature Review, p. 27). Its increase results in the increase of employees motivation and job satisfaction. Recognition is also one of the esteem psychological needs of Maslow's Hierarchy Model of Needs (see Literature Review, p. 24).

Table 2.13 shows that (38.9%) of the 77 respondents out of 80, rated 'Responsibility' 5= very well motivating. The increase of the sense of responsibility as a motivational factor, increases employees job satisfaction and motivation according to Herzberg's Theory (see Literature Review, p. 27).

Table 2.14 shows that (24%) of the 79 respondents out of 80, rated 'The GSCOR policies' 5= very well motivating. The administrative policies of any organization are among the Hygiene factors of Herzberg's Two Factor Theory. It is essential for motivation to exist at work place. The GSCOR policies as one of the Hygiene factors do not lead to long term satisfaction. However, their absence at the work place leads to dissatisfaction. That's why they are called 'dissatisfiers'. Therefore, good administrative policies at the GSCOR are required to avoid employees' dissatisfaction.

Chapter 3

Discussions, Conclusion & Recommendations

- **Introduction:**

In order to be able to discuss the results found during this research in the frame work of the research problem and the hypothesis stated in at the beginning of this master's thesis, the keywords of the research were defined in chapter one as part of the literature review, based on a diversity of resources listed in the bibliography at the end of this research. Theories that underlie motivation and job satisfaction were also focused on in the first chapter.

Chapter two includes the empirical part of this research. After creating the questionnaire survey which is linked to the contents of the literature review, the research problem, the research hypothesis and the research objectives, chapter two highlights the research design, the sample, the data collection techniques and the results.

Based on the findings gleaned from the literature review narrated in chapter one, and the empirical research results presented in chapter two, chapter three will provide an analysis and a detailed discussion of the results, linking the research problem, the hypothesis and the literature review. Finally, the discussion of the results found will end with a conclusion and some recommendations proposed to the GSCOR and its managers in order to increase the level of employees' motivation and job satisfaction.

3.1 Analysis of Hypothesis and the Research Question:

This part analyses the results of the research in relation to each of the five hypotheses mentioned in the main introduction of this research.

- **Hypothesis 1: Employees' Motivation and job satisfaction are highly connected.**

This hypothesis is partially validated. Based on the results found, (51.2%) of the GSCOR employees are somewhat satisfied, and (23.8%) are extremely satisfied with their jobs. The sum of (51.2%+23.8%) equals (**75%**), which represent the employees who are generally satisfied with their jobs.

(55%) of the GSCOR employees are motivated. Therefore, employees' motivation is (20%) less than employees' job satisfaction. One more piece of evidence is that there is (42.5%) of the employees who are often and moderately often thinking about quitting their jobs. This percentage contradicts the (75%) which represents employees who are generally satisfied. However, the (42.5%) of employees who are thinking to quit their jobs means that job satisfaction and motivation **are connected, but not highly connected.**

- **Hypothesis 2: The more motivated employees are, the higher level of satisfaction they have.**

The data do not support this hypothesis. It is not validated.

According to the results, (42.5%) of the GSCOR employees are often and moderately often thinking about quitting their job. In other words, they are not satisfied with their jobs.

The employees who are motivated represent (55%) of the responses, which is (12.5%) more than employees job satisfaction. **Therefore, employees' higher motivation does not necessarily lead to employees' higher job satisfaction.**

- **Hypothesis 3: Employee's level of motivation varies according to his/her age.**

The data support this hypothesis. The actual majority of the employees working at the GSCOR are young, because most of them were employed when the Council of Representatives was established by a Royal Order in 2002. Very few employees represent the age group over 55 years, and quite a few represent the age range from 18-29 years old. Therefore, according to the results obtained there is a good participation from all ages, from 18-29 years old, 30-39 years old, 40 to 55 years old and 55+ years old.

There is a diversity of percentages that measures employees' motivation for the answers representing the question about the employees' feelings when they go to work. The percentages representing the employees who agree or disagree that they are excited about going to work are from (40%) to (6.2%).

- **Hypothesis 4: Employee's level of motivation varies according to his/her hierarchal level.**

The **data support this hypothesis**. There is a diversity of employees' job positions who answered the questionnaire survey. The number of responses from coordinators, secretaries, specialists, supervisors, senior specialists and heads of departments varies from (14.7%) to (24.5%). There is little participation in the questionnaire by directors and advisors who represent (4.9%) each, but their total number in the GSCOR is already the smallest number because they belong to the high working floor (16 out of 261 employees). Therefore, the percentage of their participation in answering the questionnaire is good.

Once again, there is a diversity of percentages that measures employees' motivation for the answers representing the question about the employees' feelings when they go to work. The percentages representing the employees who agree or disagree that they are excited about going to work are from (40%) to (6.2%).

- **Hypothesis 5: Employee's level of motivation varies according to his/her gender.**

The data support this hypothesis. The actual percentage of female employees working for the GSCOR is (31.4%), 82 out of 261. Female employees who participated in the questionnaire represent (34.2%). (65.8%) represents male employees. Therefore, the participation of both genders in comparison to their actual percentage in the GSCOR is fairly good.

There is a diversity of percentages that measure employees' motivation which is from (40%) to (6.2%).

- **Analysis of the research question:**

As the main question about this study is to investigate whether the motivation level of the GSCOR employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction, it is clear that the motivation level of the GSCOR employees does vary according to age, hierarchal level and gender, because there was a good diversity of representation of answers from all ages, all hierarchal levels and both genders. In

addition, the diverse distribution of percentages found for employees' level of motivation from almost all ages, hierarchal levels and both genders confirms this.

Motivation is connected to job satisfaction, however it is not highly connected, and it does not necessarily mean that the more motivated employees are, the higher the level of job satisfaction they have. The findings confirm that the GSCOR employees' motivation and job satisfaction are both considered to be high. However, employees' motivation is (20%) less than their job satisfaction. One more contradicting result shows that there is (42.5%) of the GSCOR employees who are often and moderately often thinking to quit their jobs. This percentage is (12.5%) less than the percentage of employees' level of motivation. Therefore, motivation and job satisfaction are not always connected. This leads individuals to understand why researchers have always studied motivation and job satisfaction separately (see Literature Review p. 22).

3.2 Discussion and Conclusion:

The theories discussed in Chapter One – The Literature Review, support the results found for the research problem. People have different levels of needs, not all individuals are on the same level of satisfaction. According to Maslow's Hierarchy Model of needs, once the individual satisfies his needs at one level, s/he gets motivated to satisfy his or her needs at the higher level (see Literature Review p. 25). In addition, motivation can be intrinsic or extrinsic, so this is why the percentage of employees' level of motivation is 20% less than their job satisfaction, because the employees who answered that they are motivated and excited to go to work might be intrinsically motivated by factors like responsibility, achievement or recognition. On the contrary, some other employees do not consider such intrinsic factors to be motivating, despite the fact that those factors are already fulfilled, and they seek extrinsic motivation. Therefore, individuals' levels of motivation differ from one to another. Motivation is also a goal directed process (see literature review p.16), which confirms that every individual has his own goal that differs from other people's goals.

Herzberg's Two-factor Theory (see Literature Review p. 26 & 27), supports the findings of the second part of the research problem. The theory states that hygiene and motivational factors lead the employees to satisfaction or dissatisfaction. That is why the employees' level of motivation and level of job satisfaction are connected, however with (20%) difference between them.

The reason why the GSCOR employee's level of motivation is (20%) less than employees' level of job satisfaction is that (66.3%) of the employees think that they can get motivated by financial incentives more than the non-financial ones. This percentage is considered to be high, and due to the few incentives available at the GSCOR (based on the organization's regulations, incentives are distributed once every two years to only 3% of the employees working in every directorate). As a result, that policy will definitely result in demotivating the employees.

One more reason that may clarify why the employees' level of motivation is 20% less than their job satisfaction is that they may feel unfairly treated. (38.7%) of the GSCOR employees' are not satisfied with the incentives they get in comparison to their colleagues. Therefore, this will lead them to be demotivated at work. Adam's Equity Theory (see Literature Review p. 28), states that this feeling starts when the employee compares his/her situation at work with the others.

The dimensions that motivate the GSCOR employees more are:

1. The rate of pay and incentives.
2. The relations with colleagues and boss.
3. The quality of supervision
4. Achievement
5. Recognition
6. Responsibility

The first two dimensions are part of the extrinsic motivation factors. They are also part of the 'Hygiene Factors' of Herzberg's Two-factor Theory (see Literature Review p. 26), which are required to increase employees motivation and avoid dissatisfaction. 'Achievement', 'Recognition' and 'Responsibility' are intrinsic factors and part of the motivational factors of Herzberg's Theory. These factors are linked to employees' psychological needs that end up with high performance.

The dimension that got the highest percentage of employees' responses is 'The relations with colleagues and boss (37.9%)'. The reason is that the majority of the employees of the GSCOR are Bahrainis whose behavior is very much get affected by colleagues, friends or members of the family. As part of the Bahraini culture, Bahraini employees are very social and cannot work alone. They prefer to work with others, which may have a negative impact in

case of bad relations at work. The relations with colleagues and the boss is in the middle of Maslow's Hierarchy of Needs Model (see Literature Review p. 24), among the psychological needs of belongingness and love needs.

3.3 Recommendations:

The following are some recommendations for the GSCOR that are gleaned from the findings of the research question, the discussion of the validity of the hypothesis and linked to the literature review and the research objectives:

- Managers have to know how to change the employees' behavior so that they get them more motivated to work. That can be realized by continuous face to face communication with the employees. The GSCOR may offer training courses for the managers on staff motivation.
- Managers must take into consideration the individual factors. Not every employee can get motivated by following the same method. They have to identify the intrinsic and extrinsic motivation factors of every employee, which will end up with motivating the employees.
- Managers play a vital role in the achievement of the GSCOR objectives. They have to make the employees more satisfied and motivated through understanding what may motivate them and what may influence them.
- The GSCOR as well as managers have to look into the reasons why (38.7%) of the employees feel unfairly treated in relation to the incentives they get in comparison to their colleagues, because such a feeling will definitely demotivate them causing them to feel dissatisfied.
- The GSCOR has to take into consideration increasing the financial incentives given to the employees in every directorate.
- Managers have to ensure the availability of a good working environment with good relations among employees. This will help to fulfill the psychological needs of belongingness and increase the employees' motivation. Managers may hold regular daily short meetings at work with all the employees' members in order to achieve this objective.
- Managers have to delegate work fairly to all the employees, so that they feel responsible and more motivated.

- The GSCOR has to run some programs or initiatives that increase employees' feeling of achievement and recognition.
- Further and regular research on the relationship between motivation and job satisfaction on the employees' of the GSCOR is suggested to take place in the near future, in order to make sure that the levels of motivation and job satisfaction are increasing, which will result in employees' more productivity and commitment to the GSCOR.
- Further research and solutions are suggested to be conducted in the GSCOR on job satisfaction, because (42.5%) of the GSCOR employees are often and moderately often thinking about quitting their job. This may result in increasing the level of employees' absenteeism and turnover.

Chapter 4

Overall Conclusion

This chapter discusses the overall conclusion of the research moving from the research question and hypothesis mentioned in the beginning of the research back to a general discussion highlighting the main interests, challenges, problems encountered in every stage and ending with the research impact to the GSCOR as well as to the reader.

- **The Research Stages:**

Motivation and job satisfaction are complex topics. The research problem at the heart of this research study may seem simple to any individual, however the process of collecting information from the literature review as well as the unexpected findings that were analyzed in order to make some recommendations, make one aware of the complexity of such researches.

As the research question of this study is to investigate whether the motivation level of employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction, the hypothesis were formed to be the basic of this research question. The literature review focused on defining the key words of the research and presenting four main theories that underlie motivation and job satisfaction. Two of the theories are content theories (Maslow's Hierarchy of Needs Model and Herzberg's Two-factor Theory), and the other two are process theories (Adam's equity theory). The literature review filled the gap between the research question and the empirical study which was later conducted.

Based on the results of the empirical study that were later analyzed and discussed in chapter three, the answer to the research question of this study is that employees' levels of motivation does vary according to age, hierarchal level and gender. Every employee has his or her own goal that is internally directed. That is the main reason that clarifies why the level of employees' motivation varies according to age, hierarchal level and gender.

The motivation level of the GSCOR employees' is connected to job satisfaction; however it is not highly connected. Unexpectedly, there are two different relationships between both levels on employees. The first is that employees' level of motivation is (20%) less than their level of job satisfaction. The second is that (42.5%) of the employees are often and

moderately often thinking about quitting their jobs, which means that they are not satisfied, despite the fact that (55%) of the employees are motivated and feel excited to go to work. Such a finding needs some further research by the GSCOR to measure job satisfaction continuously and to find out the reasons that led the employees' to often think to quit their job. Otherwise, such a percentage may increase and result in the threat of the employees' turnover or a high level of absenteeism.

Another key finding is that (38.7%) of the GSCOR employees feel unfairly treated in relation to the incentives they get in comparison to their colleagues. Moreover, the highest repeated response of the GSCOR employees about things they think the GSCOR should do to make it a better place to work is 'Equality' (16.7%). It was not expected that the employees feel unfairly treated and compare their situation with their colleagues. Based on this finding, the GSCOR has to look seriously for the reasons by conducting research from one side, and by encouraging the managers to continuously meet with the employees to diminish such feelings by mutual encouragement. The financial incentives have to be increased as it will definitely increase the level of the employees' motivation.

Managers are the main players between the working floor and the high management floor. They have to be aware of their role as managers to change the behavior of the employees into a positive one, through face to face continuous communication. The GSCOR has to get the managers involved in training courses on increasing employees' motivation and job satisfaction so that the objectives of the organization got achieved.

- **Research Interests and Challenges:**

I was personally amazed by the findings I discovered and analyzed. It is an outstanding feeling to submit recommendations to the organization I work for based on scientific writing, and after passing through long complicated stages. The main challenge for me was the early stages of this research. Building the hypothesis and identifying the objectives that have to be linked later to the content of the literature review needed a lot of my time.

It was a time consuming work, which needed several resources and certain elements to focus on before the narrative process of the literature review. Specifying the main ideas to write about was not an easy task. I had to read as much as I could about motivation and job satisfaction as the main keywords of this research. The reading process got me bewildered and a bit confused with the challenge of time, because I found a massive amount of

information on the theories, challenges and consequences that underlie motivation and job satisfaction. Therefore, I had to be able to specify the information I needed based on the research question, the hypothesis and the objectives of the research.

With regard to the empirical study, I am extremely satisfied with the results I found using Google Docs. There is a diversity of the level of hypothesis validation between validated, not validated and partially validated. However, I had some challenges relevant to the language. From one side, in order to ensure the achievement of feasible results, I had to create the questionnaire survey in English with translation into Arabic for the instructions and for every question, because not all the respondents can speak good English. From another side, I had to collect the answers received in both languages manually, especially for the short and long-answer-questions. I had also to transfer them into tables in Ms. Excel in order to get accurate calculations.

Moreover, I believe there was misunderstanding in the last question of the survey for some respondents who wanted to answer quickly. The question asked them to rate some dimensions relevant to motivation at work, by using a scale from 0-5 starting from 0=not motivating at all to 5=very well motivating. One indicator for that belief was the number of responses for the second dimension on 'Promotion opportunities'. It was rated as not motivating at all =0 by 26 respondents out of 79. Only 10 respondents had rated 'Promotion opportunities' as very well motivating =5. These rates contradict the results received for more than question which confirm that promotions and financial incentives are among the top motivating dimensions for the GSCOR employees.

- **Impact of the Research:**

This research does matter to many readers who are specialized or interested in human resources, because it discusses two of the most complex elements of improving employees' behavior in his/her organization from one side. From the other side, it may present a similar situation that any organization can encounter.

If the recommendations of this research taken into consideration by the high management of the GSCOR, a number of positive consequences would be obtained by the organization. One consequence is the increase of employees' productivity and commitment to the organization. The second is the decrease of employees' absenteeism. The third is the decrease of employees' turnover. The fourth is enhancing employees' mental and physical health.

Finally, the implementation of this research's recommendations will definitely help to achieve the organization's objectives.

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Abstract

Motivation and job satisfaction are common words in the study of organizational behavior. They are being studied all over the world due to their significance to the success and prosperity to any organization. In the General Secretariat of the Council of Representatives – GSCOR, there is a fact that not every motivated employee is satisfied with his/her job. On the contrary, not every employee who's satisfied with his/her job is motivated. This fact led me to find out whether the motivation level of the GSCOR employees varies according to age, hierarchal level and gender, and to know to what extent it is connected to job satisfaction. Based on the research literature review, the findings of the empirical study and the validation of hypothesis, the answer to the research question is achieved in the conclusion with some recommendations to the GSCOR. Due to the Bahraini cultural effect on employees' behavior, the implication of this research's recommendations is not merely beneficial for the GSCOR; their implication will be useful for the prosperity of any other public organization in the Kingdom of Bahrain, by increasing employees' commitment to their organizations and by reducing the level of employees' turnover and absenteeism.

Abstract

La motivation et la satisfaction au travail sont des mots courants dans l'étude du comportement organisationnel. Ils sont étudiés partout dans le monde en raison de leur importance pour le succès et la prospérité de toute organisation. Au Secrétariat général du Conseil des représentants - SGCDR, tous les employés qui sont satisfaits de leur emploi ne sont pas forcément motivés. Ce constat m'a amené à vérifier si le niveau de motivation au SGCDR varie selon l'âge, le niveau hiérarchique ou le genre de l'employé. Sur la base de la revue de la littérature de recherche, des résultats de l'étude empirique et de la validation des hypothèses, la réponse à la question de recherche est atteinte dans la conclusion avec quelques recommandations au SGCDR. En raison de l'effet culturel Bahreïni sur le comportement des employés, l'implication de cette recherche n'est pas seulement bénéfique pour le SGCDR; ses résultats seront utiles pour la prospérité de tout autre organisme public du Royaume de Bahreïn, en augmentant l'engagement des employés envers leurs organisations et en réduisant le taux de roulement des employés et l'absentéisme.

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- **Annex I – The Questionnaire Survey:**

Questionnaire on "The Relationship between Employees' Motivation and Job Satisfaction at the General Secretariat of Bahrain's Council of Representatives - GSCOR"

Basic information:

معلومات أساسية:

The main purpose of this questionnaire is to find out whether the motivation level of employees varies according to age, hierarchal level and gender, and to what extent it is connected to job satisfaction.

The questionnaire results should make it possible to propose recommendations about the best approaches that motivate employees of the GSCOR to achieve job satisfaction.

أن الهدف الرئيسي من هذا الاستبيان هو معرفة ما اذا كان مستوى الدافعية لدى الموظفين يختلف باختلاف العمر والتدرج الوظيفي والجنس، ومدى ارتباط ذلك بالرضا الوظيفي.

من المفترض أن تقدم نتائج هذا الاستبيان توصيات حول أفضل السبل التي تحفز موظفي الأمانة العامة لمجلس النواب لتحقيق الرضا الوظيفي.

Instructions:

تعليمات:

Please, it will be highly appreciated if you read every question carefully before responding. You should express your own opinions only, without discussing or sharing them with your colleagues. This is very important, because the main purpose of this questionnaire is to get true information about your view and opinions on certain issues. It is also highly recommended to answer all questions.

سيكون محل تقدير كبير امكانية قراءتك لكل سؤال بعناية قبل الإجابة. يجب أن تعبر فقط عن آراءك الشخصية، دون مناقشة أو تقاسم آراءك مع زملائك. هذا أمر مهم جداً. لأن الهدف الرئيسي من هذا الاستبيان هو الحصول على معلومات صحيحة حول وجهة نظرك ورأيك حول قضايا معينة. سيكون محل تقدير امكانية الإجابة على جميع الأسئلة.

Voluntary participation and anonymity:

مشاركة تطوعية وعدم الكشف عن الهوية

For your kind information, your participation in this questionnaire is voluntary and anonymous. You will directly receive a Google drive link that includes the questionnaire via email.

لمعلوماتك، إن المشاركة في هذا الاستبيان تعد مشاركة تطوعية لن يتم خلالها طلب الكشف عن الهوية. سوف تستقبلون مباشرة عبر البريد الإلكتروني رابط الكتروني من موقع جوجل يتضمن الاستبيان.

Data protection:

حماية البيانات

I, the undersigned will protect and prevent the misuse of personal information in the answers. All answers will be destroyed as soon as this thesis study get finalized.

Completed questionnaires should be submitted starting from November 5th, 8:00 a.m., until November 9th, 2:00 p.m.

Thank you in advance for your cooperation.

Ameera Alqattaf

Supervisor of Parliamentary Relations Development

Council of Representatives

أنا الموقعة أدناه، سأحمي البيانات وأمنع اساءة استخدام المعلومات الشخصية في الإجابات. سيتم التخلص من جميع الإجابات فور الانتهاء من هذه الأطروحة.

يتطلب تسليم الاستبيانات المكتملة اعتباراً من 5 نوفمبر الساعة 8:00 صباحاً حتى 9 نوفمبر 2017 الساعة 2:00 بعد الظهر.

شكراً لكم مقدماً على تعاونكم.

أميرة القطاف

مشرف تنمية علاقات برلمانية

مجلس النواب

General Information:

معلومات عامة

1. What is your current job position?

ما هو مسمك الوظيفي الحالي

2. What is your gender?

ما هو جنسك؟

- a. Male ذكر b. Female انثى

3. What is your age?

كم عمرك؟

- a. 18-29
b. 30-39
c. 40-55
d. 55+ years

4. In which directorate do you work?

في أي إدارة تعمل؟

5. How many years have you been working for the GSCOR?

منذ كم سنة تعمل لدى الأمانة العامة لمجلس النواب؟

- a. Less than a year أقل من سنة
b. 1-3 years من سنة إلى 3 سنوات
c. 4-6 years من 4 إلى 6 سنوات
d. More than 6 years منذ أكثر من 6 سنوات

• Section 1:

A. Job Satisfaction:

الرضا الوظيفي

1. Overall, how satisfied are you with your job?

بشكل عام، كم أنت راضٍ عن وظيفتك؟

- Extremely dissatisfied غير راضٍ أبداً
- Somewhat dissatisfied لست راضٍ إلى حد ما
- Neutral محايد
- Somewhat satisfied راضٍ إلى حد ما
- Extremely satisfied راضٍ للغاية

2. I am satisfied with my overall job security.

أنا راضٍ بشكل عام عن أمني الوظيفي

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

3. What do you like best about working in your department?

ما هو أكثر ما يعجبك في العمل بقسمك؟

- Job security
- Quality of leadership
- Teamwork
- Work environment
- Meaningfulness of work
- Other? Please specify -----

4. In your opinion, what are the things that the GSCOR should do to make it a better place to work?

برأيك الشخصي، ماهي الأمور التي على الأمانة العامة لمجلس النواب أن تتخذها لجعلها مكان أفضل للعمل؟

5. How often do you consider quitting your job?

إلى أي مدى تضع في الاعتبار ترك وظيفتك؟

- Extremely often بجدية شديدة
- Quite often بجدية بعض الشيء
- Moderately often بنسبة متوسطة
- Slightly often بنسبة ضئيلة
- Never لا افكر إطلاقاً

• Section 2:

B. Motivation:

التحفيز

1. The salary given to you is very well motivating

الراتب الذي تتقاضاه مقابل عملك جداً محفز

- a. Strongly agree
- b. Agree
- c. Neither agree nor disagree
- d. Disagree
- e. Strongly disagree

2. Financial incentives motivate me more than non-financial incentives

الحوافز المالية تحفزك للعمل أكثر من الحوافز غير المالية

- a. Yes
- b. No

3. You get excited about going to work

تشعر بالسعادة عندما تتوجه إلى عملك

- f. Strongly agree
- g. Agree
- h. Neither agree nor disagree
- i. Disagree
- j. Strongly disagree

4. In your point of view, what are the things that may increase your motivation at work?

من وجهة نظرك، ما هي الأمور التي من الممكن أن تزيد من دافعيتك في العمل؟

5. I am satisfied with the incentives I get in comparison with my colleagues working in the department.

انا راض عن الحوافز التي أحصل عليها مقارنة بزملائي العاملين بالقسم

- a. Strongly agree
- b. Agree
- c. Neither agree nor disagree
- d. Disagree
- e. Strongly disagree

6. Using a scale of 0=Not motivating at all to 5=Very well motivating, please rate the following :

الرجاء تقييم كل من الأمور التالية التي تزيد من دافعتك في العمل بحسب أولوياتها بالنسبة لك من 0 = غير محفز إطلاقاً حتى 5 = محفز بشدة

	0	1	2	3	4	5
1. The rate of pay and incentives الراتب والحوافز	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion opportunities 2 فرص الترقية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relations with others (colleagues and boss) العلاقات مع الآخرين (الزملاء والمسؤول) 3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Quality of supervision جودة الاشراف	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 Job security 5 الامن الوظيفي	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achievement 6 الانجاز	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meaningfulness of work 7 نوع ومحتومات العمل	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition 8 التقدير والسمعة الطيبة	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsibility 9 المسؤولية	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
GSCOR policies سياسات واتظمة الامانة العامة لمجلس النواب 10	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of the questionnaire.

- **Annex 2 – List of Figures:**

Figure Number	Figure Title
2.1	Gender of Employees
2.2	Employees' Age
2.3	Number of years of working for the GSCOR
2.4	Job satisfaction at the GSCOR
2.5	Employees' satisfaction with Job Security
2.6	The best about employees' departments
2.7	Consideration of job quit
2.8	Employees' salary and motivation
2.9	Financial Incentives and Motivation
2.10	Employees' feeling about going to work
2.11	Employees' satisfaction in comparison to colleagues

79 responses

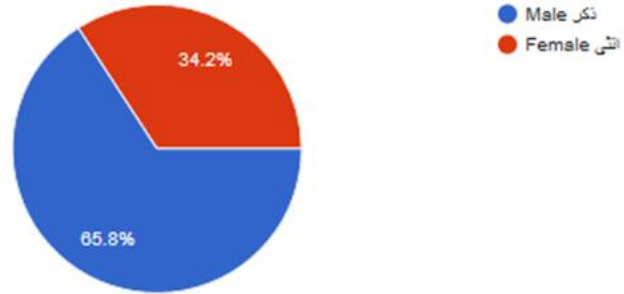


Figure 2.1 – Gender of Employees

79 responses

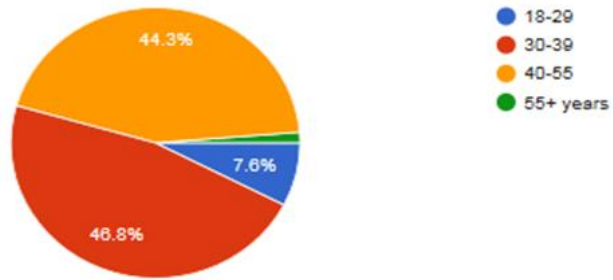


Figure 2.2 – Employees' age

79 responses

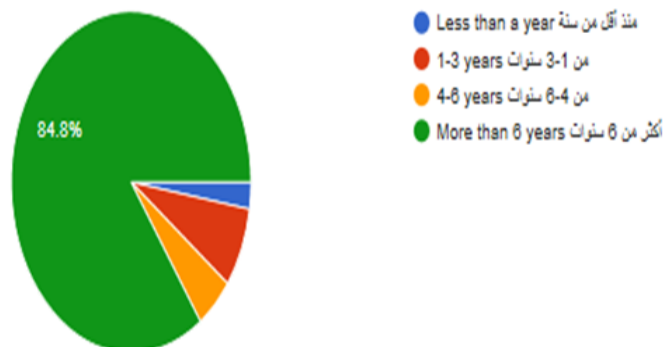


Figure 2.3 – Number of years of working for the GSCOR

80 responses

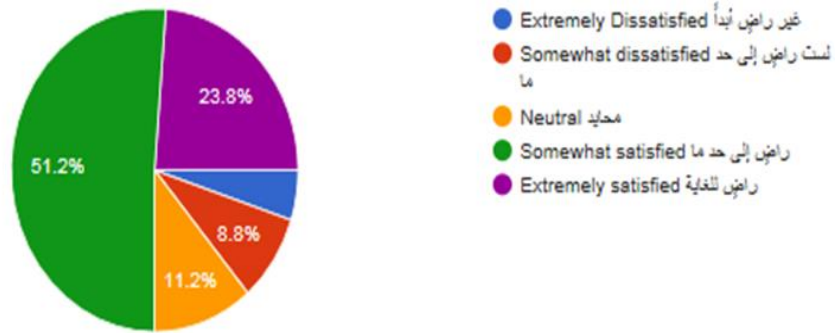


Figure 2.4 – Job satisfaction at the GSCOR

79 responses

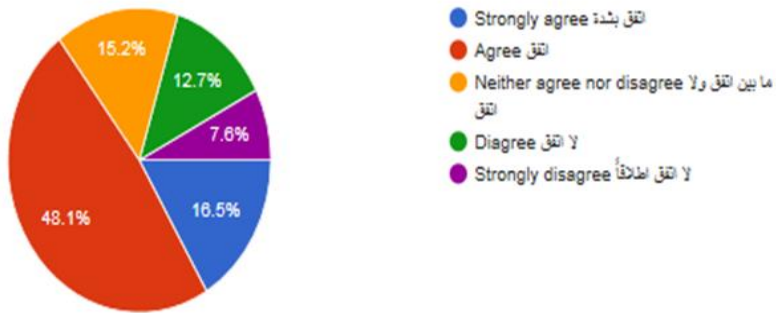


Figure 2.5 – Employees' satisfaction with Job Security

80 responses

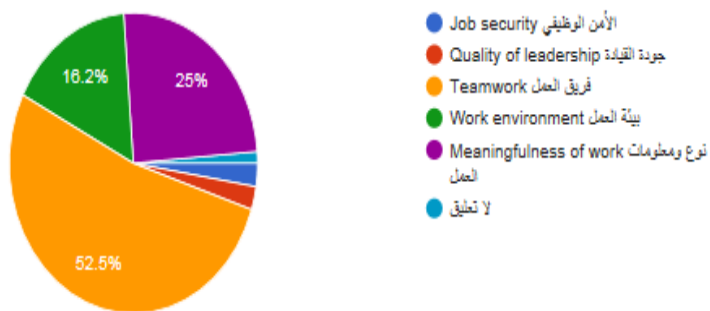


Figure 2.6 – The best about employees' departments

80 responses

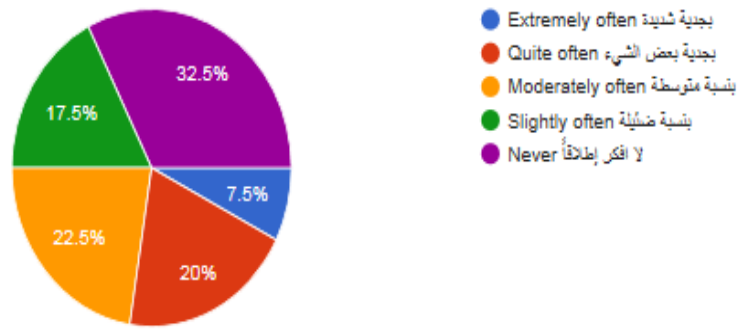


Figure 2.7 – Consideration of job quit

80 responses

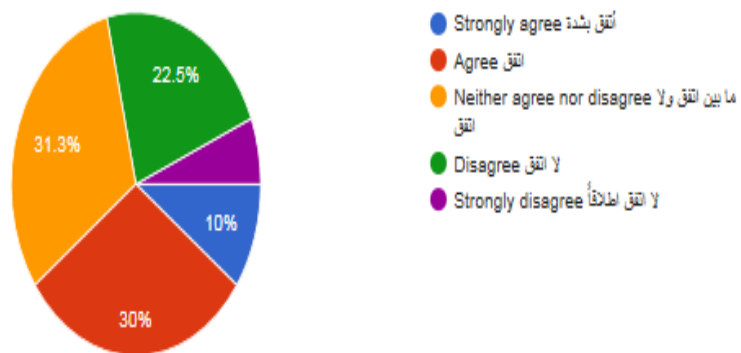


Figure 2.8 – Employees' salary and motivation

80 responses

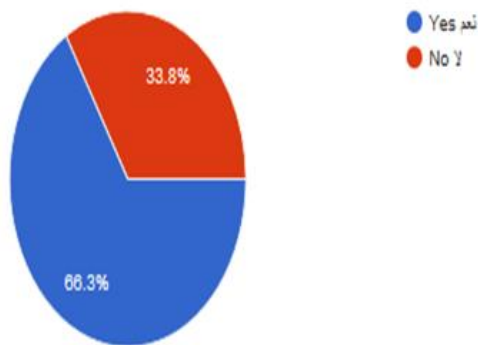


Figure 2.9 – Financial Incentives and Motivation

80 responses

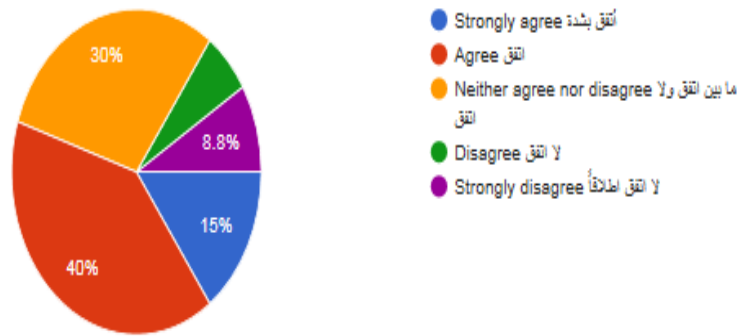


Figure 2.10 – Employees’ feeling about going to work

80 responses

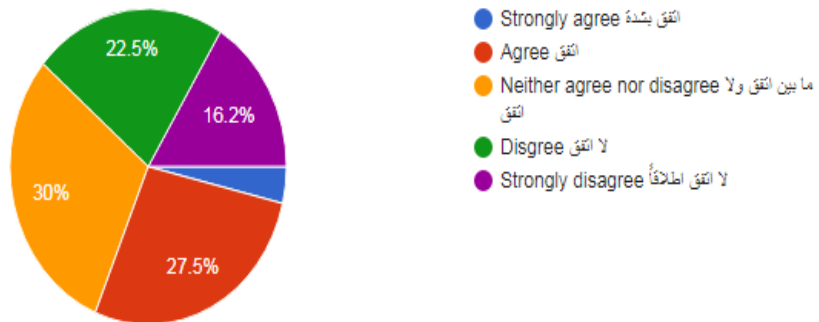


Figure 2.11 – Employees’ satisfaction in comparison to colleagues

- **Annex 3 - List of Tables:**

Table Number	Table Title
2.1	Job positions of respondents
2.2	Directorates where employees work
2.3	Employees suggestions for a better place to work
2.4	Things that may increase employees' motivation
2.5	The rate of pay and incentives
2.6	Promotion opportunities
2.7	Colleagues and boss
2.8	Quality of supervision
2.9	Job security
2.10	Achievement
2.11	Meaningfulness of work
2.12	Recognition
2.13	Responsibility
2.14	The GSCOR policies

Job position	Number of responses	Percentage
Coordinator	9	14.7541
Specialist	15	24.59016
Supervisor/Senior Specialist/Senior Researcher	11	18.03279
Head of Department	11	18.03279
Director	3	4.918033
Advisor	3	4.918033
Secretary	9	14.7541
Total of responses	61	

Table 2.1 – Job positions of respondents

Directorate	Number of Responses	Percentage
Research and Information	8	11.4286
Blank Response	3	4.28571
Parliamentary Group	6	8.57143
Information Technology	3	4.28571
Communication	9	12.8571
Services and Joint Resources	8	11.4286
Human and Financial Resources	6	8.57143
Committees and Sessions	14	20
Presidential Affairs	2	2.85714
General Record	2	2.85714
Legal Advisor Directorate	7	10
General Secretariat Office	2	2.85714
Total of Responses	70	

Table 2.2 – Directorates where employees work

Repeated responses	No. of Responses	Percentage
Promotion opportunities	9	15
Equality	10	16.7
More training programs	5	8.33
Experience		
Staff encouragement		
Recognition		
Flexibility in working hours		
Motivational environment		
Job security for all staff members	7	11.7
More financial incentives for qualified and hardworking staff		
Promoting job loyalty		
More privacy at work		
Promoting team work	3	5
Seriously direct communication with staff	3	5
More flexibility for staff members who are obliged to work outside the formal working hours		
Continuous motivation for staff	4	6.67
Digital support by providing programs that reduces hardware		
Providing techniques that tackles work pressure		
Administrative Empowerment		
Responsibility from each staff		
Participation of all staff in the achievement of the organization's plan and targets		
Amendment of the salaries table to be based on work effort		
Combating nepotism		
The employment of high-qualified staff		
Amendment of the statutes and regulations of the General Secretariat		
To oblige staff to follow the rules		
To fulfill job vacancies		
Specialty in the job		
Job rotation		
External training programs		
A clear structure for staff promotion		

Table 2.3 – Employees suggestions for a better place to work

Repeated Responses	No. of Responses	Percentage
Recognition	20	29.851
Promotions and financial incentives	21	31.343
Achievement		
Equality	4	5.9701
Good relations with the teamwork	5	7.4627
Transparency for decisions taken		
Empowerment/ unrestricted power		
Offering training programs	3	4.4776
Work environment		
Job security		
Quality of leadership		
Financial support to grant higher educational degrees		
High-qualified work team		
Encouragement and motivation by the direct managers	5	7.4627
To encourage creativity		
Offering flexible working hours		
More communication between the high management and the Working floor		
Trust in the employee		
Respect from the direct managers	3	4.4776

Table 2.4 – Things that may increase employees' motivation

1. The rate of pay and incentives	Rate	Number of Responses	Percentage
	0	3	3.79746835
	1	7	8.86075949
	2	13	16.4556962
	3	22	27.8481013
	4	18	22.7848101
	5	16	20.2531646
Total of all responses		79	

Table 2.5 – The rate of pay and incentives

2. Promotion opportunities	Rate	Number of Responses	Percentage
	0	26	32.9113924
	1	9	11.3924051
	2	13	16.4556962
	3	9	11.3924051
	4	12	15.1898734
	5	10	12.6582278
Total of all responses		79	

Table 2.6 – Promotion opportunities

3. Colleagues and Boss	Rate	Number of Responses	Percentage
	0	1	1.26582278
	1	5	6.32911392
	2	7	8.86075949
	3	15	18.9873418
	4	21	26.5822785
	5	30	37.9746835
Total of all responses		79	

Table 2.7 – Colleagues and boss

4. Quality of Supervision	Rate	Number of Responses	Percentage
	0	4	5.12820513
	1	6	7.69230769
	2	5	6.41025641
	3	20	25.6410256
	4	17	21.7948718
	5	26	33.33333333
Total of all responses		78	

Table 2.8 – Quality of supervision

5. Job Security	Rate	Number of Responses	Percentage
	0	8	10.1265823
	1	5	6.32911392
	2	9	11.3924051
	3	17	21.5189873
	4	21	26.5822785
	5	19	24.0506329
Total of all responses		79	

Table 2.9 – Job security

6. Achievement	Rate	Number of Responses	Percentage
	0	0	0
	1	6	7.69230769
	2	5	6.41025641
	3	14	17.9487179
	4	26	33.33333333
	5	27	34.6153846
Total of all responses		78	

Table 2.10 – Achievement

7. Meaningfulness of Work	Rate	Number of Responses	Percentage
	0	0	0
	1	4	5.19480519
	2	8	10.3896104
	3	16	20.7792208
	4	27	35.0649351
	5	22	28.5714286
Total of all responses		77	

Table 2.11 – Meaningfulness of work

8. Recognition	Rate	Number of Responses	Percentage
	0	5	6.41025641
	1	4	5.12820513
	2	5	6.41025641
	3	11	14.1025641
	4	24	30.7692308
	5	29	37.1794872
Total of all responses		78	

Table 2.12 – Recognition

9. Responsibility	Rate	Number of Responses	Percentage
	0	0	0
	1	5	6.49350649
	2	5	6.49350649
	3	12	15.5844156
	4	25	32.4675325
	5	30	38.961039
Total of all responses		77	

Table 2.13 – Responsibility

10. The GSCOR policies	Rate	Number of Responses	Percentage
	0	5	6.32911392
	1	10	12.6582278
	2	17	21.5189873
	3	13	16.4556962
	4	15	18.9873418
	5	19	24.0506329
Total of all responses		79	

Table 2.14 – The GSCOR policies