Employee Motivation and Its Impact on Employees Performance and Business Productivity

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Declaration

I hereby declare that this dissertation is the result of my own work and that no part of it has been accepted for the award of any other degree of this university, and that all the sources I have used or quoted have been indicated and acknowledged as complete references.

Abstract

This research paper investigates the relationship between employee work motivation and their performance in the workplace and business productivity. It examines the main and common motivation theories and different approaches to motivate employees. The main aim is to find a correlation between employees work motivation and their performance and the performance effect on business productivity. Concerns were found with the employees motivation and performance and the relationship between them clearly defined in the literature review and lately have been discussed in the findings and discussions based on the data analysis done.

In order to collect data, both a survey and an interview have been done for people from managerial positions and cabin crew of the organization. The survey was shared with the cabin crew. The interview was done with both cabin crew and managerial position staff. Five people have been chosen from each division. A phone call for the employee about the interview and if he/she is willing to go for it was there, then a meeting request has been sent to every employee for interview for maximum one hour. The total number of interview conducted is 10. Five in-depth interviews were done with the cabin crew which took place in Casablanca. The other five interviewees were not able to meet me due to their location which is in Dubai. Due to their busy schedule, the interview took place in a Skype video call.

Dedication

I dedicate this dissertation as an excellent achievement of my educational life to all members of my family, especially to my dearly Father, my dear Mother, and my beloved husband who were very patient, highly supportive and incredibly helpful.

Acknowledgment

It is not a fair task to acknowledge all the people who made this thesis possible with a few words. However, I will try to do my best to extend my great appreciation to everyone who helped me scientifically and emotionally throughout this study.

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Last but not least, my heartfelt thanks go to me. I very much thank myself for the incredible efforts and the massive support I have been giving myself throughout my years of study. I thank myself very much for the encouragement and self-motivation I have given myself when times got rough.

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Table of content

Chapter 1: Introduction

1.1 Background of the study:

In the recent century, the main concern of the organization or the business is to increase their profit and customer satisfaction. The success as a matter of fact depends largely on the motivation of the employees. Human resources are essential to the prosperity, productivity and performance of any company. Motivation is the key to creating an enabling environment where optimal performance is possible. These organizations, to achieve the goal, they usually send their employees for awareness sessions, trainings and seminars as they are the main asset of the organizations.

Every employee or worker has his or her own set of motivations and personal incentives that ginger him or her to work hard or not as the case may be. Some are motivated by recognition whilst others are motivated by cash incentives. Motivation does not only encourage productive performance but also show employees how much the company cares. Perhaps the most vital impact of employee motivation is that of increased productivity or performance. This according to literature on the subject is central aim of adopting employee motivational program. Thus; if you can increase employee motivation, productivity inevitably will follow suit (Ryan, 2011).

Motivation is an aspect that is approached by different work levels, from senior to junior levels, in the workplace as employees up to all other workers and people in the organization. But, it is the manager role to start the motivation process and open the door for employees to add their inputs on what does really motivates them and it should be as a strategy to achieve business goals through their main assets which are people. Furthermore, Garderner and Lambert (1972), defined motivation as it is about the moving employees toward doing the job and achieving the goal through rewards.

On the other hand, Steers and Porter (1987) stated that work motivation is a factor that changes employee's way of working and behavior and Allscheid & Cellar (1996) stated that in order to be good in anything in the workplace, the only talent required is motivation. So, it is a

talent which is required to do any job or task. Also, Anne (1994) defined motivation as a term that refers to a process that draws, controls, and sustains certain behaviors and also explored that each employee has different needs and desires which means the motivation factors are different from one employee to another. Based on that, several motivation theories should be used to be aware of almost all employee's needs. Several need and motivation theories have been discussed in the study to clarify what might affect the motivation.

Moreover, Hislop, (2003) well-defined motivation as it is kind of force which pushes employees to do things which is a result of the individual needs being satisfied so that they have the inspiration to complete and proceed with the task.

In addition, motivated employees are needed and required in our rapidly changing workplaces and markets. They will help organizations survive by performing the job and work required with their full latent; hence employees will be more productive (Yongsun, Barbara, and Christy, 2002).

Putting the right employees in the right positions depending on their skills and amount of work they can generate will enhance their ability to use their skills and abilities more frequently which will lead them to concentrate on the business missions and objectives (Yongsun, Barbara, and Christy, 2002).

So, without motivation nothing exclusive will ever occur which will lead the organization to get a high performance rate, high productivity and hence high profit.

1.2 Problem Statement

Airways Organizations are one of the major and fundamental industries in the world. The airline industry offers transportation services via flights for passengers or freight. Airlines may lease or own an aircraft to provide these services, and at time may combine their services with that of another airline for mutual benefits. Airlines in the industry are typically identified by a license issued to the company by a government aviation committee, or by an air operating certificate. The airline industry consists of a variety of different services; from a singular aircraft utilized to deliver cargo or mail, to full-service airline that operate internationally with many different aircrafts.

Airlines are classified by the services they offer: intra-continental, domestic, regional, intercontinental, or international. They may be utilized as charters or scheduled services.

Airlines are highly leveraged, and as such they must buy or lease new aircrafts and engines on a regular basis, as well as settle on decisions for their fleet, keeping in mind the goal of meeting market demand while operating a fleet that remains economical for the industry. In order to maintain the services an airline offers, they must handle the associated costs effectively. Labor, IT services and networks, aviation insurance, engines, spare parts, fuel, handling services, training, sales distribution, catering, and equipment are only some examples of the price of operating an airline. Most of the profit an airline turns over from ticket sales is used to pay to keep the airline in business. Airlines are also held accountable for upholding the government regulations that apply to aircrafts. When you think about it, it can be realized that, the success of any facet of business or company can be traced back to motivated employees. From productivity and profitability to recruiting and retention, hardworking and happy employees lead to harmony and organizational triumph (Ryan, 2012).

There is a limitation in the study whereby the real motivation level and the employees' satisfaction cannot be measured. While employees' performance can be measured, it is hard to scientifically link it to the motivation given to the employees, just because the motivation is a subjective feeling within the employee which cannot be measured. There are various factors for an employee to be motivated and show increased performance. The motivational factor can also be irrelevant to the leaders' approach and the organizational factors, but related to the individual commitment and carrier focus. In addition to that, the level of the motivation is also not a factor that could be easily identified and measured. Since this factor is subjective, and they can only be made as a comparative concept and not an objective matter, it is hard to measure this level and link it to the motivational abilities of the leaders in the organization. So, this study will examine the most used motivation theories, motivation approaches and the effect of it on employee's performance and business productivity.

1.3 Research Aim and Objectives

The primary aim of this study is to understand the relationship between employee work motivation and employee's performance. The main aim at this study was to assess motivation and its effect on performance at Emirates Airline. The study also analyzes the main motivation theories and approaches commonly used and followed. Knowing these approaches will allow the organization taking the decision about the type of motivation approach to be used effectively. In order to do so, the following objectives should be achieved:

- Explore why employees should be motivated.

- Investigate the commonly used motivation theories and approaches.

- Examine the impact of different approaches of motivation on employees' performance in the workplace and the effect of performance on business productivity.

- Investigate the influence of current practices to motivate staff in the Emirates Airways Company on their employee's performance.

- Provide set of suggestions and recommendations based on the outcome of this study.

1.4 Research Questions:

The study sought to analyze the following research questions in order to achieve the study objectives:

- Why should employees be motivated?
- What makes employees motivated?
- How does employee work motivation impact job performance and business productivity?

1.5 Significance of the study

The rationale of the research was to identify factors that cause motivation among employees of Emirates Airline Company, and how these factors affect organizational performance. In addition, it sought to recommend effective ways of improving employees' satisfaction level in these organizations to get their commitment.

1.6 Brief methodology

The research was based on primary and secondary sources of data collection. The primary data was collected through in-depth interviews (content analysis approach) on management and the administration of structured questionnaires (closed and open- ended questions) to obtain employees responses. It implies that both qualitative and quantitative methodologies were adopted to answer the research questions and objectives of the study. Probability and non-probability sampling techniques were employed in selecting respondents for the study. The secondary sources were obtained from journals, magazines, and internet and company records.

1.7 Scope of the study

The study assessed Employees job motivation and its effect on their organizational performance in Emirates Airline Company. The study focused on the following concepts in an attempt to understand employee job motivation phenomena.

1. Working hours

2. Working conditions

3. Opportunity for growth

4. Relationship with co-workers

5. Remuneration and benefits

6. Work atmosphere

7. Nature of work

8. Good salaries and promotions

1.8 Limitations of the study

The major limitations of this study were resource constraint including time, finance and access to information. Besides, to obtain information from the respondents was somehow difficult due to the busy nature of their work schedule. It was also difficult due to the lack of the managerial positions' contact. I, however, had to pay an amount of money for some people to give me some information and some contact of the selected managerial positions. Moreover, the study considered facets of employees motivation such good salaries, promotions, working conditions, relationship with co-workers, work atmosphere, nature of work, management recognition, traveling around the world, and training and development. However, there may be other factors that may affect job satisfaction level which the study did not explore.

1.9 Research Pattern

This research comprise of five chapters which helps in addressing the defined objectives of it. The chapters are:

1.9.1 Chapter 1 – Introduction:

Introduction chapter starts with an overview of motivation. Then, it is followed by the problem statement. The research is focused by providing aims and objectives. The chapter also covers research questions, significance of the study, brief methodology, scope of the study, limitation of the study and the research pattern.

1.9.2 Chapter 2 – literature Review:

Literature Review chapter is a review of the well known motivation theories and motivation approaches. Addition to that, literatures review about the impact of different approaches to motivation on employees' performance, and business productivity will be reviewed.

Literature review chapter's aim is to indicate what researchers already know about the same topic, what are their findings toward studies they have done and how they achieved the aim of the research.

1.9.3 Chapter 3 – Methodology:

"Methodology refers to the choice and use of particular strategies and tools for data gathering and analysis" (Daniel Chandler, 1998). This chapter will specify the strategy and the tool have been used to achieve the research objectives. Firstly, interview questions were designed based on the literature review carried out. Secondly, 10 employees have been chosen for interview. Lastly, distribution and collection procedures were declared

1.9.4 Chapter 4 – Analysis and Results:

The fourth chapter consists of documents the findings of the research from different angles as well as the analysis of the interviews conducted.

1.9.5 Chapter 5 –Conclusions and Recommendations:

The last chapter presents the conclusion part which is the detail answer of the research questions, presents shortcoming in the research and future areas. Then, recommendations based on the literature review and the interviews analysis. The recommendation section documents significant findings of the study by adding light on employee performance and business productivity.

Chapter 2: Literature Review

2.1. Why to motivate employees:

The performance of any organization and its continuity depends on their key assets, employees, as well as the capabilities of the managers to be able to create a motivating environment for their people. On the other hand, it is a challenge for the managers to keep their people and employees motivated and satisfied. Thus why every manager has to be aware of the needs and requirements of their employees and what they are looking for.

The main objective and concern of most of the organizations is to make the benefit from people who are feeling positively toward the work and motivate unsatisfied employees in order to end up with a win–win situation for both the company and workers.

Urichuck (2002) stated that motivated employee will increase the capability of the organization to achieve its mission, goals and objectives. It will also engage all to build a strong organizational culture. Also, motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day (Anne, 1994). Also, Buttner and Moore (1997), based on their research about "Happy Employees Make Productive Employees" found that when employee attitudes improved by 5%, customer satisfaction jumped by 1.3%, and the revenue increased by 5%. So, motivated employees usually produce more than others and hence the customer satisfaction increases.

Motivated employees can impact a company's bottom line and make the workplace somewhere employees look forward to interact with instead of just a place to "pick up a paycheck" (Nandanwar , Surnis, Nandanwar 2010). Furthermore, a well-motivated organization for sure will have more motivated employees and hence they will be more productive and this will lead to extreme cost savings (Urichuck, 2002). In addition, satisfied employees positively impact corporate culture, resulting in many intangible but equally important returns (Yongsun, Barbara, Christy, 2002). They also sees that people, who were motivated by sending them to foreign countries in order to live and work are seen as valuable resource as they give more than usual when they return.

On the other hand, Deci and Ryan (1985), definite that an organization whose employees have low motivation is completely vulnerable to both internal and external challenges because its employees are not going the extra mile to maintain the organization's stability. An unstable organization ultimately underperforms.

Firm's needs to motivate their people and keep them motivated in order to obtain the productivity gains and to insure their competitiveness. Sometimes people who are given responsibilities feel motivated and do their best and work hard accordingly (Ludivine, 2011).

Mansoor (2008) also sees that motivation is about creating the environment where employees will be motivated and hence work with their full effort. So, organizations should motivate their employees to enhance competitive advantages and reach the firms vision and mission (Philip, Yu-Fang, Liang-Chih, 2007).

Researchers have recommended that employee's commitment toward their organizations will enhance their satisfaction which will benefit the firm (Morris & Sherma, 1981). Moreover, researchers have stressed that satisfied and encouraged employees are crucial to the organization effectiveness (Rachel, Yee, Yeung, Edwin, 2010). Also, business and company's succession depends on motivated employee; they can make all the difference in the company's ability not to just survive but also to succeed (Hislop, 2003).

Although some experts argue that companies who spend money on motivating their employees is waste of money but most of them agreed that the wasted money is achieved in a very short time by the motivated employees (Khodov, 2003). In addition, performers and experienced employees are actually who produce the results of the business and they are the backbone of any company and the reason of the business growth and gain (Meyer, Becker, Vandenberghe, 2004).

According to Jonathan, Christine and Yvonne (2002), motivated people and their commitment are vital to the productivity of the work as they will perform with their full potential and with high quality and Michael and Crispen (2009) stated that having a motivated workforce provide the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity.

Jonathan, Christine and Yvonne (2002), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a great resource to the business and a great model to be followed by others.

"If employees are motivated and happy; they will do to the work to the best of their ability instead of just doing it because they have to." (Ryan, & Deci, 2000).

2.2 Motivation Theories

Psychologists and behavioral scientists have developed some motivation theories and some of these theories have been developed by researchers. There are a number of different views of motivational theories. But, we will be discussing Abraham Maslow Theory, ERG Theory, Two- Factor Theory of Fredrick Herzburg and Acquired-Needs Theory of David McClelland's.

Hierarchy Needs of Abraham Maslow's Theory of Needs

Abraham Maslow (1908 – 1970) along with Frederick Herzberg (1923) introduced the Neo-Human Relations School in the 1950's, which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which employees need to have fulfilled at work (Mary & Ann, 2011).

Before the employee can move to the higher level of the hierarchy, he or she has to be satisfied and got the needs from the previous level.
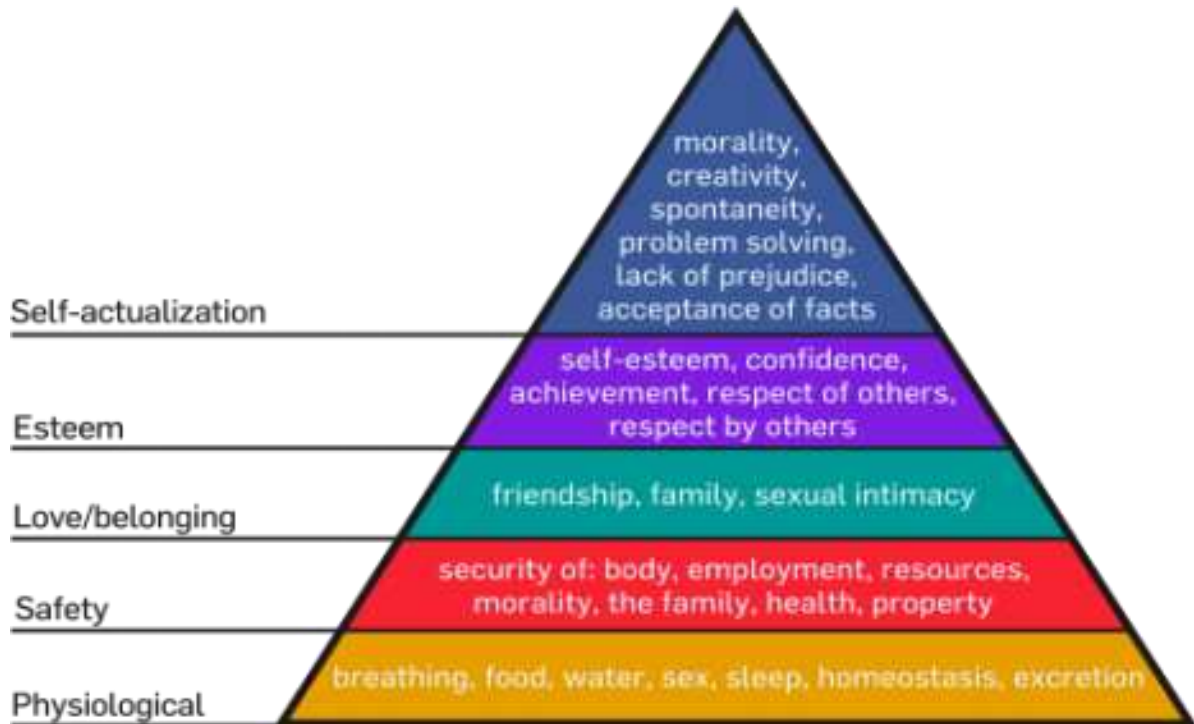
The five levels of needs according on Maslow are – Figure 1:

Figure-1: HIERARCHY NEEDS OF ABRAHAM MASLOW'S

1- Physiological Needs:

Physiological Needs are the basic needs that every individual needs to survive. They are like food, air, shelter and water. If these basic needs are not met, then the employee will not be able to go through other levels (Mary & Ann, 2011).

2- Safety Needs:

Safety needs are the needs related to the feeling of the employee of being secure and safe like having the medical insurance, job security, etc.

3- Social Needs – Love & Belonging:

These needs are related to the interactions with other. The relationship of the individual with the people surroundings like having friends and feel accepted from others.

4- Esteem Needs:

Esteem is the feeling of being important. Esteem needs are classified to internal and external needs (Vance & Pravin 1976)

<u>Internal esteems</u> are these related to self-esteem like respect and achievement.

<u>External esteem</u> needs are those such as social status and recognition that comes with the achievement.

5- Self-Actualization Needs.

It is the need of reaching the full potential as an employee. According to Vance & Pravin (1976) this need is never fully achieved. Self-Actualization Needs are like truth, wisdom and justice.

There are different ways the organization can satisfy their employees and motivate them. Money is the number one motivation factor that may satisfy the employee's physiological needs as well as the safety needs. Social needs can be met by providing the employee a workplace in a way that it is easy to communicate and collaborate with others. Also, organizations get to gather and entertainment activities will build good relationships between employees from different levels which will satisfy the social / Love & belonging needs (Bradley, 2003).

Recognitions and rewards either verbally of formally will enhance the self-esteem of the employee. Finally, providing a challenging job with somehow interesting aspects will enrich the self-actualization needs of the employee (Garderner and Lambert, 1972).

ERG Theory:

According to figure 2, Alderfer re-categorized Maslow's hierarchy needs in to three simple classes of needs, which are:

1- Existence needs (Physiological and Safety needs): These needs are basic and necessary to live like food and shelter.

2- Relatedness (Social &Belonging needs): These include the aspiration individuals have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition.

Maslow's social needs and external component of esteem needs fall under this class of need (Ryan, & Deci, 2000).

3- Growth (Self-esteem and Self-actualization):

These include need for self-development and personal growth and advancement (Ryan & Deci, 2000). Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.
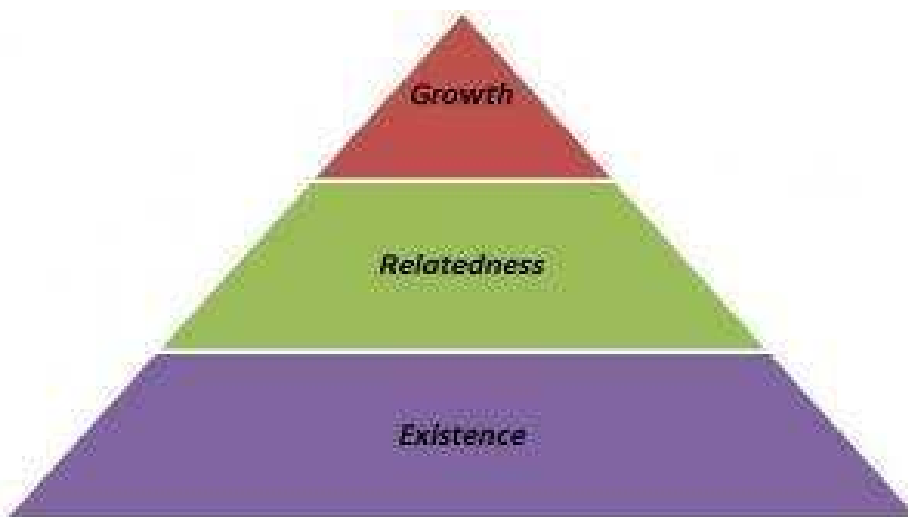
Figure-2: Alderfer ERG Theory

Every employee's needs and satisfaction factors differ from the other and every one of them has more than one satisfaction factor and needs, and this is what the manager should be aware of.

According to the ERG theory, the manager shouldn't concentrate only on one need at a time which will not effectively motivate the employee (Ryan & Deci, 2000).

Two-Factor Theory of Fredrick Herzburg (Figure 3):

In 1959 Fredrick Herzburg introduced a theory with two motivation factors. The two factors are hygiene factors and motivators. The theory explains the factors that motivate employees by

identifying their individual needs and desires. The dissatisfaction factor is called "hygiene" and the satisfaction factor is "motivators" (Bradley, 2003).

1- Hygiene factors

Hygiene factors are organization related. Like the policies and procedures, salary and job security. Dissatisfaction comes if these factors are not existed in the workplace. It simplifies the physiological needs which the employees expected and need to be satisfied (Bradley, 2003).

2- Motivator factors

Motivator factors determine satisfaction. They are intrinsic factors such as sense of achievement, recognition, responsibility, and personal growth which motivate employees for a greater performance (Bradley, 2003).
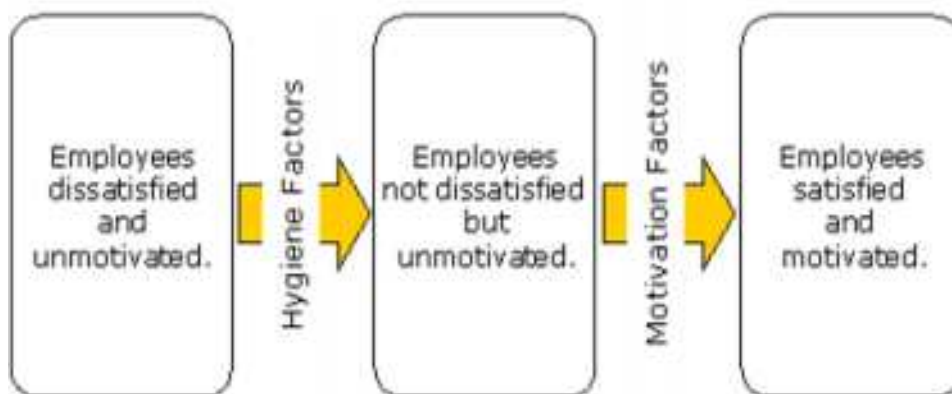
Figure-3: Two-Factor Theory of Fredrick Herzburg

Acquired-Needs Theory of David McClelland's (Figure 4)

1961 David McClelland's identified three needs that employees require to be satisfied and motivated in the workplace (Ryan & Deci, 2000).

1- Need for Achievement (nAch)

The employee with high need of achievement tries and does the best to attain challenging goals and objectives. Taking responsibilities is a character of the need for achievement person.

2- Need for Affiliation (nAff)

Employees who have a high need for affiliation are people oriented more than task oriented. The desire and needs of making relationships with people is there.

3- Need for Power (nPow)

The person who has a need for power is in a managerial level where he/she wants to give orders and direct employees.

Figure-4: Acquired-Needs Theory of David McClelland's

Comparison of the four motivational theories (Table 1):

Maslow Hierarchy of Needs Theory	Alderfer ERG Theory	Fredrick Herzburg – Two Factors Theory	David McClelland's Acquired Needs Theory
Self actualization	Growth	Motivators	Power
Esteem	Relatedness		Achievement
Social			
Safety	Existence	Hygiene	Affiliation
Physiological			

Table-1: Comparison of the four motivational theories

2.3. Motivation Approaches and their effect on employee's satisfaction and performance:

Despite the variety of number of theories have been studied by researchers, they have come to increasingly emphasize on the importance of different motivation approaches toward employee's performance.

Motivation approaches have been defined as tools and techniques which can be used to motivate employees. Some of the approaches are:

Praise- one of the effective methods is being used to motivate individuals.

Saying thanks and admire individuals is the most commonly ways of motivating employees. It is easy to use, and it is said usually from the heart and naturally. Looking on the employee's eyes in front of others and say thanks, really means a lot (Salasiah, Zainab, Rosmawati, Ermy, 2010).

Employees appreciate being recognized for doing a great job and the feeling of being valued as an individual. The praise tends to carry even greater meaning and motivational effect (David, Louis, Micheal, 2004). (ID, 1983) stated that praise was the response of the most of employees who surveyed about motivation. Also attendees from different seminars about motivation agreed that praise is the most important thing when motivating employees. In addition to that, ID clarified that praise is the most powerful of human needs. When it comes to get the best performance from employees, praise should be on the top of the motivation approaches list.

When employees feel that their managers appreciate and praise them, they tend to perform better which leads to higher business productivity (Salasiah, Zainab, Rosmawati, Ermy, 2010). So, the more managers' praise their employees, the easier the tasks will be and the more productive they will be. Furthermore, when managers look around for a way to complement their employees on their work, it is a large drive shot. It is served to let employees know that their work and what have been accomplished by them so far is appreciated (David, Louis, Micheal, 2004).

Salary / wages/ increments- all these are temporary approaches used to motivate employees.

Most of the researches and studies have proved that money and payments are important to employees relative to other motivators as earning a lot of money is an advantage for pushing toward motivation. It clarifies that when employees are satisfied financially, they are more motivated towards their work and hence work hard.

Financial aspects like payments, allowances, salaries and bounces increase and affect employee's productivity positively as a result of a study which has been done by Locke, Feren, McCaleb, Shaw and Denny (1980), they have concluded that introducing of individual pay, increase productivity rate from 9% to 17%. So, it is obvious that when employees are motivated and satisfied, their productivity increases which adds value to the whole business. Also, Guzzo, Jette, and Katzell (1985), have done analysis on motivation programs and productivity, they found that financial aspects and payments are the largest effect on employee's productivity. Furthermore, Judiesch, 1994 stated that paying and salary increments for individuals from the organizations, increases the productivity.

Furthermore, for employees to feel safe in terms of work, they prefer getting good salaries and allowances rather than receiving appreciation (Trank, Rynes, & Bretz, 2002). Yes, appreciation is important in order for employee's motivation, but the previous statement explains that good salaries are more important.

On the other hand, when employees get high performance rate and a very good appraisal, they appear to be sensitive to whether their performance will be rewarded by money and pay increase or not (Harrison, Virick, &Williams, 1996; Trevor, Gerhart, & Boudreau, 1997). So, money concerns are always there and it is important for employees to work and give.

Recognition- it is a useful positive tools where usually people get recognized by their work and job done and based on that they receive recognition.

Pinar, (2011) stated that employees work harder when they are recognized and appreciated for their effort toward the work and tasks have been given and this is a simple, easy and powerful strengthen system. When employees get recognized and appreciated, they do their best to prove the skill, talents and abilities they have. Furthermore, recognizing employees is also considered a way of communication that strengths and rewards the outcomes people create for your business.

For that, leaders should develop recognition system which is powerful for both employees and organization (Hsiu-Fen, 2007).

Employees who feel appreciated and recognized are more positive about themselves and their abilities to contribute. It also guarantees positive, productive and innovative organization environment. Saying thank you as recognition will make the business successful (David, Louis, Micheal, 2004).

Assigning New roles- usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees.

In order for employees to successfully take the new role, they should be given specific directions and expectations. They also are more open to the new responsibilities when they feel supported and have all the resources to perform the job (Jurgensen, 1978).

Employees who are given new role and high responsibilities are motivated to work harder because they see that all their effort in work will accomplish positive results and based on that they will receive recognition (David, Louis, Micheal, 2004).

Management style

Most researchers agreed that in order to motivate employees and get the desired outcome from them, we need leaderships, not managers. So, being a leader instead of a manager is more important for motivation (Yongsun, Barbara, and Christy, 2002). A successful leader is aware of the value of helping employees to be successful. Helping employees to become more successful on their career and to be recognized and appreciated is the key concern of leaders (Holly, Buttner and Dorothy, 1997). A basic role of leaders is that they have to understand their employee's needs and rank the importance of them and be aware of what their employees enjoy most about the work in order to adopt motivation (Kuratko, Hornsby, and Naffziger, 1997).

To be a motivator, it is important to be a leader in order to discover what really motivates employees and it is necessary to discover the fundamental needs of the employees (Freeman, Edward & Stoner, 1992). One of the reasons that motivators can successfully be motivators because they understand that every employee should be motivated differently which are not the

characteristics of the managers and they need time to outline it (Kuratko, Hornsby, and Naffziger, 1997). True and real motivational leaders are those who are self-motivated to energize others. Also, they demonstrate qualities that develop responses to success (Chadwick, Hunter, & Walston, 2004). In order for a leader to be a successful motivational leader, they have to have knowledge and skills, always confident toward their abilities, have the commitment and energy and very winning communicator (Hislop, 2003).

Management communication style

Communication is an important aspect of motivation. It affects directly the employee motivation and satisfaction and choosing the best communication style to apply on employees when going for motivation is an important factor on motivation approach. For example, when management communicates with their employees face to face is a motivated approach to people than sending those emails (Helen, & Jacques, 2002).

Employees who know what is going on in the company as soon as they can and directly from their boss and manager are very important. It builds a good relationship between them which will help a lot with motivation. By this, they can take the important decisions toward their job and work (Helen, & Jacques, 2002).

The other way of good communication style and motivation aspect is communicating daily with every employee, hold one to one meetings and make sure that they aware about the changes to the work are an effective way of motivation (James & Lyman, 1982). As when managers/leaders communicate openly, honestly and be transparent with their employees has an affective on motivation of managers on employees (Jurgensen, 1978).

Furthermore, implementing the "open door policy" for employees to share their ideas and discuss issues will make the managers and leaders understand the main issues of their employees will strength the relationship between the management and their employees which will help a lot with the motivation process (Zakeri, Olomolaiye, Holt, & Harris, 1996).

2.4 Other motivation approaches have been discussed by researches:

Drive-Reduction Approach

The drive reduction approach is proposed by Clark C Hull, it searches for the relationship between needs and the fulfillment of needs. This approach believes that every person has certain drives that create a feeling of tension from people. To reduce such feeling, the person behaves in a certain way that will stop the concerns (Sara, Barry, and Kathleen, 2004). It is suggests that a lack of some basic biological requirement such as water produces the drive to obtain the water (Anne, 1994).

Furthermore, to clarify it, drive reduction theory is defined as the organisms are born with psychological needs and when their needs are not satisfied they produce negative states of tension. The drive is reduced when their needs are satisfied and achieved (Sara, Barry, and Kathleen, 2004).

Incentive Approach

Incentive approach is the approach that motivation stem from the need to achieve external goals. "The incentive can be a tangible reward like money, food, grades or in the form of intangible compliments, love and recognition" (Jurgensen, 1978). It is a theory which says that employees usually motivated to obtain the positive incentives and avoid the negative ones.

Cognitive Approach

Cognitive approach is concerned about individuals understandings, believes, thoughts, perceptions and expectations and it mainly seeks the differences between Intrinsic Motivation and Extrinsic Motivation. As Intrinsic motivation is the process where people act for their own enjoyment. On the other hand, extrinsic motivation is the process where people participate in an activity for a tangible reward and outcomes (ID, 1983).

"One cognitive approach to motivation, called expectancy-value theory, focuses that the probability of occurrence of behavior depends upon individuals' perception of the value of a goal as well as their expectation of reaching it. Variations of the theory have been used to study such motives as the need for achievement and the need for success (Salasiah, Zainab, Rosmawati,

Ermy, 2010)". The relationship between individual characteristics and motivation has been discussed as a cognitive motivational theory (Sara, Barry, and Kathleen, 2004).

2.5 The impact of approaches to motivation on employees' performance and behavior.

To define employee performance is the way the individual is performing and behaving. Employee performance is not just tasks and work to be done just to get bonus or pay increase. It is an ongoing process where the main objective is to improve both individual and business performance (Baker, 1999). Moreover, employee's performance is a process used in most organizations in order to determine the abilities and productivity of the employees and usually employees set their objectives and goals for the upcoming period; they do the best to achieve it, monitor it and develop the right skills (Vallerand, 1993). It is also a way to evaluate employees on their effectiveness at work in the organization through performance appraisals which looks at the weaknesses and strengths of the individual to determine where they might improve (Goldthorpe, Lockwood, Bechhofer, and Platt, 1968).

Spurgeon and Harrington, (1989) sated that employees with high performance rate, are usually willing to give an extra effort to the organization when it is required. Also, more motivated employees are tending to be more loyal to their organization and hence producing attractive outputs (Ono, Watanabe, Kaneko, Matsumoto, and Miyako, 1991).

Furthermore, most of the researchers found that motivation helps improve the power of the individual toward the work (Asad, 1986). According to (Bradley, 2004), most of the researchers see that there is obvious relationship between motivation and employee performance and if employees are motivated, they will produce better. Also, better performance will lead to high achievements and will result in greater motivation.

As when employees are motivated and satisfied, they have the authority to do the job required openly. In addition to that, Bradley (2004) came up with some practical guidelines for organizations to create conditions for motivation and employee performance including: (Bradley, 2004)

1- The organization has to provide the employee whatever is required like training in order for them to develop themselves at work.

2- While the HR hiring process, organization should hire people who are willing to develop and progress.

Also, motivated employees do more work than others with their high potential as they are satisfied and having high performance (Bradley, 2004). "If employees are motivated and happy they will do to the work to the best of their ability instead of just doing it because they have to". (Ryan, & Deci, 2000).

Deci, (1971), clarified those workers who are satisfied with their job and find it exciting will enjoy it and can therefore choose to do good work. Moreover, "an employee who is motivated by an enriching work will obtain a higher value than an employee not motivated" (Akerlof, and Kranton, 2005) and motivating employees will benefit both the employees as well as the business. Employees will provide more of what they have for work and will do the job with their full potential (Jen, Chyan, Bih-Huang, and Hero, 2004). And when business and firms' receives continual improvement and positive performance from their employees, the reward goes to the motivated employees (Chadwick, Hunter & Walston, 2004).

Moreover, giving higher responsibilities motivates some employees as (Khodov, 2003) stated that employees, who get responsibilities and work hardly with the tasks he/she has been given to achieve the objectives and goals of the task, feel that they are engaged with the business which leads them to use their abilities more effectively. As a result, when employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employees are likely spend little time with no effort on work, avoid the work as much as they can, leave the organization as soon as they get another opportunity and they produce low quality work (Wigfield, Guthrie, Tonks & Perencevich, 2004).

But, although motivation is important for employee positive performance, their ability to do the work and resources available or given to perform the job are really more important (Alexander, Ryan, & Deci, 2000). For example, there could be two employees who are doing the

same job and performing the same tasks but each one of them is doing it for different goal and motive (Park, Kim, Chung and Hisanaga, 2001).

On the other hand, unmotivated employees loose the interest on work which leads to leave the work. Leaving of experienced employees affects the work so hardly. So, as long as employees are motivated, they will have the desire to establish a good reputation as an employee which will lead him to produce more and better (Victoria, 2000).

2.6 The impact of employee performance on business productivity

Employees who are more satisfied and highly performing in their work and with tasks giving to them have a big motivator to work harder and encourage others to do the same which affects the business productivity positively (Hsiu-Fen, 2007).

Development Dimension International (DDI) in 1997 carried out interviews, literature reviews and surveys to study the effective service environment. They found that there is a good strong relationship between employee performance and loyalty and its effects on increasing company productivity and profitability. Moreover, employee satisfaction highly related to employee commitment and loyalty and both proved the relationship with business and work productivity (Papazisi, Raidén, and Sheehan, 1995).

Smart leaders for sure know that if their employees are satisfied, their business productivity will be in a good situation (Sher, Bakhtiar, Muhammad &Ali, 2010). "Business productivity is dependent on employee job satisfaction". This is because when an employee feels satisfied, secure and trust the employer, they will work harder which will enhance the business productivity (Philip, 1958).

On the other hand, when the employers respect, recognize and appreciate their employees, they will get high productivity, profit and revenue and hence less turnover (Kalim, Syed & Muahmmad, 2010). When organizations give the employee all the resources and have the environment to work smoothly and happily will benefit the employee her/himself and the business as well (Shadare & Hammed, 2005). "There is a very strong relationship between Fulfillment Satisfaction and the business performance measures" (Khodov, 2009).

To maintain the high quality and continuity of the work in any business, motivation is the key for that. It explores the needs inside the employees in order to help them achieve the business goals and objectives following a direct and smooth process. When employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employees are likely spend little time with no effort on work, avoid the work as much as they can, leave the organization as soon as they get another opportunity and they produce low quality work (Wigfield, Guthrie, Tonks, & Perencevich, 2004).

Michael, Crispen, (2009) stated that having a motivated workforce provides the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity. Jonathan, Christine, and Yvonne, (2002), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a great resource to the business and a great model to be followed by others.

Ronald & Lisa, (2009), specified that the more motivated employees are, the better such firm's shareholders did and employee motivation affects extremely the stock price.

A study took place by Scott, for seven years, from 2001 through 2007, and examined survey data from 3,490 employees at 841 corporations. The findings were that as employee motivation improved, the firm's stock realized higher rate of returns the following year (2006).

How employees feel toward their work and the results received from it directly affects the organization's performance and stability. For instance, if an organization's employees are highly motivated and proactive, they will do whatever is necessary to achieve the goals of the organization as well as keep track of industry performance to address any potential challenges (Gregory, 2000).

If employees do not feel that they are fairly evaluated and motivated as well as getting what they deserve either a salary increase or a higher position, they will feel like they are

unimportant to the business and hence this can lead them to leave the company which will led to negative impact on the business performance, productivity and profitability (Mansoor, 2008).

Kuratko, Hornsby & Naffziger, (1997) and Robichaud, McGraw, Roger (2001) surveyed North American entrepreneurs to settle on how motivation affects the business success. They found that there is a positive relationship between motivation and business performance.

Motivated and satisfied employees directly affect the business performance, profitability and eventually, its stability (Shemiah, 2009). Dissatisfied and less committed employees negatively impacts the organization performance and hence the profitability (McKinley, Sanchez, & Schick, 1995). Disengaged and less efficient Employees miss the workdays and cost the organization thousands in losing the productivity (Hislop, 2003).

Roth, & Jackson (1995) clarified that organizations with highly motivated employees would enhance the level of the service quality, customer satisfaction and loyalty where the loyal employees are presumed to be positively correlated with business productivity. Employees with high level of loyalty, which can be achieved through motivating them, are supposed to be positively correlated with business productivity (Heskett, Jones, Loveman, Sasser & Schlesinger, 1994).

Studies such as Heskett, Jones, Loveman, Sasser & Schlesinger (1994) "The service Profit Chain" on the effect of motivated employees on the business where there concluded that there are direct link between customer satisfaction and loyalty and the positive financial results of the business.

Employee satisfaction is strongly related to employee commitment and loyalty and hence both relationships have proven a good and optimistic relationship with the business productivity (Dick, 2003).

2.7. Conclusion

In conclusion, motivational theories, especially employees' motivation theories, might be broad in quantum, vary in nature and differ in meaning. However, all of them share some common traits, which are for example, that motivation can arise from intrinsic (internal) factors

or extrinsic (external) factors and the theories so far have proved the outweighed value of intrinsic motivators from an individual's perspective rather than the extrinsic ones (e.g. money) as we have normally assumed.

Maslow's Hierarchy of Needs theory, Herzberg's Two-Factor theory, David McClelland's Acquired-Needs Theory, and Clayton Alderfer's ERG Theory were chosen as the basis for this study because they demonstrate a strong connection with each other and are supportive with the research topic. The four theories share a similar and concrete outcome that attitudes do have a huge influence on the administration of activities and results. According to Maslow, it is necessary for every individual to fulfill the basic levels of needs before moving to higher ones; and the ideal is to achieve and satisfy the highest level of self-actualization in the hierarchy. In parallel, Herzberg's theory shows that people are not satisfied by the lower needs at work but only by achieving the psychological needs of achievement, recognition, responsibility, growth, advancement, and the nature of work itself.

Besides, ERG theory demonstrates that more than one need may be operative at the same time. Maslow's theory has been supportive in the field of research but there is little evidence for Maslow's ranking of these needs and even less evidence that these needs are in a hierarchical order and his definition of self-actualization is difficult to test scientifically. In Alderfer ERG model, focusing exclusively on one need at a time will not motivate your people. The frustration-regression principle impacts workplace motivation. For example, if growth opportunities are not provided to employees, they may regress to relatedness needs, and socialize more with coworkers. If you can recognize these conditions early, steps can be taken to satisfy the frustrated needs until the employee is able to pursue growth again. Maslow's need hierarchy theory can be fulfilled one by one but Alderfer says these can be fulfilled simultaneously.

At last, the theories as well suggest that the most effective way to motivate a person is through intrinsic motivation, of which, if done correctly and successfully, leads to the state of organizational effectiveness. The literature used in this thesis covers a wide range of time period, highly relevant and useful for addressing the purpose of this thesis.

Chapter 3: Research Methodology

3.1 Introduction

Research methodology is normally followed in any research which is a methodical approach for the process of conducting the research step by step. The methodology is very essential for the success of the research project, as it is like a planning for any project. The approach, methodology, philosophy and various other aspects that are related to the research will be defined and decided in this level of the research. The essential and critical procedures for the research process will be identified during this methodology development and it would be developed in accordance with the objectives of the research
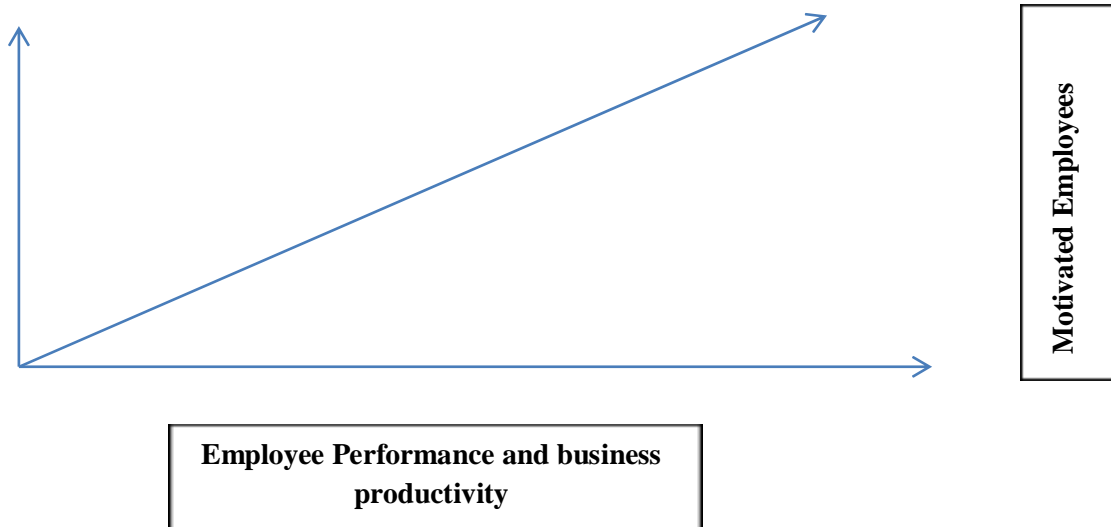
3.2 Research Methodology

Research methodology is a systematic, formal rigorous and precise process employed to gain solutions to problems and/or to discover and interpret new facts and relationships. (Waltz and Bausell, 1981). It is the process of looking for a specific answer to a specific question in an organized objective reliable way (Payton, 1979).

Furthermore, research is systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomena (Kerlinger, 1973) and the purposes of this research are to gain a deep knowledge about the motivation methods and approaches, the effects of motivated and satisfied employees on their performance and on business productivity.

3.3 Conceptual Framework

This research firstly investigated the awareness of the motivation theories, approaches and the important is that to be aware that there are different motivation approaches to motivate different people and employees needs. Being aware of motivation theories and approaches will open the gate to examine its relationship with employee's performance and that with business productivity.

| Employee Motivation | | Employee's performance | | Business Productivity |

Money

Appreciation

Recognition

New Roles

Motivated Employees

Employee Performance and business productivity
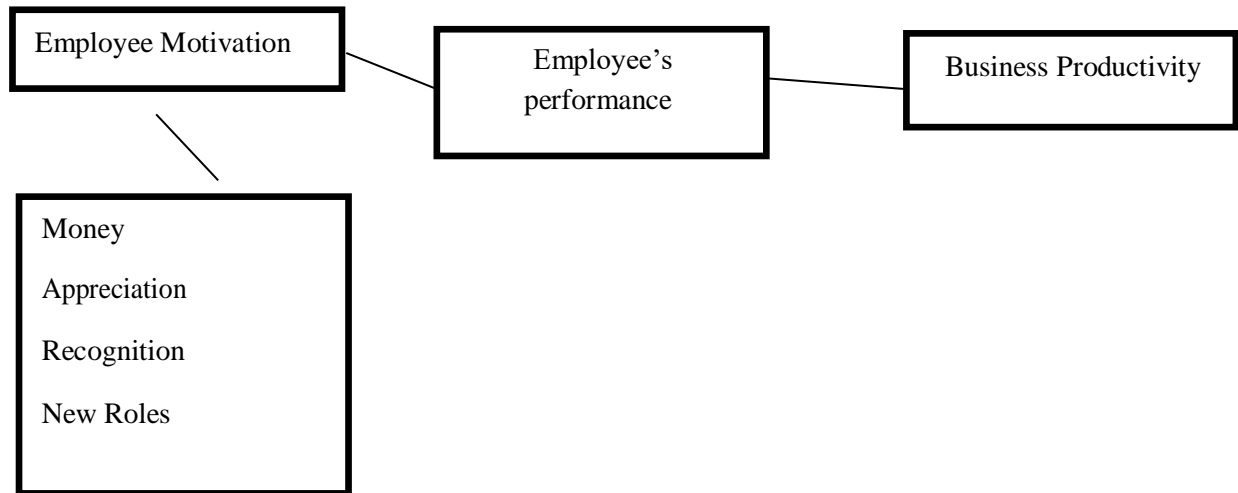
Literature review clearly defined and showed that when employees are motivated, their work performance and hence business productivity increases positively.

3.4 Research approach

There are two types of methodological research approaches which are qualitative and quantitative (Holme and Solvang, 1991; Wiedersheim-Paul and Eriksson 1998; Yin, 1994).

3.5 Research Design

Research design involves a series of rational decision-making choices. The research strategy is the way in which the research objectives are questioned (Saunders et al., 2007). The three known strategies; quantitative, qualitative research and mixed methodology. The research design was devised following a number of the researcher's decisions associated with the purpose of the study. In other words, the research design is the step aimed at designing the research study in such a way that the essential data can be gathered and analyzed to arrive at a solution (Sekaran 2003).

Quantitative research, on one hand, uses objective measurement and statistical analysis of numeric data to understand and explain a phenomenon. According to Bryman and Bell (2011), quantitative research is a research strategy that emphasizes quantification in the collection and analysis of data. It also entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories; has incorporated the practices and norms of the natural scientific model and positivism in particular; and embodies a view of social reality as an external, objective reality.

Qualitative research, on the other hand, focused on understanding social phenomenon from the perspective of human participants in the study. Qualitative approach aims to determine the factors influencing the management to choose the motivation theory and its effects on employee satisfaction and business performance. "Qualitative work generally tries to look at a broad range of interconnected processes or causes" (Becker, Howard, Blanche, Everett, Hughes, and Anslem, 1961) and it tends to engage in a much more conflict process between the questions asked and data observed. Furthermore, in place of reproducible results, qualitative researchers generally aim at accuracy, getting at the everyday realities of some social occurrence and studying important questions as they are really practiced (Asad, 1986). Qualitative research is an inter-disciplinary and sometimes counter disciplinary field. It crosses the humanities and the

social and physical sciences. Qualitative research is many things at the same time. It is multi paradigmatic in focus. Its practitioners are sensitive to the value of the multi-method approach. They are committed to the naturalistic perspective, and to the interpretative understanding of human experience. At the same time, the field is inherently political and shaped by multiple ethical and political positions (Nelson, 1992).

Mixed methods research is the type of research strategy in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration (Burke et al., 2007).

To this end the mixed method research was chosen to obtain information on the effect of motivation on employees" performance. The rationale for adopting the mixed approach design was that, they can be used to execute any research activity notwithstanding the paradigm and this was supported by Tashakkori and Teddlie (1998) in their submission that the mixed approach of research design has the advantages of one compensating for the weakness of the other.

The study also employed the case study research method alongside the two prominent design to collect data and enable the researcher study into detail all the variables involved especially the airline company.

3.6 Research Strategy

A research strategy is a plan of action that gives direction to your efforts, enabling you to conduct research systematically rather than randomly (Saunders, 2000).

There are five major research strategies that the researcher can choose when performing a study. They are interviews, surveys, archival analysis, historical and case studies (Yin, 1994). The selection depends on three conditions: the type of the research question posed the extent of the control over actual behavior and the degree of focus on contemporary as opposed to historical events (Yin, 1994).

Table-2 shows the relevant Situations for different Research Strategies (Yin, 1994).

Research Strategy	Form of Research Questions	Requires Control over Behavioral Events	Focuses on Contemporary Events
Interviews	How, why	Yes	Yes
Surveys	Who, what, where, how many, how much	No	Yes
archival analysis	Who, what, where, how many, how much	No	Yes/no
Historical	How, why	No	No
case studies	How, why	No	Yes

Table-2: Relevant Situations for different Research Strategies (Yin, 1994).

For this study, both interviews as well as surveys have been chosen as qualitative and quantitative research strategy. As interviews and surveys are the most widely methods and strategies used in qualitative and quantitative researches. By interviewing managers and sending surveys to employees or workers, we can get the exact meaning about the topic and then getting feedback towards questions.

3.7 Sources of Data

Both primary and secondary data were used in conducting the research.

3.7.1 Primary Sources

According to Blaxter (2001), primary data is defined as consisting of materials that one has gathered by himself through systematic observation, information archives, the results of questionnaires and interviews and case study which one has compiled. Data are primary if they have been gathered according to one's rational and interpreted by one to make a point which is

important to one's own argument. To ensure that reliable and valid information are collected, the researcher contacted staff of the Emirates Airline Company. Primary data were collected using questionnaires and interviews.

3.7.2 Secondary Sources

Saunders et al., (2007) defined secondary data as data used for a project that were originally collected for some other purpose. The secondary sources of information that the researcher used in the study included books, internet search, articles, and journals among others. These secondary sources did help the researcher to identify how others have defined and measured key concepts, and how this research project is related to the work of others.

3.8 Design of Interview/Survey Questions

To achieve the objectives and the aim of the research, interview and survey questions were designed based on the research questions and literature review.

3.9 Population, Sample Size and Sampling Techniques for the Study

All the items under consideration in any field of inquiry constitute a population. It can be presumed that in such an inquiry when all the items are covered no element of chance is left and highest accuracy is obtained. Sekeran, (1990) reported that population refers to the entire group of people, events or things of interest that the researcher wishes to investigate. Quite often we select only a few items from the population for our study purposes. The items so selected constitute what is technically called a sample. Sekeran, (1990) defines a sample as a portion of the population that has attributes as the entire population.

Sampling techniques according to Saunders (2007), provide a variety of different methods that allow the researcher to lessen the total quantity of data desired to be collected by taking into account only data from a sub-group rather than all possible cases. Some research questions will require sample data to generalize about all the cases from which the sample has been selected. In view of this, data was drawn from 90 employees of the two selected sample through a questionnaire and in-depth interview on 10 management staff as well as with employees.

The target population for the study consists of all staff of Emirates Airline Company including management staff as well as the cabin crew employees. The total number of people forming the population is about one hundred and fifty (150). Thus, all the 150 employees were given questionnaires and 90 responded representing (60%). That is, all were offered the chance to participate in the study but some about (40%) inevitably partially declined.

Probability and non-probability sampling methods were adopted in selecting the study organizations. Probability sampling ensures that each element of the population of interest has an equal chance of selection as they are drawn from the sampling frame (Haer and Becher, 2012). Probability sampling techniques include random, cluster, stratified sampling etc. In order to ensure that all the population of interest (employees) have an equal chance of being selected for the study, random sampling was employed to get varied views from the respondents. Non-probability sampling techniques also involve purposive, convenience, quota, sequential sampling etc. Purposive sampling was adopted in selecting Emirates Airline for the study as many Airline companies; but systematic research on the impact of employee motivation on performance and organizational productivity in the airline company sector. Again, this sampling method was used in selecting management staff and cabin crew of Emirates Airline Company because of their supervisory and managerial role to give accurate responses for the study and also to save time as well.

3.10 Data collection instrument

Survey questionnaire was adopted as the study tool for data collection. Two different sets of structured questionnaires were used for the study including open and close- ended questionnaires. The use of open and close-ended questionnaires ensures that quantitative data can be captured (Vitale et al., 2008). Both open and close-ended questions were adopted in capturing qualitative data responses from the employees with regard to their perception about the impact of employee motivation on job performance and the organizational productivity. The questionnaire was made up of 22 questions. The first section dealt with the demographic characteristics of the respondents, section two paid particular attention to the determinants of employee job motivation. Section three dealt with the extent of employee job motivation.

Qualitative analysis for the study was obtained through in-depth interview on management. The use of in-depth interview and conversation are synonymous but interview is considered as conversation with a purpose. In-depth interview is helpful when you want detailed information about a person's view and behaviors or want to explore new issues in depth; In-depth interview provides enough detailed information in more relaxed environment to collect data than other methods.

3.11 Data Analysis

At the end of the entire data collection process and plausible checks were conducted and inconsistent data was cleared appropriately. Quantitative and qualitative methods were employed in the analysis of the data. Quantitative analysis is the use of tables or diagrams that show the frequency of occurrence and using statistics such as indices to enable comparisons, through establishing statistical relationships between variables to complex statistical modeling (Saunders et al, 2007). The results were then analyzed and converted into tables and percentages. Data for the various research questions were analyzed using percentages obtained to show the distribution of opinions and perceptions of respondents. The statistical summaries of the result were presented in the form of percentage and tables using computer data analysis package such as the statistical package for social science (SPSS) and other relevant software to help interpret results.

Content analysis was adopted for the in-depth interview on the selected management staff. Content analysis was used to analyze the interview guide in accordance with Hsieh and Shannon (2005) who defined qualitative content analysis as a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns. Content analysis is also an approach to analysis of documents and texts that seek to quantify content in terms of predetermined categories and in a systematic and replicable manner (Bryman and Bell, 2011). Qualitative content analysis goes beyond merely counting words to examining language intensely for the purpose of classifying large amounts of text into an efficient number of categories that represent similar meanings (Weber, 1990). The goal of content analysis is "to provide knowledge and understanding of the phenomenon under study" (Downe-Wamboldt, 1992). Miles and Huberman (1994) stated that

the process of analysis is composed of three concurrent sub processes: data reduction; data display and drawing and verifying conclusions

3.12 Company profile

Emirates Airlines is a leading airline that is based in Dubai. The government-owned airline is an emirates group's subsidiary and it remains the largest airline in the region. According to various studies, Emirates operates about 3,600 flights to over 81 countries around the world on the weekly basis (The Emirates Group 2017). Dubai International Airport is its main hub and it takes flights to 140 cities. Interestingly, the company uses Emirates Sky Cargo for its cargo activities. This airline operates a different fleet of Boeing wide-body aircraft and Airbus. Emirates has over 64,768 employees worldwide and headed by the Chairman and Chief Executive Officer, Ahmed bin Saeed Al Maktoum and the president, Tim Clark (The Emirates Group 2013). The company has diversified its operations into various sectors and industries including engineering, airport services, tour operator, and catering operations (Presler 2013). Today, the parent company operates over fifty subsidiaries while Emirates has over seven subsidiaries (The Emirates Group 2017). Interestingly, Emirates airline values its employees as it offers them various benefits including paid sick and maternity leave and comprehensive health plan. As part of its performance management, the company uses merit pay and profit sharing programs. Given these benefits, it becomes necessary to analyze the motivational policy of the company.

Leadership and management have become necessary factors to determine the success of any business. Leadership focuses on the influencing people and creating a good environment where people can follow directions willingly (The Emirates Group 2013). The leader is expected to guide the followers and give a clear vision for the organization. Similarly, management ensures things are done through others. The managers must work through or with others to realize the objectives of the organization. To this effect, management controls direct, organizes, and plans resources based on the moral standing of the organization. Indisputably, both management and leadership can make organizations successful.

Management and leadership help an organization to achieve its goals. At Emirates, management and leadership processes have defined the continued success of the Airlines. Currently, the Sheik Ahmed Saeed, who serves as the CEO and chairperson of the company, heads the organization (Goodson 2017). Sheik Ahmed bin Saeed leads the senior management team that has made the airline to make remarkable economic development. Sheik Ahmed, who doubles as the chair and CEO, has successfully spearheaded the expansion of Emirates by formulating fiscal, investment, and economic policies and strategies. The senior leadership has transformed Emirates into an international airline thus serves over 160 destinations. Therefore, the firm's talented leaders have used their highly skilled diverse employees, quality customer services, and management techniques to make it the largest airline in the world. These leaders have demonstrated their ability to lead Emirates economically and effectively (Gale 2009). The management of the company has remained responsible for treating people equally and prioritizing the company's goals. Leaders of Emirates believe in hard work, honesty, and planning thus connect workforce in managing change. These leaders have made the company attractive to customers to make it successful.

3.12.1 Motivation in Emirates Airline Company

Motivation remains an important process of influencing and encouraging people to do the right thing and maximize their potential. Motivation, as a factor, is based on the relationship of variables thus explains the persistence, amplitude, and direction of a person's behavior (Robescu & Lancu 2017). Although their many theories explaining and demonstrating motivation, the most important ones include Herzberg's motivator-hygiene theory, Alderfer's existence-

relatedness-growth theory, and Maslow's hierarchy of needs (Osabiya 2014). These theories have emerged to be necessary for motivating people thus help management to understand the significance of motivating the workforce. The Maslow motivation theory has defined the human motivation. According to this theory, the management needs to satisfy the employee's psychological and basic needs (Robescu & Lancu 2017). The low- and high-level needs including self-actualization are essential in meeting the needs of workers.

Maslow theory focuses on the people's basic requirements, which pleases them effectively. This theory is based on different levels of needs including physiological, social, safety, self-actualization, and esteem needs. In most cases, the employees have met their safety and psychological, but expect the firm to serve their high-level needs. At Emirates, employees are motivated strongly (Osabiya 2014). This has made it an attractive employer of diverse people. The company offers its diverse workforce recognition, rewards, performance programs, and incentives to encourage them. In most cases, many employees have opted to build their careers with the company (Benjamin-Lowry et al. 2013). Emirates Airline believes that well-trained, experienced, and skilled workers would define its business success. To this effect, the organization offers vocational training and development programs to the employees thus help them to be effective and efficient in their duties. For instance, most of the performing and outstanding cabin crews have been promoted to flight purser within a short time. Most of them have also gained specialized skills to become trainers in the cabin services.

3.12.2 Effects of Motivation on Emirates Airlines

Motivation has increased the ability of workers to become effective. The company has gained a competitive position in the market because of the motivated workers. Motivation has had a direct impact on the employee productivity and organizational performance (Bamber et al. 2009). The leaders seem to motivate all stakeholders in achieving their goals because it engages them in making decisions. Drucker and Maciariello (2008) affirm that the leaders continue to motivate workers to inspire them thus enabling them to do their work willingly. This has ensured Emirates get marvelous success. Importantly, people respond situations differently. Currently, the company operates many flights to different destinations (Robescu & Lancu 2017). It has established the best corporate plan that values stakeholder diversity. Based on the diversity, the

management uses an approach that befits their needs because it involves clients and community leading to a better performance. With the motivation in Emirates, employees have remained committed thus offer quality services to clients.

Extrinsic and intrinsic motivations are the two types of motivation that companies should try to practice. Importantly, people have distinct needs and require different motivation. Intrinsic motivation involves using motivational stimuli to ensure people perform their tasks and fulfill the desires (Benjamin-Lowry et al. 2013). In most cases, people have different desires that they need to meet and fulfill. The intrinsic motivation is founded on these desires including acceptance, social contact, power, independence, honor, order, and social status. At Emirates, employees are motivated through workplace conditions, promotions, training, appreciation incentives, payment incentives and monetary incentives. Nasibov (2015) affirms that the company has continuously invested in training and developing the workforce. It also creates the comfortable working environment. Its reward system, policies, and salaries are competitive thus make it an attractive employer in the market (Bamber et al. 2009). As part of the intrinsic motivation, the employees are recognized through promotions like allowing the cabin crew to be trainers. Given the current competitive environment, the company continues to train workers on new skills. The company also offer workers paid sick and maternity leave and comprehensive health plans to motivate them.

The company considers employee development and training to be an important process. With training, the company has emphasized the significance of new skills that employees must attain to help improve the services (Jeffs 2008). The company understands that the results of training are incomparable because of the big payoffs including improved competence and productivity (Presler 2013). It has also broken down its training services to meet the expectations of the workers. This is evident where the company allows workers to share their opinion regarding career progression and development. Emirates also value extrinsic motivation, as it believes that employees are motivated by external stimuli. Importantly, the company offers attractive remuneration and rewards to workers (Bamber et al. 2009). The bonuses and organized activities have become necessary in improving workforce performance at Emirates. It further allows workers and management to enjoy merit pay and profit sharing to motivate them.

3.12.3 Challenges and Problems

The company has experienced challenges in its employee training and development programs (Presler 2013). Recently, many stakeholders have criticized the company's training and development because it is never based on the market needs. This is because the organization has failed to look into the activities of its rivals.

The company has also failed to use its strong image in the industry to maximize employee excellence and innovation through training and development. It has failed to understand that it is its responsibility to offer clients and customers dependable, sage, and friendly transportation. The training programs of the firm are not customer-oriented.

3.13 Conclusion

This chapter presented the methodology and method used in this study including research methodology, conceptual framework, research strategy, research design, research approach, sources of data, design of interview questions, population, sample size, sampling techniques for the study, data collection instrument, and data analysis. Additionally, this chapter focused on the company profile, motivation in Emirates Airline Company, effects of motivation on Emirates Airlines, as well as the' challenges and problems faced by the company.

Chapter Four: Data Presentation, Analysis and Discussion of Findings.

4.1 Introduction

This chapter presents the information on data collected from the respondents on the effect of motivation on employee's performance in Emirates Airline Company. The chapter is in two sections: quantitative analysis and qualitative analysis. The chapter begins with the quantitative data analysis and findings. The second section also seeks to qualitatively establish the factors that motivate employees in the Emirates Airline Company. This is followed by an examination of factors that serve as satisfaction or dissatisfaction among employees. The chapter ends with a discussion on the conclusions drawn from both the quantitative and qualitative analysis.

4.2 Quantitative analysis and discussion of findings

The quantitative analysis involves the use of a variety of statistical procedures including basic descriptive statistics (e.g. tables and percentages). This section displays information on the demographics characteristics, determinants of employee motivation and levels of importance of the determinants of employee motivation. All the data set used for this analysis was derived from responses generated from the research questionnaires. The findings are displayed using tables and graphs in order to provide a simplified picture of the data collected. The survey was conducted on a total of ninety (90) participants.

4.2.1 Primary Scales of Measurement

The research conducted applied different approaches in the collection of the necessary information from the respondents. The study focused on the nominal and ordinal scales of the primary measurement scales. The nominal scale focused mainly on the number of the participants and their classification. On the other hand, the ordinal scale focused on the ranking of the participants, namely the cabin crew. The information collected indicated that the ranking at the organization was based on the experience and the number of years that one has been in service.

4.2.2 Information collected through Use of Questionnaires

The questionnaires were used as the main form of data collection, and they were filled out by the 90 respondents working at the Emirates Airline. According to the structure of the questions, the main information targeted was based on motivation and the way how the job appealed to the respondents. The information collected from the cabin crew suggests high levels of motivation. The questionnaire had 22 questions and according to the data collected, 90% of the respondents indicated clear satisfaction in their work and high levels of motivation. It is quite clear that the respondents understand the various concepts of motivation, and they know how it is conducted at the organization. The questions asked on the questionnaires will not have to be analyzed individually because some of them provide a general view of the factors affecting the motivation of the employees at the Emirates Airline.

4.2.3 Demographic characteristics of respondents

This section discusses the demographic characteristics of the respondents. The major issues discussed here include the sex and the number of years they have been working in Emirates Airline Company. The study revealed that 30 % of the employees were male and 70% were female. Also the study explored that 51.8% of the employees have been in the company less than 1 year. On the other hand, 39.3% have been in the company between 1-5 years while 8.9% have been working for the company more than 5 years.
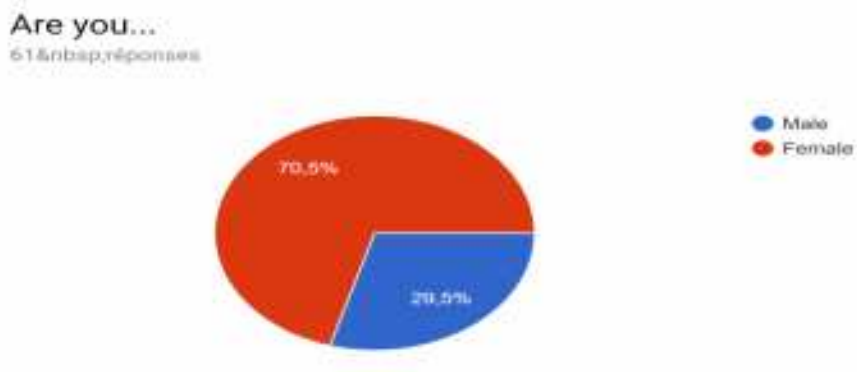

Figure 5: Gender of respondents.

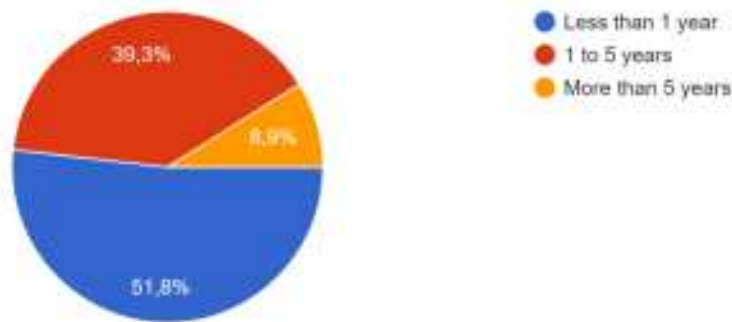How many years have you been working in this organization ?
56 réponses

- Less than 1 year
- 1 to 5 years
- More than 5 years

39,3%

8,9%

51,8%

Figure 6: period of work experience.

4.2.4 Determinants of employee motivation

This section of the analysis identifies the determinants of employee motivation among Emirates Airline Company. The study explored five (5) determinants of employee motivation. The determining factors include (1) Compensation / pay, (2) Promotion, (3) Work atmosphere, and (4) Relationships with co-workers and (5) Reward.

Compensation/Pay

One way of management to improve job performance, motivate and improve employee performance is through compensation/pay. Compensation is important to employees as individuals because the amount of compensation reflects the size of their work among the employees themselves, their families and society. Compensation is often also called an award and can be defined as any form of reward given to employees as a reward for the contribution they give to the organization.

Every employee aims to achieve certain economic and social objectives. Employee motivation relates to the level of compensation system in the organization, because level of payment strategies cannot be relegated; an efficient compensation system results in

organizational growth and expansion and exhibits a positive relationship between employee motivation and performance (Lai, 2011). Pay is highly considered as the most important determinant of job satisfaction relative to the other factors in order to attract and retain expert labor force (Frye, 2004). The finding that (81%) employees identified compensation/pay as the major determinant of their job satisfaction means that financial incentives affect the satisfaction level of employees.

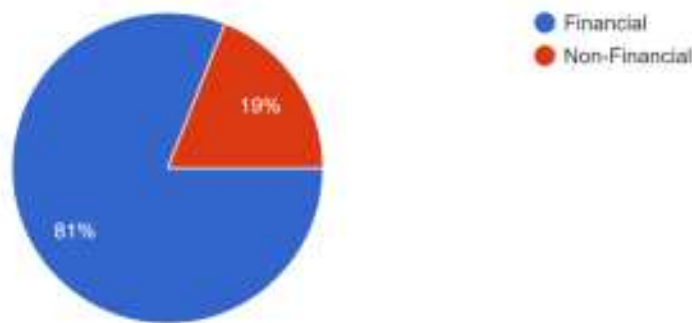## Which type of incentives motivate you more

58 réponses

Figure 7: types of incentives.

Promotion

The advancement of an employee from one job position to another job position that has a higher salary range, a higher title together with higher job responsibilities was revealed as a determinant. Several studies focus attention on demographic factors whereas others consider employee job motivation from the view point of working environment. The study revealed that (25.4%) employees view promotion as a determinant of job satisfaction among Emirates Airline Company.

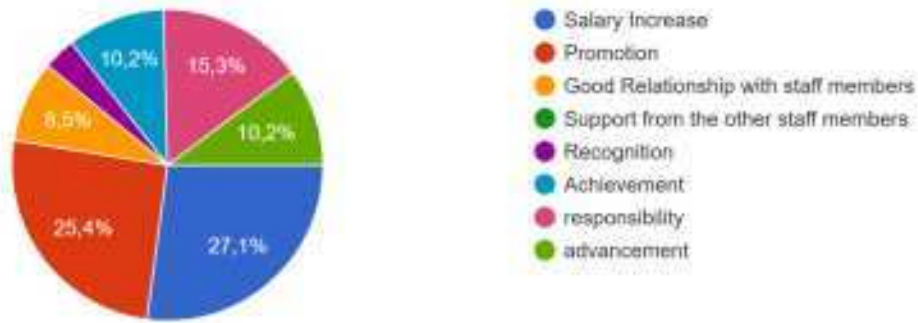Which of the following factors motivate you the most ?

59 réponses

Figure 8: factors of motivation.

Work atmosphere

The working environment is one of the most crucial factors which influence the level of motivation as well as satisfaction of its employees. According to social, organizational and physical factors are impetus for task and activity which consequently impact the performance of workers'. The productivity of employees is determined excessively by the environment in which they work. The utmost significant empirical evidence which indicates the deteriorating working conditions of an organization has to do with the truncated job satisfaction rate. From the field data, (53.6) respondents somehow agreed that working in Emirates Airline is somehow good, while 35.7% have strongly agreed on the work atmosphere in Emirates Airline. The majority of respondents viewed the work atmosphere as an important factor that determines the employee job satisfaction of Emirates Airline.
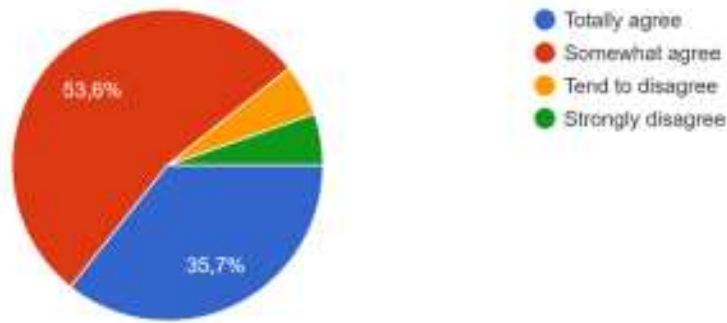
The atmosphere is good

56 réponses

Figure 9: Work atmosphere.

Relationship with co-workers

The need theories (Mayo 1933; Maslow 1943; Hertzberg 1993) show that man is a social animal. One of the most important needs is love, both giving and receiving. Relationship with co-workers play an important role in employee job motivation for two reasons: first, good relationship improves people's interest in staying at work which can maintain high job satisfaction and secondly, good employee-co-worker relationship leads to a positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs. However, Roelen et al. (2008) concluded that job motivation of an employee has no link with his or her relationship with co-workers. In line with this, (8.6%) respondents view relationship with co-workers as a job motivation and satisfaction determinant.
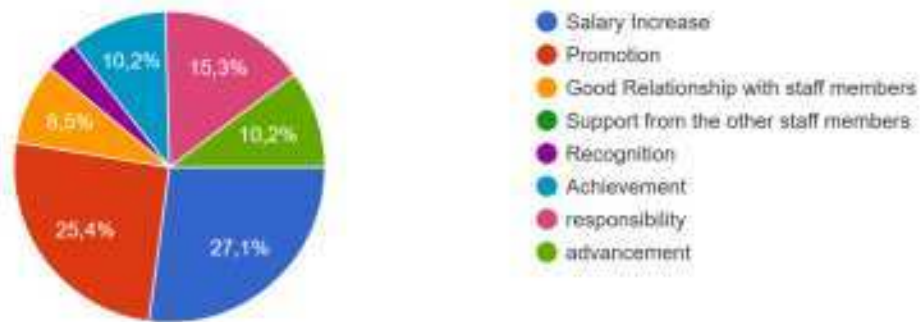
Figure 10: factors of motivation

Reward

The idea of rewarding employees is not new in the business world that is why most successful companies have different rewards system. They know that recognizing their employees get results that range from increased productivity to high profits. Employees who feel important and appreciated by the company are more motivated. These motivated employees are more performing on their job which contributes directly to growth and productivity of the company. This is because they have the enthusiasm to go extra mile for a company to contribute their intellectual capital and are willing to stay longer on their job. This therefore makes reward an area of interest where themes such as incentive systems and reward systems are of concern. The study revealed that 40.4% of respondents somehow agreed that a reward is an important factor that determines the employee job satisfaction of Emirates Airline; while 24.1% of respondents strongly agreed that reward is an important factor that determines the employee job satisfaction and motivation.

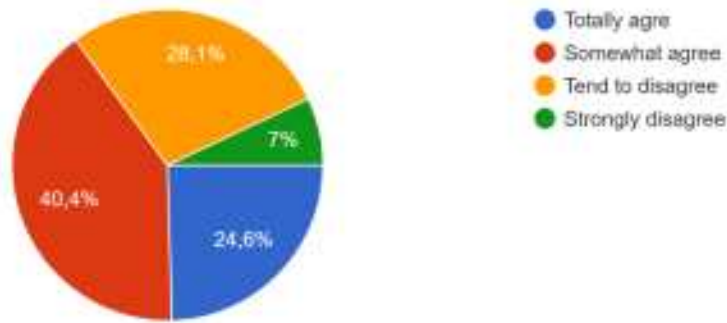Do you feel rewarded for your dedication and commitment to work?
57 réponses

- Totally agre
- Somewhat agree
- Tend to disagree
- Strongly disagree

28,1%

7%

24,6%

40,4%

Figure 11: Rewarding system.

How do you assess the adequacy of your work and your remuneration?
57 réponses

- Very good
- Good
- Low
- Bad

22,8%

10,5%

64,9%
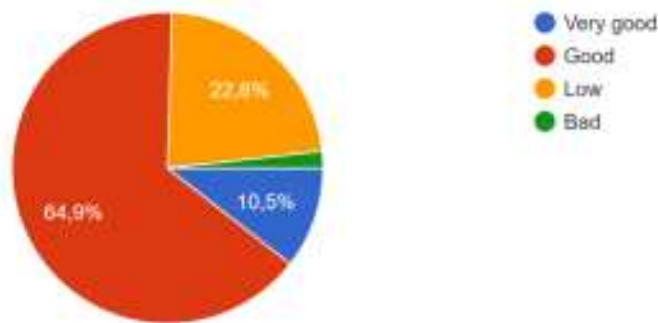
Figure 12: work remuneration and reward.

4.2.5 Factors that affect performance of Emirates Airline employees

From the Data collected, employees consider salary increase or compensation/pay and promotion as positive factors that mostly affect the performance of Emirates Airline employees. This finding confirms what Frye (2004) contended that pay is the most important determinant of job satisfaction and it extents more effort to performance among the other factors. In fact, the nature of work performed by employees has a significant impact on their satisfaction and

motivation level. From the data Emirates Airline employees consider the work environment as a negative factor that affects their performance. This is a clear vindication of DeSantis and Dust's (1996) that the work environment affects the level of job satisfaction of employees and as a result impact the business productivity.
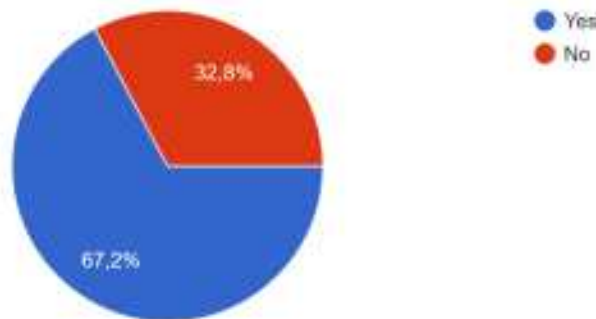
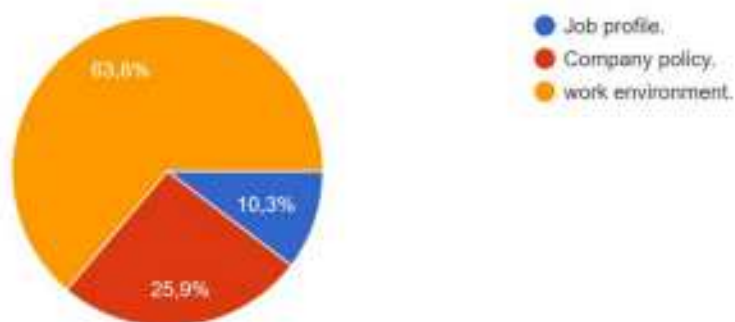Figure 13: impact of salary on employee motivation.

Figure 14: de-motivation factors.

4.3 Qualitative: analysis and discussion of findings

Qualitative research involves the use of methods such as participant observation or case studies which result in a narrative, descriptive account of a certain practice (Parkinson and Drislane, 2011). The qualitative findings and analysis present sector- based interviews with management. The qualitative analysis intends to help understand the determinants of employee job motivation and its impact on business productivity. Key findings from the study are summarized as follows:

4.3.1 Socio-demographic characteristics

In all, ten (10) employees were interviewed by the help of an in-depth interview guide; five (5) of them are working in managerial positions and the other five (5) are working in the cabin crew staff. They are all coming from different countries of Emirates Airline Company, Two respondents are Male and the others were Females. Their ages range from 21-45 years of age. All of them have completed tertiary education. Their positions were Human Resources manager, Manager/Cabin Services Director and the others were flight attendants.

4.3.2 Questions for managerial positions

Question 1: **What are some ways to motivate employees and teams by satisfying their needs?**

This question was discussed with the selected management people. Majority of the respondents were of the opinion that the motivational factor is very essential for any type of organization, Emirates Airline Company in particular. The employees of the Emirates Airline organization are motivated with a target to be achieved, so that their productivity will always be in an increasing trend. Since the airline sector organizations are profit motive organization, the employees are also driven towards making profit for themselves over and above their salary levels. This will encourages the employees to work harder and provide more contribution towards the development of the organization.

There were responses from the respondents that the motivational factor is a very basic thing without which the employees will not even attain their normal productivity. The

management people who were interviewed were of the opinion that the basic expectations from the employees are also fulfilled by the motivational factor and the motivation cannot be avoided at any level in the organization. Employees are expected to be motivated even for doing their normal routine work and hence the employees' motivation becomes an unavoidable factor in the organization, in particular reference to the Emirates Airline Company.

There were also some responses stating that the motivational factors are not very essential as the employees will do their work to get their monthly wages; however this type of responses were very minimal and negligible.

Some of the answers were as follow:

"One thing that employees and team members often need is to feel that they are in control of their work. Providing this feeling can be one way to motivate them. For example, managers and other supervisors can give the employees some amount of discretion to do their work as they see fit. Managers can also show that they are open to suggestions about how the work should be done".

"Emirates Airlines Company gives bonus to the employees when they exceed their annual financial target. If a costumer recognizes an employee's hard work and write a nice report about him or her; he/she might get 500 paid recognition".

Question 2: **What are some ways you motivate employees?**

The respondent had identified many things as factors that are motivating the employees which are effectively used by the Emirates Airline Company managements to motivate its employees towards getting more productivity and increasing their profitability.

Many of the respondents were identifying the financial rewards as the predominant motivational factor for a large portion of the employees. They were of the opinion that more than 90% of their employees are working towards financial benefits for the employees and their family members. Hence the more financial rewards better their job satisfaction levels. Hence financial rewards are voted as the best motivational factor during the discussion. However, there are other factors identified as motivational factors which are working effectively on the younger

group of the employees. While the employees are young and ambitious towards their careers, the employees are not just motivated by the financial rewards; they are interested in career benefits oriented rewards such as the higher education possibilities, on-the-job training, and other such skills enhancement opportunities.

The senior management personnel who were interviewed also identified the non-financial benefits for the employees and their family members as motivational factor. For instance, the medical facility for the employees and their family members is considered as one of the very attractive motivational factor which is enhancing the working morale of the employees and produce more output. The employees are happy to understand and realize that themselves and their family's health is taken care of by the organization, they are feeling secured and relaxed. This enhances their productivity with peace of mind, which is more profitable for the organization. The organization is spending less for the medical aids compared to the profit they earn out of the increased productivity.

"There are many ideas about how to motivate employees and keep them motivated. These ideas tend to revolve around the nature of the work the employees do, the way they are treated by superiors, and the ways in which they are compensated. Perhaps the most obvious way to keep employees motivated is to pay them well. If employees can make a lot of money by doing their job well, they will care more and will be more motivated and as a result will be more productive, as well as willing to work better and give their everything to get the job perfectly done".

*"In business, motivating employees is a critical part of being successful. **Giving the employees recognition** for their accomplishments and **allowing employee input** into how the job functions are important parts of motivating employees. **Giving employees responsibility for their work and its methods** helps the employee feel his or her worth in the job. **Believable feedback** is also essential for giving the employee motivation to do their job well or better than before".*

"Medical facility is considered one of the very attractive motivational factors for employees and their families. Such facility enhances the working morale of the employees and produces more output. The employees are happy to understand and realize that they are, as well as their

families, taken a good care of by the company. This act makes employees feel secures and more motivated towards their work which will result positively on their job productivity".

Question 3: **What Emirates Airline Company does to motivate its employees?**

People have distinct needs and require different motivation. Intrinsic motivation involves using motivational stimuli to ensure people perform their tasks and fulfill the desires (Benjamin-Lowry et al. 2013). In most cases, people have different desires that they need to meet and fulfill. The intrinsic motivation is founded on these desires including acceptance, social contact, power, independence, honor, order, and social status. At Emirates, employees are motivated through workplace conditions, promotions, training, appreciation incentives, payment incentives and monetary incentives. One of the managers affirms that *"the company has continuously invested in training and developing the workforce. It also creates the comfortable working environment. Its reward system, policies, and salaries are competitive thus make it an attractive employer in the market".*

"As part of the intrinsic motivation, the employees are recognized through promotions like allowing the cabin crew to be trainers. Given the current competitive environment, the company continues to train workers on new skills. The company also offer workers paid sick and maternity leave and comprehensive health plans to motivate them".

The company considers employee development and training to be an important process. With training, the company has emphasized the significance of new skills that employees must attain to help improve the services (Jeffs 2008). The company understands that the results of training are incomparable because of the big payoffs including improved competence and productivity (Presler 2013). It has also broken down its training services to meet the expectations of the workers. This is evident where the company allows workers to share their opinion regarding career progression and development.

Emirates also value extrinsic motivation, as it believes that employees are motivated by external stimuli. *"Importantly, the company offers attractive remuneration and rewards to workers. The bonuses and organized activities have become necessary in improving workforce*

performance at Emirates. It further allows workers and management to enjoy merit pay and profit sharing to motivate them".

Question 4: Do you have any other points to contribute for this research in general?

This was a very generic and open question asked to the senior management people among the respondents. Some of them are of the opinion that the employees' need to be understood well before implementing any motivational factors. Since the type of motivation is different from employee to employee, a common ground should be achieved by understanding the category of the people who are in need of motivation, according to the respondents.

According to some other respondents, the motivational factors need not be a financial reward or related to any financial assistance, but it should be related to what the employees are interested in. Some of the organizations are having a fixed type of motivational factors embedded into their HR policies, which should be modified to suit the need of the employees rather than to keep it simple for the HR people and the management. Some of the respondents have stated that the motivational factor should be associated with the expected performance and hence the level of motivation and the type of motivation should be amended from time to time according to the situation of the employees and to the level of performance the employees are showing and are expected to be shown.

4.3.3 Questions for Cabin Crew Staff

Question1: What makes you motivated at work?

"I'm more motivated when I see people smiling and happy especially children. For example: When parents take flights to take their children to Disney Land, I can see the happiness in both faces: children who are going to play in their favorite place and their parents when they make their children happy somehow. Because I know how much parents save to take their children to such places; they make me appreciate them more and feel happy and motivated to give them a good service"

"One of the ways that makes me motivated as a flight attendant is managing to swap a flight to go home at least once a month, have some more rest in long flight like (17hours flight in which I

should have at least 5 hours break not 4), listen to our needs and have a positive feedback after our meeting, remove some nonsense rules like you have to come back 2 days before a long flight. Most importantly, share the work load with the cabin supervisor. Their only role is to supervise us and solve problems and complains of passenger and they get lots of money, more than 3000$, Instead of having them on board just chilling in the galley while we do the service; they can help us do a cart. When the cabin is full, we end up doing more than 3 carts each which is a very bad thing and it makes the flour crowded. Because the crew put carts out so many times, the management team decided to remove other carts and leave only one starting from next October. We believe that we won and that our voice is heard, but not really because the company did that just because they don't have enough employee and money to hire new ones".

Question2: What does Emirates Airline Company do for you to make you motivated?

"I love working as a flight attendant in Emirates Airline Company because of the facilities they offer as well as the motivational factors such as providing nice hotels for its employees all over the world where I, as one of its employees, feel safe. I also like the fact of working with different people, learning new cultures and languages as well as trying different dishes".

"I love my job and precisely working for Emirates Airline Company because of the several things it does to make me happy, satisfied and motivated. Having monthly meetings in which management team tries to find out our downfalls and tries then to rectify it. Due to the issue of rosters that all cabin crew complains from; the management team keeps the roster fair and square for all of us. They also reward the cabin crew of the month of the flight attendant of the month by offering him or her financial rewards. They also motivate senior positions with high promotions which makes us more motivated to work hard and get promoted to higher position in order to grow as well as to get higher salary".

Question3: Why you chose to work as a flight attendant?

"I personally chose to work as a flight attendant because I believe in a quote that says: "do something you love and you will never have to work another day in your life". I love traveling so basically this job doesn't really makes me feel like I'm working, it's like a paid vacation (even though it has consequences as well as the lack of sleep, anxiety, stress, depression and so on...)".

"What effected my choice and decision of being a flight attendant is the idea of flying over the world for free, getting a good salary, having free accommodation, free transportation to work, working with different people from different nationalities, and get to know their culture, and their ways of thinking, as well as making new friends from different backgrounds and different social classes, and Learn new languages".

The study revealed based on the interviews that good salary for the employees as well paid employees are more motivated and more disciplined. It is easier to control a company with well paid employees than when they are not well paid. On the other hand, the human resource manager sees employee motivation as based on their bonuses. The more employees have regular bonuses, the more their commitment. Human resources manager underpins the psychological state of the employee's (what they actually want) as a bolster to motivate them for better performance.

The idea of rewarding employees is not new in the business world that is why most successful companies have different rewards system. They know that recognizing their employees get results that range from increased productivity to high profits. Employees who feel important and appreciated by the company are more motivated. These motivated employees are more performing on their job which contributes directly to growth and productivity of the company. This is because they have the enthusiasm to go extra mile for a company to contribute their intellectual capital and are willing to stay longer on their job. This therefore makes reward an area of interest where themes such as incentive systems and reward systems are of concern.

Not only rewarding system, but also traveling the world is one of the most important factors that motivate employees, particularly cabin crew staff. They travel for free, given an amount of money each day to eat and roam around the city beside their salary. Cabin crew is given free accommodation outside their job hometown. They are offered a five or four star hotel to spend their days between flights, as well as some money to roam around. According to the study, the cabin crew are highly motivated because the free accommodation given to them outside the country as well as traveling around the world for free.

4.4 Conclusion

Based on the data collected from the organization, the motivation of workforce is a priority at Emirates Airlines Company. Most employees have expressed their satisfaction, as they believe the company has made them productive and motivated. Currently, the company is among the most successful airlines worldwide. This success is attributed to the efforts of workers. In fact, most of its employees have been credited for offering the best customer services thus promote loyalty. Motivation seems to have inspired the employees to enjoy incomparable job satisfaction. The leaders of the company must understand that empowering workforce would maximize their productivity because it offers them an opportunity to make decisions. Therefore, effective style guarantees employees performance.

Chapter 5: Summary, Conclusion and Recommendations

5.1 Introduction

This section of the research report summarized the entire report bringing out the finding for each of the research questions in the same sequence as listed in chapter one. The next section deals with conclusions drawn and recommendations for the study.

5.2 Summary of findings

The hypothesis which states that employee motivation plays a dominant role in the business performance of an organization was accepted. This invariably signifies that the right kind of motivation is given to the workers of a firm then it has a significant influence on the workers performances which in turn impacts the overall business performance. This is in line with the empirical studies stated in the above sections that illustrate that favorable motivational factors tend to produce higher performance from the organizational workers. The research study even depicts that a motivated employee tend to demonstrate heightened level of work performance that in evidently has a powerful impact on the business performance of the company. Research study's evaluation collaborates with research objectives of the study that illustrate the importance of motivation on the performance of a firm.

The findings showed that the individual employee that received both extrinsic and intrinsic rewards performed better than those that did not received the rewards. In this aspect, the study illustrated that performance related appraisals and rewards has a significant impact on the workers motivational level and the standards of work commitment. Another major significant indication that has been made by the researcher in this concerned study is representing the financial factors that act as an important factor in influencing the overall motivation levels of the workers. The organization that tends to offer lucrative offers to its staff tend to expect higher standards of work performance, The company's financial resources is not only able to improve the performance of its workers; Instated it has tried to enhance the overall performance level of its firm thoroughly keeping the financial aspect as the major motivational drivers for the employees.

The study also reveals that employees believes higher salaries and promotion in the organization highly influences their level of performance This implies that the management must ensure that promotions in the organization are done fairly to encourage employees who have consistently performed. A further finding reveals that opportunity for advancement and sense of responsibility has effect on performance. Appreciated for work done, salary, working conditions, how well superiors relate with subordinates and relationships with peers has greater effects on employees" performance.

5.3 Conclusion

Motivation is an internal force that activates and gives directions to our thoughts, feelings and action. Main characteristics of motivation are goal directed and persistence. Motivated employees pursue goal persistently till they achieve it. Organization having motivated employees is more likely to deliver service of superior quality than those who lack the essential of motivation. All in all motivation refers to a person's desire to do the best possible job or to exert the maximum effort to perform the assigned task. Hence, human motivation is the process where individual's behavior is energized, sustained and directed in order to meet individual needs and to achieve organizational objectives.

Creating a workplace with excellent morale and motivated employees is a long term project, and needs to be embedded within the fabric of an organization's daily operations. Highly motivated and engaged personnel are tremendous asset to any organization. While money is an important fundamental consideration, the main factors that attract and maintain "talent" within an organization include:

- Rewards.
- Recognition.
- Being heard by management.
- Having good relationship with managers and peers.
- Being provided with opportunities for advancement.

Developing well motivated employees leads to more satisfied customers and higher sales; this in turn leads to greater employee motivation and creates a virtuous circle. Highly motivated

employees are likely to be engaged employees, willing to go an extra mile with customers, and to reward their employers with loyalty, high level of productivity and greater innovation.

In conclusion, the motivation of employees plays one of the most vital roles in an organization's effectiveness and assertively contributes to its growth and prosperities. Therefore, it is necessary for any employer to understand what truly motivates the employees and how to maximize the overall job performance. The theoretical framework of the study and the findings had confirmed that the motivation of employees is affected by two main factors which are intrinsic motivation and extrinsic motivation. The extrinsic motivation arises from external elements such as salary or other benefit packages. However, intrinsic motivation, which derived from the inside of a person and seemingly related to their needs, desires, and goals, has established a fact to overweigh the influence of extrinsic motivation. Some examples of intrinsic motivation can be listed as personal growth, having a work life balance, an interesting and challenging job, work flexibility, and a good relationship with supervisors and co-workers. It is not only a factor that motivates employees at work; it is also an important determinant for job retention. It can be concluded that, performance determinants such one's qualification, relationship with both managers and peers, working environment, compensation package, job security among others combine with favorable motivational factors have effects on performance and vice versa. Therefore, there is a strong relationship between motivation and performance, and motivation does have effect on employees' performance.

5.4 Recommendations

Employee and management undertaking surveys: Long-term survival of any organization depends largely on the motivation of its employees, whether by financial or non-financial means. Therefore, organizations should be willing to continuously, and on a regular basis, undertake employee surveys such as this one in order to understand what their employees expect from their current job. The result of such exercises could prove useful for the organization, because knowing what employees want and efforts towards meeting these needs facilitate a mutually satisfying working environment for both the employees and management.

Employee and management setting goals: Setting specific, difficult, achievable goals that we are committed to is a good motivator. The theory of goal setting as a means of understanding

motivation is perhaps the most consistently supported work motivation theory. For the best business strategy execution first translate business strategy into organizational goals. Then translate the organizational goals into business goals, department goals, team goals, and ultimately individual goals. Individual goals sometimes conflict with team or organizational goals, which can create ethical challenges for managers. For example, sales employees working on commission may not be as willing to help their coworkers serve other customers. For individual goals to be effective, they must be integrated with team and organizational goals and strategies. Giving employees input into their goals can enhance their commitment to them. McClellan (2008) stated that employees given input into a company's environmental sustainability goals are more likely to stay with the company and see the goals realized. Employees feeling bored due to repetitive work can also be motivated by goal setting.

Finally the results of this study could be useful in helping organizations determine what motivates employees or what job-related motivational preferences of their employees today and for the foreseeable future.

5.5 Future Research

Additional research should be carried out to obtain a continuous view, insight and knowledge of what motivates employees to keep best performance on their job. Employee motivation, even after some 50 years of research, continues to be one of the problems and challenges facing organizations today. Furthermore, factors such as technological advances, globalization, retrenchments etc. leave employees with an uncertain future. This is because most organizations today do not guarantee life employment for their employees, as was the case before. Therefore, there is the need for researchers to continue carrying out employee surveys so as to determine what keeps employees motivated, to go the extra mile. The outcomes of such surveys will help organizations be up to date with changes in employee preferences. Therefore, it would be interesting if further research with a much larger sample size could be undertaken to confirm, either fully or partly, the findings of this study.

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List of Figures

An assessment on Employees' motivation and its impact on job performance and business productivity: A case study of Emirates Airline Company.

Questionnaire for Employees.

[This is purely an academic exercise and in partial fulfillment of the requirement for the award of Masters in Business Administration (MBA) by the Private International Institute of Management & Technology. Please read each statement carefully and answer them as frankly as you can. Your responses will be accorded the utmost confidentiality they need. Your maximum cooperation is highly solicited].

Researcher's name: **Bennani Smires Hajar.**

Degree: **Masters of Business Administration (MBA).**

Email: **smires.hajar@gmail.com**

Supervisor: **Ahmed Salemi.**

1) Are you...

- o Male
- o Female

2) Your position in the company is...

- o In-flight Service Manager/Cabin Services Director
- o Flight attendant
- o Load master

3) How many years have you been working in this organization?

- o Less than 1 year
- o 1 to 5 years
- o More than 5 years

4) On a scale of 0 to 5, how much do you value the quality of your management?

- o 0- Very bad
- o 1- Bad
- o 2- Low
- o 3- Average
- o 4- Good
- o 5- Very good

5) Rate your level of satisfaction with the working culture of the organization?

- o Highly Satisfied
- o Satisfied
- o Average
- o Dissatisfied
- o Highly Dissatisfied

6) Rate the statement "Top Management is interested in motivating the employees"?

- o Strongly Agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

7) Which type of incentives motivates you more?

- o Financial

o Non-Financial

8) How far you are satisfied with the incentives provided by the Organization?

- o Highly Satisfied
- o Satisfied
- o Dissatisfied
- o Highly Dissatisfied

9) Which of the following factors motivate you the most?

- o Salary Increase
- o Promotion
- o Good Relationship with staff members
- o Support from the other staff members
- o Recognition
- o Achievement
- o Responsibility
- o Advancement

10) Do you think that incentives and other benefits will influence your performance?

- o Influence
- o Does not influence
- o No Opinion

11) Does the Top Management involve you in decision making which are connected to your department?

- o Yes
- o No
- o Occasionally

12) What factors de-motivate you at work?

- o Job profile.
- o Company policy.
- o Work environment.

13) Is salary the most important attribute towards employee motivation?

- o Yes
- o No

14) Is job security in the company a good attribute to motivate employees?

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

15) Does increase in salary motivates you the most?

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

16) Are you satisfied with the support you are getting from the HR department?

- o Strongly agree
- o Agree
- o Neutral
- o Disagree
- o Strongly Disagree

17) The atmosphere is good

- o Totally agree
- o Somewhat agree
- o Tend to disagree
- o Strongly disagree

18) I have the required skills and knowledge for my position.

- o Totally agree
- o Somewhat agree
- o Tend to disagree
- o Strongly disagree

19) Do you feel rewarded for your dedication and commitment to work?

- o Totally agree
- o Somewhat agree
- o Tend to disagree
- o Strongly disagree

20) Do you work with the fear of losing your job?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21) How do you assess the adequacy of your work and your remuneration?

- Very good
- Good
- Low
- Bad

22) From a general point of view, how do you estimate your job motivation?

- Very good
- Good
- Low
- Bad

Interview Questions

Questions for managerial positions:

1- What are some ways to motivate employees and teams by satisfying their needs?

2- What are some ways you motivate employees?

3- What Emirates Airline Company does to motivate its employees?

4- Do you have any other points to contribute for this research in general?

Questions for Cabin Crew Staff:

1- What makes you motivated at work?

2- What does Emirates Airline Company do for you to make you motivated?

3- Why you chose to work as a flight attendant?