

In The Name Of God,
Most Gracious, Most Merciful.

Motivation OF Multinational Work Force
In QGPC In QATAR

University Of Stirling
Ph.D Thesis

1998

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Preface

I received my first degree in **Electrical Power Engineering & Machinery** from **Cairo University** in 1974. My first assignment was in a major public sector refinery in Alexandria Egypt in 1974. In 1977 I was seconded to **Qatar General Petroleum Corporation (QGPC)** in the State of Qatar in the capacity of Electrical Engineer. I was the first Arab engineer to work as **Senior Staff** in QGPC that was under the management of British Petroleum (**BP**) at that time. There was a consortium of five companies controlling QGPC. These are **Exxon, Shell, Mobil, BP and Total**.

Working and living in a multinational society for **sixteen and half years** gave me the insight experience of dealing with over 48 nationalities each with distinctive norms, values and culture.

In 1984 after receiving my **Chartered Engineering** status through the **Institute of Electrical Engineers (IEE)** in UK and becoming **Senior Member of the Institute of Electrical & Electronic Engineers (IEEE)** in USA, I went up the ladder in various managerial and engineering positions covering multidiscipline activities.

This period gave me the practical experience of managing large multinational work force and the importance of their Motivation to achieve the business objectives. We had access in QGPC to the valuable experience and standards of many multinational corporations such as British Petroleum, Exxon, Shell, Mobil, and Total. In QGPC many of these MNC's managerial practices were adopted such as Management By Objectives (**MBO**) and Total Quality Management (**TQM**).

I was promoted as A/Maintenance & Engineering Manager of Dukhan Fields facilities in 1989. There were 5000 people living in Dukhan (1000 of QGPC employees; 2000 of their families; 1500 contractors; and 500 from Government bodies such as Army, Police and School -Teachers).

I received my MBA in 1989 from Syracuse University (USA) and one of the courses undertaken was on Motivation. I became extremely interested in Motivation and its impact on Productivity specially if we compare annual sales per employee in the best Fortune 500 global companies such as Exxon and General Motors with QGPC in Qatar and EGPC in Egypt.

I moved to Cairo/ Egypt in 1994 as General Manager of Egyptian company that is specialized as engineering and management consultant in many diversified sectors e.g. Iron & Steel, Chemical, Food, Utilities, Construction & Contracting, Hotels, Drilling, Electrical and Oil & Gas. I became even more interested in the subject of productivity and motivation.

The average productivity in Egypt is nearly \$1000 per capita versus annual sales of \$1 million per employee in Exxon. This is 1: 1000 ratio i.e. **productivity in Exxon is 100,000% more than Egypt!!** In Qatar the picture is only better slightly than Egypt.

I firmly believe that this problem is due to poor management practices including lack of motivation, coordination, objectives, and sharing information. The existing assets if managed properly can lead to substantial increase in productivity. Egypt and Qatar are extremely rich with their natural resources particularly educated human resources in Egypt and Oil & Gas reserves in Qatar. Management of these resources is the obvious problem.

With over 24 years of practical experience in major industrial companies, I felt the strong and vital need to have a simple and practical model developed for managers usage to deal with the diversified needs and motivating requirement of their heterogeneous work force in major industrial organizations especially in view of the ever increasing number of these MNC's on world wide basis (Globalization).

There are many MNC's e.g. Exxon, General Motors, Shell, IBM, Procter & Gamble and even McDonald's investing substantial financial resources in the Middle East North African (MENA) countries and other International markets. Managers of all these local firms normally come with skimming knowledge through short training courses on **Motivation** techniques. As they have direct line responsibilities for hundreds or even thousands of employees, it is essential that they have access to simple and practical model of motivation that meet their subordinates Needs, enhance their Motivators, and eliminate their Demotivators. The Action Plan to achieve these goals must be in line with the working culture concepts, values, and even terminologies. **This will ensure the success and gain acceptance of the local environment managers and leaders.** This is a crucial point for the success of any proposed system.

The majority of existing theories of Motivation (**Maslow, ERG, Herzberg, McClelland, Equity, and Goal-Setting**) were developed in the USA in the 40's, 50's and 60's. These may be culture specific as influence on attitude to work and leisure is impacted by subsequent economic changes in the last three decades.

It was therefore essential to cover in our research recent major culture studies such as the work of **Hofstede (1968 and 1972)** and **England (1985)** as well as **Herzberg** needs modified theory for motivation reissued in **Harvard Business Review (1989)** and the classical **Maslow Theory**.

I had a **unique research opportunity** as the diversity of the work force of the MNC's in the Arabian Gulf is decreasing with the local nationals taking over from expatriates, so that increasingly the existing diversity of nationalities and cultures will be diminishing in the next few years.

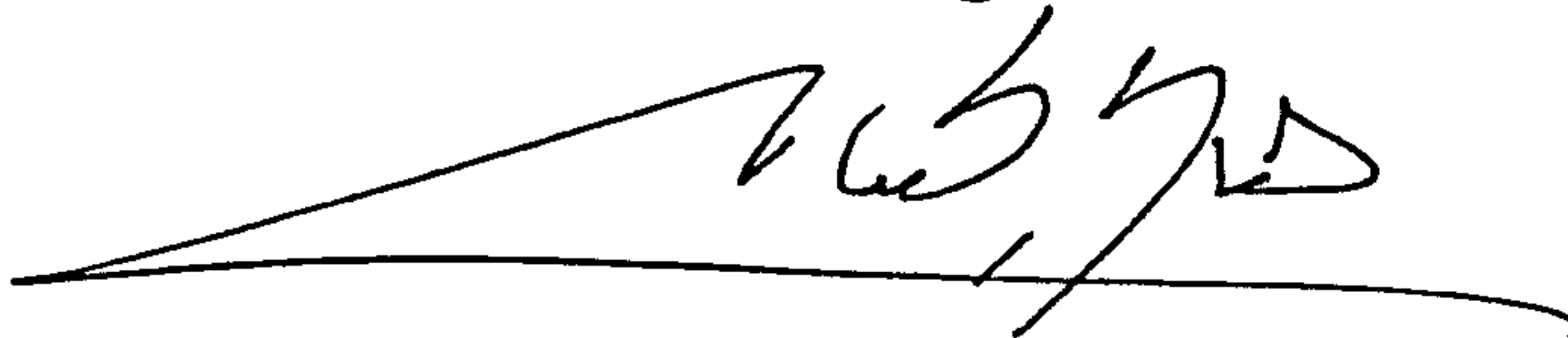
This emphasize the importance of this research and the urgent need to conduct similar ones in other MNC's in the Middle East North African (MENA) countries and specially in the Gulf Area e.g. **ARAMCO** in **Saudi**, **ADNOC** in **UAE**, **PDO** in **Oman**, **KNPC** in **Kuwait** and **EGPC** in **Egypt**. I am hoping that this research will fill an obvious gap in **Synergistic Culture Studies** and **Motivation Research** in the **Middle East** and **North Africa** and how they can be compared with other developing nations in **Asia** and the developed nations in **Europe** and **North America**.

Acknowledgment

My sincere acknowledgment and gratitude to my Supervisor Dr. Stewart Butts for his guidance and patience in a difficult area of research. The preparation of this Ph.D Thesis took over seven years of continuous efforts and hard work on the University of Stirling campus and abroad in the field during the research.

My deep appreciation for my family support and endurance especially my parents; my wife Randa; and my children: Yasser, Hisham and Dina.

Chartered Engineer

A handwritten signature in black ink, appearing to read 'Hany El-Hifnawi', written over a horizontal line.

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Table of Contents

<u>Chapter I</u>	:	Introduction:	1
<u>Chapter II</u>	:	Literature Review:	8
		1) Theories of Motivation	8
		2) Culture Research	48
		3) Multinational Corporations	79
<u>Chapter III</u>	:	Islamic Culture and Motivation Theories: ...	90
<u>Chapter IV</u>	:	QGPC- Employment Practices:	119
<u>Chapter V</u>	:	Methodology of Research:	140
<u>Chapter VI</u>	:	Results of QGPC Research:	158
<u>Chapter VII</u>	:	Analysis of QGPC Research:	208
<u>Chapter VIII</u>	:	Conclusion and Recommendations:	249
		Pyramid of Motivation Model	253
<u>Results Tables</u>	:	Frequency Tables of Part A (1-15)	262
		Frequency Tables of Part B (1-8)	263
		Frequency Tables of Part B (9-16)	264
<u>Charts</u>	:	Bar Charts # 1, # 2, # 3 & # 4	265
<u>Analysis Tables</u>	:	C.1.1-3, C.2.1-3, C.3.1-3 & C.4.1-3	266
<u>Appendices</u>	:	A, B, C, D, E, F, G & H	267

Chapter I

Introduction

Motivation is the art and science of energizing and driving employees to exert their best in tackling their tasks.

The multinational Corporations in the Arabian Gulf (ARAMCO in Saudi, ADNOC in UAE, PDO in Oman, KNPC in Kuwait and QGPC in Qatar) are considered to be an unique test ground for the effectiveness of famous motivation theories and some culture differences. This is due to the large number of nationalities living and working together in these Corporations within the same environment.

The State of **Qatar** is a peninsular situated halfway along the West Coast of the Arabian Gulf, east of the Arabian peninsula, between latitudes (27 to 24 and 10 to 26 degrees north) and longitudes (45 to 50 and 40 to 51 degrees east). **Qatar** extends northward with an area of 11,437 square Kilometers.

The people of **Qatar** are the descendants of ancient Arabian lines of kinship. This is particularly due to the geographical location and proximity to the Arabian peninsular, on the one hand and to the close historical and cultural heritage, which the State shares with the rest of the states in the Arabian Peninsula on the other. The present population of **Qatar** in 1996 is estimated at **500,000** inhabitants, most of them reside in **Doha** the capital city. The rest of the population however lives in a number of towns and villages, including Dukhan, Umm Said, Al-Wakrah, Al-Khor, Medinat Al-Shamal and other modern residential centers. The Qataris population is estimated at 100,000 or **20%** only of the total population while there are 400,000 expatriates.

Islam is the official religion of the State and the Sharia (Islamic law) is the principal source of legislation in the country. Arabic is the official language of the state. The 100,000 Qataris are 100% Moslems and this fact is the obvious reason for their strong Islamic culture. The expatriates nationalities varies between Arabs from other countries; Asians from India, Pakistan, Srilanka ...etc.; or Westerns from UK, USA, Canada, France, Netherland ...etc.

Qatar General Petroleum Corporation (QGPC) is a state owned firm and one of the major firms in the Arabian Gulf with US \$ 1400 million capital assets and nearly 6,000 employees from 48 different nationalities (as of 25/9/1992). **We selected the largest 17 nationalities of those 48 to cover in our research.**

QGPC produces 500,000 barrels of crude oil per day (BOD) and 800 million standard cubic feet (MMSCFD) of natural gas as well as many other petrochemical products. The **North Field** is one of the largest gas fields in the world and is being developed now by QGPC in a very ambitious plan that will cost billions of dollars over the next few years. QGPC activities in Qatar spread over four main areas. **First** the Head Quarters in **Doha**: the capital of Qatar. **Second** the field operations in **Dukhan**, which include all the onshore fields with Dukhan City in the center. **Third** the **Offshore** fields around the island of **Halul** and the **North Field**. **Fourth** **Umm Said**: the industrial city where oil and liquefied gas are processed and exported through its terminal to Europe especially Rotterdam, USA and the Far East including NIC's countries and Japan. In Umm Said there are many plants e.g. two NGL plants, a refinery, a petrochemical plant, a steel factory and fertilizer company in addition to huge tank farm and exporting terminal.

In the **OPEC** bloc after nationalizing the oil and gas industry in the sixties and seventies, we have seen many multinational corporations emerging and undertaking gradually what was thought to be an exclusive field for the major international firms known as the "**Seven Sisters**". The "Seven Sisters" lately became six firms only, e.g. Exxon, Mobil, British Petroleum (BP), Shell, Total and Chevron.

The take-over was in all fields starting with production and transportation through the marketing and refining to even the final consumer distribution stations channels in Europe in a complete vertical integration strategy.

The multinational corporations in the OPEC countries are now 100% owned by the governments of the OPEC states. **The challenge of managing these Corporations could not be overlooked.** In view of the ever increase tendency for formation of multinational firms on global basis the lessons which could be learned from the **Gulf Corporations** are extremely valuable; **Heenan (1979).**

The establishment of **QGPC** in 1974 along with national oil companies in other major petroleum producing and exporting countries in the Arabian Gulf and elsewhere within the OPEC, led directly to the first restructuring of the global oil industry by placing production control directly in the hands of the states involved rather than the concessionaire foreign companies; **Bernard (1980).**

The issues of **technology transfer** including managerial practices were extremely difficult to resolve since what price should be paid for technical knowledge that has taken years to acquire? How do you transfer something that depends in large measure on experienced people not patents; **Newman (1979), and Tahija (1993).**

Modern technology demands **team approach** with people from various disciplines in different departments working together and coordinating their efforts to achieve common desired objectives for the whole firm. **Thus management, sharing information and motivation techniques for those people forming the firm work force are extremely essential in this process and have substantial impact on productivity.**

Agreements reached with the major oil firms whereby what could be termed as technology transfer packages are designed to reinforce rather than disturb the development process of the OPEC countries with the common strong Muslim cultures. This includes using seconded key personnel who are gradually phased out after training nationals.

However, the expatriate work force is currently over **50%** of the total work force and what is unique about it, is the fact that in QGPC there are **48** different nationalities working and living together in the State of Qatar.

Motivation of work force like this could be only successful if global approach is adopted, i.e. implementation of motivation techniques that could be applied across the board on any of these nationalities and/or cultures and to the heterogeneous work force as a whole to meet their needs, enhance their motivators, and eliminate their demotivators without conflicting with the social and political environmental forces prevailing in the Gulf area especially its strong Islamic culture.

The main objectives of the research are:

- ◆ **To use motivation theories especially Maslow, Herzberg, Equity and Achievement; check their effectiveness and their factors validity vis-a-vis our newly introduced factors within QGPC environment.**
- ◆ **To use culture studies performed by England and Hofstede to find importance of work and identify links between national culture and motivation.**
- ◆ **To develop a practical motivational model for managers in major industrial MNC'S.**

The methodology to achieve these objectives was to blend questions addressing Herzberg, Achievement and Equity theories (**motivators & demotivators**) and the classical Maslow theory (**needs**) as well as many of England and Hofstede research questions (**culture issues**) in one integrated questionnaire targeted to the selected 17 nationalities in QGPC.

Analysis of the results can be carried out by inspecting the frequency of the different variables and investigating and exploring the cross tabulation of these variables versus three common control variables which are the *Nationality*, the *Group Nationality* and the *Religion*. Thereafter, compare the results with other research work in the field of **Motivation** and/or **multinational cultures**.

These control variables represent clusters where we can illustrate existing similarities and differences in these clusters' motivators, demotivators and needs as well as many important culture issues.

Finally, we need to deduce a **practical model** covering all the above elements that can be used for motivation of any multinational work force interacting and working together in one environment with the objective of maximizing the productivity of international multinational corporations. These model elements should be reviewed against the needs, motivators and demotivators of the 17 nationalities selected.

Studies have found that motivation techniques could lead to **twice or thrice** the normal productivity levels; **Hellriegel (1986)** - page 169. The following formula introduced by **V. Vroom (1964)** emphasize the importance of motivation:

$$\text{Productivity} = f(\text{Ability}) \times f(\text{Motivation})$$

Providing tools of production are available and objectives are clear and shared between employees and departments. This equation emphasizes the positive correlation between **Productivity** and **Motivation**.

In my view, the **ability** is a natural endowment that can be developed by each individual depending on his **Education**, **Training** and **Experience**. We could change the ability only by changing one of these three factors. These three factors form a **Personal Learning Curve**.

However, the following can illustrate the difficulties of changing any of these three factors for employees:

- 1) **Education** : Expensive, will cause interruption to the employees career, lengthy and slow.
- 2) **Training** : Benefits are limited without education, expensive and slow.
- 3) **Experience** : Slow, lengthy and expensive.

As we can see from the above that changing the ability of any manager can be only successful by changing one or more of three elements (**Education, Training and Experience**) but the three elements are subject to many illustrated practical constraints.

On the other side motivation of employees, at relatively low cost, can produce immediate results providing the production tools are available, information is shared, and goals are clear as per the Total Quality Management (TQM) principles. This clearly highlights the importance and impact of motivation on the increase of productivity.

Chapter II

Literature Review

This chapter review the literature on the following three subjects:

- 1) **Theories of Motivation.**
- 2) **Culture Research.**
- 3) **Multinational Corporations (MNC).**

1) Theories of Motivation:

Management traditionally has been defined as the process of getting things done through other people; Hamner (1974). The main management task is to effectively channel employees Motivation towards achieving organizational goals. Many schools and theories emerged over the last century to assist us to understand the subject of Motivation. Motivation is the term we use to describe the external and internal forces acting on or within a person that cause the person to behave in a specific manner.

The behavioral science represent a systematic body of knowledge drawn from Sociology, Psychology, and anthropology for the purpose of helping us comprehend why and how people behave as they do.

Originally, at the start of this century it was thought that one set of principles could be appropriate to all organization and managerial tasks including Motivation.

Frederick W. Taylor, F.J. Roethlisberger, Elton Mayo, Henri Fayol and Douglas McGregor and others' works were the commencement of more modern and realistic approaches to human resources management.

Frederick W. Taylor (1911) advocated the Scientific Management of factory production using **time and motion studies**. He believed in a monetary system of rewards and punishments geared to performance and output. Taylor advocated setting up a system of management controls for supervisors to deal only with **exceptional problems**. **Henri Fayol** complemented Taylor ideas but took broader view and looked at firms from the hierarchy top and moved downwards.

In the period (1924-1932) **Mayo and Roethlisberger** of **Harvard University** conducted experiments at **Western Electric Company's Hawthorne plant**. In general they found that **productivity** increased with each change in work conditions; **Huczynski (1991)**. They feel that someone is caring about the workers made the difference in workers productivity and motivation. Mayo and his colleagues believed as a result that **humanizing the work environment can improve motivation and productivity**. Similar tests conducted at **GM Lackwood plant** led to similar outcomes and creation of the Human Relation Model.

Douglas McGregor (1960) introduced his **Theory X** and **Theory Y**. He believed that managers could either be classified to one of the two classifications: X or Y. **Theory X implies an autocratic approach to managing people**: most people dislike work and will try to avoid it if possible, people are lazy with little ambition and will avoid responsibility if they can, they are self-centered, indifferent to organization needs and resistant to change. Managers need to coerce, control and threaten their subordinate employees to achieve performance. This means that you as a manager should make your decisions without consultation.

Theory Y implies a humanistic and supportive approach to managing people. Theory Y advocates that work is as natural as play or rest. People are not inherently lazy. They have become that way based on their experience. People have potential, imaginations, ingenuity and creativity that could be applied to work under proper conditions. **McGregor (1960) argued that managers had been ignoring the facts about people and they should adopt Theory Y instead of X for working with people.**

Rensis Likert (1961) attempted to develop a theory of organizational design with the group as the main building block. The main difference between the theories of Likert and Taylor with respect to goals lies in the methods by which they are set; **Locke (1978). Taylor attempted to use scientific approach (time and motion study); but Likert favored group decision making.** These different methods reflect the different theoretical orientation of the **Scientific Management versus Human Relation philosophies.**

However, both Taylor and Likert ignored the impact of economical development and culture on motivation.

Scientific Management was primarily concerned with facts i.e. the best way to do the job, including the objective determination of a proper day's work, while the **Human Relation School** of Mayo and Likert has been primary concerned with feelings, i.e. what will make the worker happiest.

Most contemporary Human Relations advocates acknowledge that successful managers must be concerned deeply with both elements: facts (production concern) and feelings (people concern).

Two sets of Motivation theories emerged. These are the **Needs Theories** and the **Process Theories**. Needs theories differentiate between needs and motives. Needs are innate, have a physiological bases, are activated by deprivation as they are deficiencies that an individual experience at a particular time, and are aimed at satiation; while **Motives or Motivators** are learned, have a social basis, are activated by environment and are aimed at stimulation. I adopted this approach of differentiating between needs and motives or motivators in QGPC research. There are many **Needs Theories** such as **Maslow (1943)**, **ERG Theory (1972)**, **Murray's Manifest Needs Theory (1938)**, and **McClelland Theory (1953)**.

Process Theories represent a process of external stimulus that affect our behavior whether it is set goals or feedback or rewards or positive reinforcement in general. The main process theories are: **Expectancy Theory** introduced by Vroom (1964), **Equity Theory** by Adams (1965), **Positive Reinforcement** by Skinner (1953), and **Goal-Setting; Hellriegel (1986)**.

The Organization Behavior Modification (**O.B.Mod.**) scientists: **Pavlov** on classical conditioning, and **Skinner (1953)** research on the effect of positive reinforcement, cast more light on the simple basis of behavior modification. They assumed that human behavior can be engineered, shaped or altered by manipulating the reward structures of various forms of behavior.

I believe that the main difference between the Needs and Process Theories is that the first set of theories mainly deals with internal feelings or Intrinsic factors to explain the Motivation. The second set of theories (Process) concentrated on the external environment forces or Extrinsic factors to induce the process of Motivation. In fact I feel that both sets of forces are affecting Motivation.

There is no clear cut between the two groups of theories as some of Herzberg's' factors are extrinsic e.g. **Salary and Company Policy**. Hence I decided to blend the two factors of Equity and Inequity as Motivators and Demotivators and validate them with Herzberg other factors.

We will review some of the famous theories in the two general categories of motivation theories. **These are the content (arousal/needs) and process (choice) theories; Mitchell (1982).**

1.1 **Content (NEEDS) Theories of Motivation:**

The content theories shed some light on the factors within a person that energize, initiate, direct and stop behavior.

Four important content theories of motivation are Maslow's Needs Hierarchy, Alderfer's ERG Theory, McClelland's Achievement Motivation Theory and Herzberg's Two Factors Theory.

1.1.1 **Maslow's Needs Hierarchy Theory:**

Abraham Maslow's introduced his theory in the mid forties. The theory tries to describe the needs or drives which in his opinion form the biological forces that result in our actions.

Huczynski (1991) stated that the needs are innate and not learned motives. On the basis of his clinical observations Maslow in 1943 posited that most individuals pursue with varying intensities the following needs:

- * **Physiological Needs:** The needs for food, water, air, shelter and sex are all physiological needs and constitute the lowest level in Maslow's hierarchy. People concentrate on satisfying these needs before turning to higher order needs. Managers should realize that unless these needs are met, their employees will never concentrate on their work; Hellriegel (1986).
- * **Security Needs:** The needs for safety, stability and generally secured environment are all security needs. Similar to the physiological needs, security needs that are not satisfied cause people to become preoccupied with satisfying them. Those employees who have Security Needs will be likely to follow in a rigid way the company policy and regulations with no attempt for innovation or risk taking whatever minor it may seem especially with formal or mechanistic (tall structure) and not informal or organic (flat structure) organizations.
- * **Affiliation Needs:** Friendship, love, and feeling of belonging are all affiliation needs. Maslow believed that those employees who value affiliation needs after satisfying the lower needs will strive to establish warm and friendly interpersonal relationships with their peers.
- * **Self-Esteem Needs:** Positive self-image, recognition, respect, attention and appreciation from others are all self-esteem needs. People with self-esteem needs want others to accept them for what they are and perceive them as competent, professional and able.
- * **Self-Actualization Needs:** The self-fulfillment is the meeting of self-actualization. This is the highest need in Maslow Hierarchy of needs.

Maslow suggests that unfilled needs are motivators and the next higher level need is not activated until the lower ones are satisfied. Employees with routine jobs will find it difficult to meet the **higher level needs**, e.g. **self-esteem** and **self-actualization** needs while managers will be more able to satisfy those needs due to the nature of their jobs; **Hellriegel (1986)**. Maslow indicated in a later development of his theory that while all **Needs** trigger **Motivation** by deprivation and aiming at satiation, the highest level of **Self-Actualization** is the exception as it has no satiation level. **Huczynski (1991)** stated that Maslow may simply reflect American middle class values and the pursuit of the good life, and may not have hit on basic universal truths about human psychology.

The emphasis placed on each need by an individual may change with time, with age and the accumulation of experience. An individual may pursue several needs at the same time. There is evidence to suggest that what motivated those born in the 1940s and 1950s will not necessarily motivate those born in the 1960s and 1970s. Both our understanding of, and the application of, Theories of Motivation have to be set in this changing context; **Huczynski (1991)**. Following the same logic, I can say that Needs factors nowadays in 1990s may be different.

Many factor analytical studies attempted to test Maslow's Needs Theory. Many different measuring scales were used; **Wahba (1973)**. A modified Maslow list omitting biological needs while splitting the ego needs into autonomy and esteem was used in some cases. **Hair et al. (1966)** examined need deficiency, fulfillment and job satisfaction through 11 items. **Redding (1976)** used the same instrument. **Griffeth et al. (1980)** used an attitude survey to measure satisfaction with nine job facets.

Another modified Need Satisfaction Questionnaire (NSQ), developed by **Porter (1961)** was the research instrument in four studies, but these studies were criticized by many observers due to their methodological problems particularly response bias. As a result the NSQ may not accurately validate Maslow's classification scheme.

Hinrichs (1975) studied 64 countries and concluded that a country wealth is an important variable in employees needs, goals and satisfaction; **Ronen (1986)**.

In a survey of 3,082 managers from twelve countries, **Bass and Burger (1979)** found that Self-Actualization is the most sought-after managerial goal.

Haire and colleagues (1966) concluded that the percentage of difference in managerial job attitude attributed to Nationality is 28% of total differences. This obviously highlight the importance of using **Nationality** as control variable but suggested the existence of other control factors (in QGPC research we used three control variables e.g. **Nationality, Group Nationality and Religion**).

Cross-national comparison of managerial behavior and perception have been reported by different researchers employing the questionnaire developed by **Porter (1961)** based on Maslow's Needs Theory {**Hair et al. (1966)** - 14 countries; **Mozina (1969)**- Yugoslavia; **Clark and McCabe (1970)**- Australia}.

These researchers underlying assumption was universality of Maslow Theory despite the lack of validation for it even within US borders {**Miner and Dachler (1973); Wahba and Bridwell (1976); and Wford (1971)**}.

Other researchers reporting large Cross-National studies also assumed similarity in employee's need structure in different countries; they question only the level of importance of work values or levels of satisfaction from different job reward {**Hinrichs (1975)- 64 countries; Sirota and Greenwood (1975)- 25 countries; Hofstede (1976) - 37 countries; Ronen and Kraut (1977) - 29 countries**}. **Invariably, all these studies assumed Maslow model to be Universal; Ronen (1986).**

Laaksonen (1977) stated that in developing countries such as **China**, the motivating needs are the lower needs type e.g. Physiological needs and Security needs. **Laaksonen suggested that culture values may be the prime motivator until a time of greater industrialization arrives.**

Aran and Piraino (1978) found much greater support for Maslow's Theory in **Chile** than is typical of research carried out in highly industrialized countries. In Chile there was a far less satisfaction of basic Physiological and Safety/Security needs than in United States.

Including in research a sample whose basic needs are unmet (e.g. a developing country) increases the range of the independent variables central to Maslow's Theory.

Kanungo and Wright (1983) surveyed manager's attitudes in Canada, France, Japan, and UK to determine trends of job outcomes sought by managers. Contrasts between British and French managers were most striking.

The British had a strong need for Self-Actualization while the French had stronger need for security and good working conditions.

Redding (1977) questioned the applicability of Western "Ego-Centered Paradigms" that focus on the individual through concepts such as achievement and self-actualization to non-western cultures in which the focus is on relationships.

Kanungo (1983), in his study of work alienation, concluded that motivation techniques used in the West to raise work productivity have limited applicability for **Third World** countries that do not adhere to an "individualistic" value orientation.

This lack of cross-cultural applicability of the western models has spurred research into workers motivation in these Third World countries. Studies have revealed that although needs often motivate employees, these needs may vary dramatically from country to country and from one culture to the other or even within the same culture over time.

Huczynski (1991) stated that there is evidence that even in one location people motivators, demotivators and needs **will change over time.** Motivators and demotivators normally have quick impact on employees while needs are slower in changing but has more lasting effect.

The importance of motivation and productivity to multinational firms could be realized when we know that John Akers of IBM estimated that IBM spent in 1984 15% of its gross revenues (over \$40 Billion) to motivate its employees i.e. \$6 Billion annually. In 1997 IBM revenues were \$76 Billion as per Fortune 500 and hence the figure allocated for Motivation if IBM maintained the same ratio of 15%, would exceed \$10 Billion this year.

I felt that one important need Maslow ignored was money. Hence, money was included among six other factors in QGPC research question on managers' needs.

From the above analysis Multinational Corporations cannot merely transplant American or Western management techniques to subsidiaries in developing nations without taking into account the local socio-economical environment and culture. Foreign subsidiaries must be allowed enough flexibility to adjust their management practices to the local environment; Heenan and Keegan (1979).

1.1.2 **ERG Theory:**

Clayton Alderfer in 1969 agreed with Maslow that individuals have needs that are arranged in a hierarchy.

However, he contends that instead of the five factors of Maslow, his theory holds that the individual has three sets of basic needs. These are explained as follows:

- * **Existence Needs:** These include those required to sustain human existence such as food, air, water, sex, pay, and working conditions. Hence, this is equivalent to both the **physiological** and **security** needs in Maslow theory.
- * **Relatedness Needs:** These are needs for establishing and maintaining interpersonal relationships with peers, superiors, subordinates, friends and family which is similar to the **affiliation** needs in Maslow theory.
- * **Growth Needs:** These needs are equivalent to Maslow **self-esteem** and **self-actualization** needs.

The above **ERG** theory suggests that in addition to the fulfillment-progression process suggested by Maslow, a frustration-regression process is also at work at the same time, i.e. if an employee fails to meet the growth needs his frustration will turn him to concentrate on the lower need of relatedness instead.

Another major difference to Maslow Theory is that Alderfer's model suggests that more than one need may be operative or activated at the same time.

In view of the relevant similarity of this Theory to Maslow Needs Theory most of the research work supporting Maslow Theory can be regarded as approving ERG Theory as well and vice versa i.e. studies that showed some reservations to Maslow Theory will have similar reservations to ERG Theory.

1.1.3

Achievement Motivation Theory:

David C. McClelland (1961) proposed a theory of motivation. He states that we all have three important needs for **achievement**, **affiliation** and **power**.

The achievement motivation theory suggest that people are motivated according to the strength of their desire to perform in terms of a standard of excellence or their desire to succeed in competitive situations.

McClelland and Atkinson theory views the achievement motive as a relatively stable predisposition to strive for success. Motives are stored in the preconscious mind just below the level of full awareness; they lie between the conscious and the unconscious in the area of daydreams, where people talk to themselves without quite being aware of it. Self-motivated high achievers (abbreviated "n Ach") have three major characteristics:

First, high achievers like to set their own goals. If they win they want the credit; if they lose they accept the blame.

Second, high achievers tend to avoid the extremes of difficulty levels in selecting goals; i.e. they prefer attainable and realistic goals. In other words, they set challenges for themselves and enjoy tasks that will make them stretch themselves a little.

Third, high achievers have a preference for tasks that provide immediate feedback. This will be considered as incentive for them and will enable them to adjust their future actions accordingly in view of their past experience.

McClelland and his colleague's work resemble Maslow in some ways but differs from it in others. His study has placed considerable emphasis on the need for achievement.

The original study (1961) found that in developed nations, individuals had a higher "n Ach"; accordingly, it suggested that a positive relationship exists between the strength of achievement motivation and a country level of economic development.

Atkinson and Feather (1966); McClelland (1951); McClelland et al. (1953) indicated that laboratory studies found strong positive relation between high need for achievement and high level of performance and success of executives. In addition **Steers (1975)** suggested that need for achievement can influence relation between Performance and Job Satisfaction. **Hines and Wellington (1974)** found that British managers had a higher need for achievement than managers did in Australia or New Zealand. **England (1978)** found that U.S. managers highly valued achievement and competence while Australians placed a lower value on concepts such as achievement, success and competition.

Kanungo and Wright (1983) found that need for achievement was greater among British than among French managers. The Japanese have a higher need for affiliation as stated by **De Vos (1968)**.

Bhagat and McQuaid (1982) provide a review of all research in the cross-cultural area. They cite a number of studies that provided good empirical support for generalizing the Theory cross-culturally {**Hines (1973) & (1974); Melikian et al. (1971)**}.

The Theory seemed to be equally applicable to developing countries such as Turkey or Brazil as indicated by Melikian et al. (1971), as well as to more developed countries such as Britain or Japan as explained in a study by Iwawaki and Lynn (1972). However, this last study posed a serious challenge to the notion that individual needs for achievement relate to society economic development (standard of living) as Iwawaki and Lynn found that English and Japanese workers had roughly the same need for achievement.

The Theory predicts accordingly that the two countries economic development should be equivalent but this is not the case as Japan since W.W.II has far surpassed UK.

Some other studies seemed to disprove the McClelland Theory. Krus and Rysberg (1976) found for instance that need for achievement motives of Czechoslovakian executives was half those of American executives; yet, opposing to the theory expectations, the rate of economic development (productivity Growth) of the two nations was not nearly as disparate.

As conceptualized by Maslow and McClelland, managers and subordinates differences in need strength should influence managerial styles. Need strengths vary across cultures and hence managerial styles should also be expected to vary. **In cultures in which Safety and Security needs dominate; cautious behavior will predominate; Ronen (1986).**

However, in cultures in which Self-Actualization or high need for achievement is the dominant need, innovative behaviors are much more likely to prevail.

Employees who have high **safety needs** may need a protective manager who can support them and ensure his subordinate security. However, those employees with high **Self-Esteem** needs would respond more to praise and recognition.

Those employees with high **Self-Actualization** or high need for achievement would require more freedom, challenging responsibilities and opportunity for participation.

Achievement, which is considered as one of the main three needs in McClelland Theory plays also an important role as the first Motivator in the next motivation theory of **Motivation - Hygiene Theory** by Herzberg. In view of its importance in the two theories it is essential to use **Achievement** as one of the Motivators in QGPC research Questionnaire.

1.1.4 **Motivation - Hygiene Theory:**

Frederick Herzberg who is currently Professor and Chairman of the Psychology Department at the reputable Case Western Reserve University in Cleveland Ohio (USA), introduced in 1966 his book "**Work and the Nature of Man**". The theory contained in his book was first drawn from an examination of events in the lives of some engineers and accountants.

Herzberg (1989) suggested that the factors involved in producing job satisfaction and motivation are separate and distinct from those factors that lead to job dissatisfaction.

The theory posited that the opposite of job satisfaction is not job dissatisfaction, but rather no job satisfaction. Similarly, the opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction. **Job satisfaction and dissatisfaction are not working on a single continuum.**

However, Herzberg avoided the use of any factor and its reverse to prove that **Motivators** and **Demotivators** are not working on the same continuum. In my opinion this represent a serious problem in his methodology.

The Herzberg motivation factors that are intrinsic to the job are in descending order:

1. **Achievement.**
2. **Recognition.**
3. **Work itself.**
4. **Responsibility.**
5. **Advancement.**
6. **Growth.**

The Herzberg hygienic factors that are extrinsic to the job and cause dissatisfaction include in descending order:

1. **Company policy and administration.**
2. **Supervision.**
3. **Interpersonal relationship.**
4. **Working conditions.**
5. **Salary.**
6. **Status.**
7. **Security.**

Herzberg indicated that job enrichment and vertical loading of employees will trigger their motivation as we concentrate on the six motivators and he showed that productivity nearly doubled by application of job enrichment in one company.

Furthermore, he stated that the achievers group at the end of the experiment had more positive attitude towards their job (Approximately 40% improved) compared with the control group.

Machungwa and Schmitt (1983) in their study of work motivation in **Zambia** among managers, technical personnel, secretaries and semi-skilled and general workers, found that the nature of work and the opportunity for growth and advancement were the main factors quoted to motivate.

Demotivators included poor interpersonal relations with managers, peers and subordinates; and unfair organizational practices; and personal problems.

It is interesting to note that, overall the authors' data were roughly supportive of Herzberg Theory in that hygiene variables were more frequently mentioned as demotivators by respondents; likewise employees motivators as growth opportunities and nature of work performed were similar to Herzberg's factors.

King (1970) indicated that Herzberg's Theory includes Maslow's ego needs in the intrinsic aspects of Work.

However, in my opinion that **Herzberg** in addition to the methodology problem mentioned earlier, tried not to use Equity and Inequity (Equity Theory basic elements) that were introduced by **Adams (1965)** one year prior to publishing **Herzberg** book in 1966. Although, he mentioned unfairness as causing demotivation, he used other factors such as supervision, interpersonal relationship, salary, company policy and working condition. These factors can cause inequity. I felt that **Herzberg** avoided the use of **Equity** and **Inequity** as their existence as motivator and demotivator will invalidate his basic assumption that Motivators and Demotivators are not working on the same continuum.

Therefore, it was prudent to test the validity of this issue in QGPC research. Hence, it was decided to use Equity as **Motivating** factor and use Inequity as **Demotivating** factor among nine other factors in both cases as well as using other factors and their reverse as motivators and demotivators e.g. **recognition and lack of recognition and consultation and lack of information** respectively.

The importance of **Herzberg** work led us to use this critical approach to validate the above issue.

What seem most relevant at present to cross-cultural studies of work motivation, however, are not the Process Theories (e.g. Expectancy Theory) but rather the Content Theories (e.g. Needs Theories). This is so because the available research has stressed comparisons of attitude, needs, values, and managerial approaches among various societies and based on the employee “self-report”; Ronen (1986), page 136.

1.2 Process Theories of Motivation:

These theories attempt to describe how the personal factors interact and influence our choice to produce a certain behavior. **The four famous process theories of motivation are: Expectancy Theory, Equity Theory, Reinforcement Theory, and Goal-Setting Theory.**

1.2.1 Expectancy Theory:

The Theory known as **VIE Theory (Valence, Instrumentality, and Expectancy)**; **Vroom (1964)**, is based on four assumptions about the causes of behavior in organizations:

First, it is assumed that a combination of forces in the individual and environment determine behavior. The first set of forces could be described as intrinsic and the second set as extrinsic. The strength of each of these sets and their impact will vary from one person to another.

Second, people make two kinds of decisions in organizations, i.e. membership decisions (come to work, staying with some company and joining other companies) and job performance decisions (how much to produce, how hard to work, and the quality of workmanship).

Third, it is assumed that different people have different types of needs and goals. People preferences and utilities are not the same. Some will prefer promotion or good pay and others may prefer job security or challenge.

Fourth, it is assumed that people decide among alternatives based on their perceptions of the degree to which a given behavior will lead to a desired outcome. People tend to do the things that they perceive as leading to rewards they desire and avoid doing the things that they perceive as leading to outcomes they do not desire.

I believe the VIE theory can help us to appreciate the relationship between **belief and action** especially in view of the changes that occur over time in people needs, motivators and demotivators.

In order to understand the expectancy theory, it is necessary to define the four most salient variables of the theory, which are: first and second level outcomes, expectancy, valance and instrumentality. The research work in 1950s, 1960s or even in the 1970s and 1980s are certainly not valid in the 1990s unless new research confirmed the previous results.

* **First and second level outcomes:**

The results of behaviors that are associated with doing the job itself are called **first level outcomes**. They include productivity, absenteeism, turnover and quality of work.

Second level outcomes are those events (either positive or negative) that first level outcomes are likely to produce. On the positive side there are many examples of second level outcomes such as salary increase, monetary reward, status, recognition, praise, promotion, acceptance by company workers, job security etc. While, there are warning letters, reprimand, layoff or even summary dismissal on the negative side.

* **Expectancy:**

The belief that a particular level of effort will be followed by a particular level of performance is called expectancy.

Expectancy has a value ranging from '0' indicating no chance that a first level outcome will occur after the behavior to '+1' indicating certainty that a particular first level outcome will follow a behavior.

* **Valance:**

An individual preference for a second level outcome is called valance. An outcome is positive when it is preferred and negative when it is not preferred or is avoided. An outcome has a valance of zero when the individual is indifferent about receiving it.

* **Instrumentality:**

The relationship between first level outcomes and second level outcomes is called instrumentality. It can have values ranging from '-1' to '+1'. A '-1' indicates that attainment of a second level outcome is inversely related to the achievement of a first level outcome. While a '+1' indicates that the first level outcomes is positively related to the second level outcome.

The roots of this theory are attributed to Vroom's (1964) book on work motivation. Although, earlier theory in psychology relating to general human motivation quite clearly predates Vroom's interpretation for organizational science; Atkinson (1958).

Davidson, Suppes, and Siegal (1957); Lewin (1938); Peak (1955); Rotter (1955); Tolman (1959); and an early study by Georgopoulos, Mahoney, and Jones (1957) demonstrated the relevance of the theory for work behavior.

Mathematically, V. Vroom (1964) summarizes his own theory as follows:

$$F_i = f \sum_{j=1}^{i=n} (E_{ij} \times V_j) \quad \text{and}$$

$$V_j = f \sum_{k=1}^{j=n} (I_{jk} \times V_k)$$

Where :

- F_i : The psychological force to perform an act i.
- E_{ij} : The strength of the expectancy that the act i will be followed by the first level outcome j.
- V_j : The valance of the individual for First level outcome j.
- I_{jk} : Instrumentality of first level of outcome j for attaining second level outcome k.
- V_k : Valance of second level outcome k.

Eden (1975) conducted research to validate Vroom and Atkinson's Expectancy Theory, which hypothesizes that the strength of the tendency to act in a certain way is determined by a multiplying function of expectancy, motive, and incentive.

Many refinements of Vroom's original theory took place. The most important one was the model offered by Porter and Lawler (1968). They developed a theoretical model and then tested it using a sample of managers and revised it to reflect their research findings; Pinder (1984). In a nutshell, their theory suggests the following:

Employee effort is jointly determined by two key factors: the value (rather than Valence) placed on certain outcomes by the individual, and the degree to which the person believes that his effort will lead to the attainment of these rewards. They differentiate between intrinsic and extrinsic rewards and their equitable value.

Taylor and Griess (1976) criticized their study as it was based originally upon pay and its role in employee motivation, but the authors argued that their model is general and should be relevant for consequences other than pay. Another point raised by critics is that their research did not pay much attention to examine the specific role of ability. Even with high degree of motivation, performance depends on employee ability; Pinder (1984).

In brief we can say that VIE theory despite the criticism, has an important role in managerial applications especially the understanding of the employee mental process and the impact of the conceived equitable rewards on motivating them to exert their best efforts to attain the company or the corporation objectives.

Managers must make sure that positively valent rewards are associated with good job performance, and that their employees perceive this connection. VIE theory can help us to understand the relationship between belief and action for employees, managers or even soldiers in the battle.

1.2.2

Equity Theory:

Feelings of unfairness were among the most frequently reported sources of job dissatisfaction found by Herzberg. Although as stated earlier he avoided the use of Inequity and Equity as demotivators and motivators, some researches made justice or inequity a central focus of their theories.

The theory focuses on an individual feeling of how fairly he or she is treated in comparison with others. Individuals evaluate their social relationships in a utility manner similar to any commodity.

Adams (1965) Theory views social relationships as an exchange process in which individuals make contributions and expect certain results.

The theory goes on to state that people do not operate in a vacuum. Instead, each person compares his or her effort and the relevant rewards to that effort, to other people in the organization. The person will be subject to internal tension motivating him to reduce any perceived imbalance or inequity with others.

The equity theory is based on the relationship between two variables: Inputs and outcomes. Inputs represent what an individual contributes to his work. Outcomes are what an individual receives from the company as compensation for his inputs.

Equity exists whenever the ratio of a person's outcomes to inputs equals the ratio of outcomes to inputs for others.

Mathematically this could be expressed as:

$$\frac{O_p}{I_p} = \frac{O_o}{I_o}$$

Where :

O_p = Outcomes of a person.

I_p = Input of a person.

O_o = Outcomes of others.

I_o = Inputs of others.

Inequity exists whenever the two ratios are unequal:

$$\frac{O_p}{I_p} < \frac{O_o}{I_o} \quad \text{or} \quad \frac{O_p}{I_p} > \frac{O_o}{I_o}$$

Several important aspects of this theory should be recognized:

First, the conditions necessary to produce equity or inequity are based on the individual's perceptions of inputs and outcomes.

Second, inequity is a relative phenomenon and not an absolute one.

Third, inequity exists when a person is relatively underpaid or overpaid or even treated differently by management compared to his peers.

Inequity causes tension within an individual and among individuals. Since, tension is not pleasurable; a person is motivated to reduce it to a tolerable level.

Normally employees can adopt one or more of the following 6 options to achieve a perceived level of equity for themselves:

1. People can change their inputs either upward or downward to what might be an equitable level, e.g. underpaid people can reduce their production level, work shorter hours or be absent more frequently.
2. People can try to change their outcomes to restore equity. The union is one route for this approach to apply pressure on the company to improve the outcomes.
3. People can distort their own inputs and outcomes mentally in order to achieve a more favorable balance.
4. People can resign and look for a new and more equitable job.
5. People can shift to a new reference group to reduce the source of the inequity.
6. People can distort the inputs or outputs of others to achieve a better-perceived balance to reduce their tension and stress.

Adam's Equity Theory was validated in an Israeli Kibbutz by Yuchtman-Yaar (1972), where 104 kibbutz workers and 26 kibbutz managers were studied.

Many other studies generally supported the Equity theory e.g. Arrowood (1961); Adams and Rosenbaum (1962); Adams (1963); Adams and Jacobsen (1964); Lawler and O'Gara (1967); Andrews (1967); Goodman and Friedman (1968); Lawler (1968); Lawler, Koplín, Young, and Fadem (1968); Evans and Simmons (1969); Goodman and Friedman (1969); Wiener (1970); Wood and Lawler (1970); Adams and Friedman (1976).

1.2.3

Reinforcement Theory of Motivation:

A few commentators consider this theory as Behavior Modification Theory but most regard it as part of Process Theories. We followed here the latter group; Hellriegel (1986).

Steers (1987) stated that the basic concept of behavior modification is simple. Briefly, it assumes that human behavior can be engineered, shaped, or altered by manipulating the reward structures of various forms of behavior.

Learning is a permanent change in the frequency of occurrence of employee specific work behavior; Hellriegel (1986). Learning could be also defined as the process of acquiring knowledge through experience which leads to a change in behavior; Huczynski (1991). Learning generally is considered to occur in one of these ways: **classical conditioning, vicarious or observational learning and operant conditioning.**

Classical conditioning: involves reflexive responses or behaviors. The Russian Physiologist **Ivan P. Pavlov (1902)** discovered it. He noticed, while studying the automatic reflexes associated with digestion, that his laboratory dog salivated (unconditional response) not only when food (unconditioned stimulus) was placed in the dog's mouth, but also when other stimuli (bell) was presented before food was placed in the dog's mouth.

A reflex is an involuntary or automatic response that is not under an individual conscious control. Most of the behavior that is of interest to society does not fit in the paradigm of reflex behavior; **Micheland & Meyrson (1962)**.

Vicarious learning: also called observational learning, modeling and imitation. A person does not learn through direct experience. Vicarious learning occurs through observation of others performing the behavior and experiencing its consequence.

Operant conditioning: attempts to provoke a change in the voluntary or operant work behavior of an employee. Voluntary behaviors are called operants because they operate or have some influence on the environment, they generate some consequences in that environment; **Skinner (1969)**. Nearly all employees work behaviors in an organization are operant behaviors.

Operant work behavior is of interest to managers because these behaviors can be controlled or managed by their environmental consequences. The frequency of an employee behavior can be increased or decreased by changing the environmental consequences of that behavior.

There are four types of reinforcement:

Positive, Extinction, Punishment and Negative reinforcements. The first two deal with pleasant events and the latter two with unpleasant events.

Positive reinforcement is the most effective one of those as it increases likelihood that behavior proceeding it will be repeated coupled with high morale of the employee which will affect in a positive manner his productivity in general.

Skinner (1953) defined the positive reinforcement "**A positive reinforcement is a stimulus which, when added to a situation, strengthens the probability of an operant response**". The reason it strengthens the response is explained by **Thorndike's (1911) Law of Effect** which states simply that behavior which appears to lead to a positive consequence tends to be repeated, while behavior which appears to lead to a negative consequence tends not to be repeated.

With the negative reinforcement type you may stop certain behavior by yelling at an employee for instance but his morale will be low and hence he may generate other mistakes and generally his productivity will be lower than before. Hence, it is more appropriate to utilize positive reinforcement where possible.

Whyte (1972) says "Positive reinforcers generally are more effective than negative reinforcers in the production and maintenance of behavior". **Wiard (1972)** points out "There may be cases where the use of punishment has resulted in improved performance, but they are few and far between. The pitfalls of punishment can be encountered with any indirect approach".

In order to obtain the optimum results from the positive reinforcement the following four principles should be followed:

1. **Principle of Immediate Reinforcement:**

The principle of immediate reinforcement states that the reinforcer will have more effect, if it is administered immediately after the target behavior has occurred. The more time that elapses, the less effective the reinforcer will be. **Award of the reinforcer should follow the target behavior completion immediately.**

2. **Principle of Contingent Reinforcement:**

The principle of contingent reinforcement states that the reinforcer must be administered only if the desired target or behavior is performed.

3. **Principle of Reinforcement Size:**

The principle of reinforcement size states that the larger the amount of reinforcer delivered after the target behavior, the more effect the reinforcer will have on the rate of the target behavior. The amount or size of the reinforcer is relative.

4. **Principle of Reinforcement Deprivation:**

The principle of reinforcement deprivation states that the more a person is deprived of the reinforcer the more effect it will have on the future occurrence of the target behavior. Hence, repeating certain reinforcer will have weaker effect every time compared with the previous one if other factors are equal. Moreover, if an employee recently had enough of a reinforcer and is satiated, the reinforcer will have less effect.

The type of rewards that could be used as reinforcer varies a lot. Some examples are pay raises; stock options; profit sharing; bonus plans; incentive plans; medical plans; company cars; pension contribution; product discount plans; vacation trips; recreation facilities; work breaks; club privileges; corner offices; offices with windows, carpeting, drapes, paintings; watches; rings; informal recognition; evaluative feedback; praise; smiles; complements; nonverbal signals; pats on the back; request for suggestions; recognition letters; invitation to coffee, tea, lunch or dinner; newspaper articles; formal rewards or recognition; wall plaques; promotion; job rotation and job enrichment.

The impact of the above rewards varies from one person to another and may even vary for the same person over time. It may be more effective to vary the rewards every time or even use different types to have more impact on employees and managers.

Studies that have explored the effect of self-reinforcement on performance, have shown that systems, which allowed workers to keep a record of their own output to use as a continuous feedback system and for reinforcement purposes, helped the workers to increase their performance; Kolb, Winter, and Berlew (1968) and Fox (1966). It should be noted that even though the individual is determining his own reward in the self-feedback program, the reinforcers are both externally (money, recognition, praise) and internally (self-feedback) mediated.

It appears that some critics of positive reinforcement falsify the advice of behaviorists to motivate workers. Operant theory does advocate interesting job design and self-reinforcement feedback systems. It does not advocate manipulation of employees' behavior to do what he is told. It is not immoral to reward workers on their performance and not on their needs alone.

We need to integrate the need of the firm and the need of the employees in one plan where the interests of both sides are considered as part of the objectives.

Richard Denny (1993) in his book "Motivate To Win" provided the best explanation of this important issue. He said: **"The simple difference between motivation and manipulation is: Manipulation seems to be getting somebody to do something because you want them to do it; whereas, Motivation is getting somebody to do something because they want to do it. And there is the difference"**.

I believe based on my 24 years experience that the employee will rise to the level of belief that their managers has in them. The great expression of **Dr. Kenneth Blanchard's** book **"The One Minute Manager"** that in order to motivate your employees you should **'Catch them doing something right'** really holds here. Employees would like to be motivated as this will induce job satisfaction and positive feeling in them and will enable them to be proud of their work.

We cannot accept that integration of employee personal goals and the firm's objectives to be considered as manipulation.

1.2.4 **Goal Setting Theory:**

Goal setting theory is a process intended to increase efficiency and effectiveness by specifying the desired outcomes to all employees. Goals are the future outcomes or results that individuals, departments and organizations desire and strive to achieve.

The goal setting theory gained its importance as a natural development in the business history. As major corporations now could have thousands, or even hundreds of thousands employees; it is essential that all those employees will be pulling in the same direction, otherwise if their efforts are left at random the net result may be zero or at least less than the optimum.

Hence, implementation of the goal setting theory requires a lot of coordination, management and employee participation, regular feedback and improvements or modifications if necessary through some form of a continuous closed loop system as per Total Quality Management (TQM) Principles. Reinforcement of achieved goals will certainly motivate the firm employees.

Goal setting is a subtle task and could have wonderful results if managed properly, e.g.

- * Goals guide and direct behavior. They increase role clarity by focusing effort and attention in specific directions, thereby serving to reduce uncertainty in daily decision making.
- * Goals provide challenges and standards against which assessments could be made. In their absence a manager or an employee will not be able to judge on his performance and will not be able to achieve anything.
- * Goals define the rationale for organization structure and allocation of resources to pursue them.
- * Goals reflect the organization mission and objectives and hence they provide framework for planning and control activities.

- * Goals-Setting furnishes the stage for proper coordination among employees and between organization departments.

There are two key attributes of goals that should be established. **First, goal clarity** as goals must be clear and specific if they are to be useful for directing effort. **Second, goal difficulty** since goals should be moderately challenging. If goals are too easy to obtain, the employee may procrastinate and if goals are too difficult the employee will not accept them and hence will not even try to meet his objectives.

- * **Goal Setting & Feedback:**

It is interesting to note that **Albert Bandura** of Stanford University in (1986) and others have carried out a lot of research work that indicated that **goal setting and goal setting with feedback will certainly increase employees motivation and productivity.**

Level of motivation is typically indexed in terms of choice of courses of action and intensity and persistence of effort. Attempts to explain the motivational sources of behavior, therefore, primarily aim at clarifying the determinants and intervening mechanisms that govern the selection, activation and sustained direction of behavior toward certain goals.

Motivation based on standards involves cognitive comparison. By making self-satisfaction conditional on matching adopted goals, people give direction to their actions and create self-incentives to persist in their efforts until their performances match their goals.

The anticipated self-satisfaction gained from fulfilling valued standards provides one source of incentive motivation for personal accomplishments. I believe that this is some form of moral positive reinforcement. Generally, you can not even separate Goal-Setting Theory from complementary Positive Reinforcement.

Activation of self-evaluation processes through internal comparison requires both comparative factors: a personal standard and knowledge of one's performance level. Simply, adopting a goal whether an easy or a challenging one without knowing how one is doing or knowing how one is doing in the absence of goal has no lasting motivational impact. **In marked contrast the combined influence of goals with performance feedback heightens motivation substantially.**

Although, performance feedback alone is not a dependable motivator, it produces substantial variance in motivation that is explainable by the comparative structures individuals create for themselves.

Bandura & Cervone in 1983 showed that the presence of either goals or feedback alone will only increase motivation and productivity by 25%, while if goals and feedback are combined together, motivation and hence productivity could increase by 60%.

From their review of 17 field studies of goal setting, Locke et al (1980) attribute a 16% median improvement in performance with a range of (2%-57.5%) as a result of goal setting.

One reported use of goal setting in the Bureau Of Census by Hornbruch (1977) which gave regular feedback about performance against work standards achieved a 52% improvement in output productivity.

* **Goal Challenge:**

Strong interest and involvement in activities is sparked by challenges. A large body of evidence does show that the higher the goals, the harder people work to attain them and the better is their performance.

However, the linear relationship is assumed to hold only if performers or employees accept the goals as attainable and remain strongly committed to them.

Most people of course essentially, reject performance goals they consider unrealistically demanding or well beyond their reach.

* **Management By Objectives (MBO):**

Management By Objectives (MBO) is a philosophy and system of management that serves for planning and controlling activities reflecting a positive philosophy about people and a participative management style. It is now embedded in the latest managerial techniques such as Total Quality Management (TQM) & Re-Engineering. We heard about a conflict between advocates of TQM and MBO in many recent conferences but, I personally believe that integrating them together is extremely effective. MBO does not mean fixed or rigid targets.

MBO is a widely used management approach by many Corporations, e.g. IBM and Hewlett Packard as well as many international oil companies including the famous "Seven Sisters" group of companies who lately became six only (Exxon, Shell, Mobil, British Petroleum, Chevron and Total).

It involves jointly setting goals by top management and all levels of the organization in a systematic manner so that the final goals of the firm are met. In doing so all the departments will break the major goals into sub-goals. These sub-goals will ensure that all employees are pulling in the same direction with milestone targets and regular review to provide feedback to employees in order to evaluate the progress and determine whether there is any need to modify some of the goals. The goals could be part of five-year **business plan** or even annual plans and then can be broken down into quarters. These goals should be reviewed on regular basis in view of the actual performance.

The participation of all concerned will ensure commitment and goal acceptance as well as providing management with excellent tool for control. Like Scientific Management, an effective MBO program integrates the MBO system with the reward system so that individuals are rewarded for reaching their goals; **Locke (1978)**. I believe that the reward system here is nothing but some form of positive reinforcement which is essential to trigger motivation.

Applying MBO on a major firm with many departments will ensure integration of these departments efforts in order to achieve the common targets of the firm.

A large number of research studies have shown that **Goal Setting** is probably not only more effective than alternative methods, but may be the major mechanism by which these other incentives affect motivation.

Haire et al. (1966) surveyed work goal importance through an eleven-item scale. **Redding (1976)** used the same methodology with positive results.

Umstot, Bell, and Mitchell (1976) found that job enrichment procedures from which the goal setting element had been specifically deleted led to increased job satisfaction but failed to improve productivity.

In contrast, assigning the employees explicit and challenging goals accompanied by feedback led to higher productivity even in the absence of job enrichment.

Locke, Sirota, and Wolfson (1976) gave similar support in their field study. This overwhelming support should mean that goal setting combined with feedback is very important element in motivation theories.

After the above review of the **Motivation Theories**, it is clear that the importance of Motivation for any organization whether it is a country or multinational firm or even non-profit firm should not be underestimated. In a United Nations study of productivity in developing countries published in the semi-official Egyptian newspaper Al-Ahram (pyramids), it was found that public sector employees in Egypt work effectively only 27 minutes each working day!!!. Comparing Egypt to Japan, the productivity ratio was 1:16. The public sector assets estimated at \$ 48,000 million produced in 1990 profit of 300 million or < 1% of total assets.

This means that with the same assets, Egypt can get 16 folds its Growth Domestic Production (GDP) with motivating its work force to reach Japanese standards of productivity. This report was the propellant power for Egypt's current privatization policy.

The above example could be extended to many other countries and companies. Therefore, we reemphasize that Motivation is vital nowadays as the world is turning into 'a small village' due to the fast development in communication and transportation methods as well as the ever increasing number of multinational corporations. **The growth in the international market competition means that in order to gain competitive edge in this fierce competition productivity and Motivation are the only tools for global welfare and prosperity.**

Maslow and Herzberg Needs Theories are the most famous and practical theories due to their comprehensive factors' coverage that are worth validating in QGPC research. ERG Theory is a brief version of Maslow and hence its elements are covered in Maslow elements. Hence, ERG Theory elements can be ignored in QGPC research.

Achievement Theory by McClelland was not successful in previous research but its main factor (Achievement) was a strong item in many research studies and is one of Herzberg motivators at the same time. Therefore, we decided to use **Achievement** as one of the Motivators in QGPC research. Power & Affiliation the other 2 factors are covered as Maslow Needs. **Similarly, Equity, Goal-Setting (MBO, Feedback), and positive reinforcement are the most appealing process theories.**

Hence, the theories of Maslow, Herzberg, Equity, McClelland and Goal-Setting combined with some other cultural and managerial issues were included in our QGPC research.

2) Culture Research:

It is vital and essential to review and give due consideration to the impact of culture on any motivation research in Multinational Corporations.

2.1 Culture Definition:

In its most general sense, culture refers to a people's way of life; **Ronen (1986)**. Culture refers to the way that human beings understand the world and hence we can say that culture defines and expresses both attitude and behavior.

Culture embraces the concept of morality, determining for each group what is **'right'** and **'proper'** as well as teaching individuals how things **'ought'** to be done.

All members of a particular group share culture and as such it forms the basis for social, commercial and political life. There are many layers or levels of culture; Hofstede (1991).

Therefore, there is culture on a **national level; a regional level, and/or ethnic, and/or religious, and/or linguistic affiliation; a gender level (male or female); a generation level; a social class level associated with education opportunities, and with a person's occupation or profession; an organization or corporate culture level for those who are employed.** The latter may vary in its strength from one corporation to the other.

Culture is a phenomenon that develops slowly over a long span of time. It provides a continuity with the past and possible actions and routes for the future. Those who show any signs of nonconformity to the culture from within the group members are resisted and challenged by other group members. People shape culture and at the same time are shaped by it; **Ronen (1986).**

We frequently misunderstand people from other cultures and consider them strange, peculiar, or even crazy; **Triandis (1977).** Because we learn cultural behavior early in life it affects us on an unconscious level. Culture controls human behavior in a non-rational way; **Hofstede (1980),** but in a persistent fashion; **Hall (1959).** Cultural conditioning resides so deep within us that we often recognize our own cultural attributes only after we face those in another culture.

Culture therefore, could be **defined as the norms and values of a group of people who lived/worked together in a certain geographical location or under common organized system.**

2.2 **Culture and Anthropology:**

In the past, the study of cultural and cross cultural differences and similarities has been the almost exclusive concern of cultural anthropologists; **Ronen (1986).** Even cultural anthropologists debated the theoretical meaning of culture. **White (1949)** proposed that every human culture can be divided into 3 parts:

- 1) Economy and technology
- 2) Social structure
- 3) Ideology.

White (1949) argued that the economic and technological aspect is fundamental to the other two factors. Attempts to explain differences in culture have long roots in history since the ancient Greek times; **Ronen (1986)**. The Renaissance held two opposing views:

- (1) Culture differences resulted from non-Europeans having 'fallen' from a higher state of cultural development and
- (2) That there were many distinct and separate species of humans, rather than only one, each following its particular way of life.

In the eighteenth century it was believed that human progress, rather than human degeneration, accounted for cultural differences. In this evolutionary view, cultures were seen as developing from a single primordial beginning; as they became more complex and refined, they followed certain common cultural changes.

In the early 1900s the '**diffusion**' view suggested that cultural change occurs because of cultural 'borrowing' or the transmission of cultural traits from one society to another.

Today's anthropologists still hold many of these different views and the evolutionary school is still prominent. One branch, culture ecology, emphasizes similarities among groups living in similar environments and having similar means of dealing with these environments; another emphasizes the importance of personality; still others concentrate on cognitive or linguistic approaches.

These differing views are not mutually exclusive, but rather complementary to each other and to the understanding of human culture.

Comparative management studies have the same goal as anthropology to understand culture but the goal of comparative management is to use such knowledge to **design the most effective organization strategy and structure to make the most effective use of human resources in different cultures.** In the past, organizations have paid attention to the political, technological, social, economical, and inter-organizational aspects of their environments but ignored powerful cultural influences and their managerial implications on all aspects of the employees and the organization behaviour.

This attitude is no longer productive. **Comparative management's major task now is to make organizations aware of their cultural environments and associated managerial issues.**

2.3 **Culture and Comparative Management Research:**

There are three approaches to comparative management study and research; **Robinson (1978)**. The **Universalist Approach** contends that few major differences exist among managers across cultures and we can transfer management theories easily from one culture to another. This school emphasizes the overall similarities among cultures rather than the differences. In contrast, the **Economic Cluster Approach** emphasizes that the economic similarities and differences among nations will determine management's tasks.

Finally, the **Cultural Cluster Approach** focuses on how behavioral and attitudinal differences among cultures determine these tasks. All three approaches contribute to our understanding of comparative management. The last one was adopted by most researches including **England** and **Hofstede**. This approach was tested in our **QGPC** research.

We must distinguish norms from values. Norms are standardized and distinctive ways of behavior. Norms serve to regulate group members' behavior. Whereas Values are general concepts applicable to all situations. Most social norms evolve from the values of a given culture but values are major cultural variables.

2.4 Culture Elements:

Whitely and England (1977) identified the following elements of culture; “The knowledge, beliefs, art, law, morals, customs, and other capabilities of one group distinguishing it from other groups”.

Harris and Moran (1979) considered culture as a system identifying 8 subsystems forming this system:

Kinship, Education, Economy, Politics, Religion, Association, Health and Recreation. They argue that in many countries religious practices are an integral part of everyday life and must therefore be included in the workday.

Terpstra (1978) suggested that religious heterogeneity within a nation might indicate a potential for strife and division. Examples are Lebanon, Ireland and India.

Ronen, Simcha in the 1986 book “**Comparative And Multinational Management**”, page 156 states that the most frequent culture variables cited are: Religion, Language (as culture representation), Political Systems and Level Of Industrialization (as national representation), and Geographical Location (as reflection of both).

Ronen & Punnett (1989) considered that the independent variables that constitute culture are: Language, Religion, GNP Per Capita and Geographical Location. Mustapha (1995) indicated that culture is embedded in elements of the society such as Religion, Language, Geography, History and Education.

Hutton, John in his book “The World of the International Manager” Chapter 6, rated 8 culture elements in descending order of importance as follow: 1) Language 2) Religion 3) Values and Attitude 4) Education 5) Social Organization 6) Technology 7) Politics 8) Law. Ronen (1986); stated that where religion is important in a society, religious institutions will play a major role and organizations would do well to consider their impact.

The above indicated the different views on the issue of culture elements and highlighted Religion as another important element of culture analysis in addition to Nationality. In fact this approach is similar to Hofstede approach and many researchers. Hence, we adopted this approach in QGPC research.

Culture is a complex variable that may change slowly with time, but communication between the different cultures will have a **minimum effect on converging differences between those cultures.** Phillips (1992) identifies **communication levels** in a hierarchy which people are prepared to exchange with others. **'Facts'** are at the bottom of the pyramid followed by **'Feelings'** and finally **'Values'** at the apex of the pyramid. People from different cultures will communicate about **'Facts'** only with strangers. If they developed strong relation they may enter into the **'Feelings'** level. **Only people from the same culture or very intimate friends will discuss 'Values' at the top level of the pyramid.**

2.5 Types of Cross Cultural Research:

Adler, Nancy (1982) has identified 6 alternative approaches for doing research in the cross-cultural area. The six approaches are:

Parochial, Ethnocentric, Polycentric, Comparative Management, Geocentric and Synergistic studies:

2.5.1 Parochial Approach:

It deals with research conducted in a particular culture by members of that culture. USA produced the most Parochial studies all over the world. Adler (1983) found during the period 1971-1980 that 80% of over 11,000 articles published in 24 management journals were studies of USA conducted by Americans. **A basic assumption implicit in these studies is that their results are universal !!.** According to Adler culture is viewed as **neither an independent nor a dependent variable.**

2.5.2 Ethnocentric Approach:

This approach involves replicating in one culture a study already conducted in another. Ethnocentrism refers to our sense of superiority as members of a particular culture or it is the belief that 'our way of doing things is the best way'. In this form of research similar findings are viewed as confirming as universal the theory being tested. **One possible fallacy in such an interpretation, stems from the fact that a sample of two cultures is probably insufficient to demonstrate universality.**

2.5.3 Polycentric Approach:

The Polycentric studies try to explain managerial and organizational issues in specific foreign cultures. These studies attempt to produce solutions to the specific culture in question with no preference to any right way that is not acceptable to the majority of management researchers.

2.5.4 Comparative Approach:

The Comparative studies as suggested by its name try to define through research similarities and differences between two or more different cultures. **The similarities between cultures are considered universal or culture-general features while the differences are considered as culture-specific.**

2.5.5 Geocentric Approach:

These studies concentrate on management of Multinational Corporations (MNC) operating in more than one country. This is similar to our QGPC case, which is operating in many countries. According to Phillips, Nicola in “Managing International Teams”, nearly all of the worlds 500 largest corporations have substantial business interests outside the parent country. The data that is published on annual basis in Fortune and elsewhere indicates that this trend of globalization is increasing steadily to new horizons.

According to recent figures 39% of Ford Motor company's employees work outside USA, Phillips of Holland have 79% of its employees located outside Holland and 43% of ICI's employees work outside UK. These numbers are even increasing every year marking a new era of Globalization.

Therefore, the belief here is that there are similarities between the different cultures. **Adler states that this type of approach assumes cross-cultural universality and does not question the validity of this assumption.**

2.5.6 Synergistic Approach:

The Synergistic studies try to understand the pattern of relationship that develops when people from different cultures interact in a work setting within one environment. The research tries to create new solutions to existing problems. **This is our QGPC case with 48 nationalities interacting in one common environment. The Geocentric approach is also applicable to some extent as QGPC is operating in more than one country.**

Adler noted that very few studies were conducted to deal with cross-cultural interaction in an organization setting. Adler (1983) went on to state that cross cultural studies especially those focusing on interaction between many nationalities are badly needed, yet many problems impede such research e.g. funding and methodology complexities.

In view of the above the QGPC research could be considered to overlap the last two approaches: Geocentric and Synergistic studies. However, the main difference is the fact that 196 cases from 17 different nationalities representing four different continents (Europe, North America, Asia and Africa) were studied together within the same environment for the first time. There were 3 countries from Europe namely UK, France and Netherland; 2 from North America namely USA and Canada; 8 from Asia namely Qatar, India, Jordan, Palestine, Pakistan, Lebanon, Srilanka and Iraq; and 4 from Africa namely Egypt, Sudan, Tunisia and Algeria. From nationality group clusters' point of view the research includes 9 Arab countries, 5 Western countries and 3 Asians countries for the first time.

2.6 Previous Cross Cultural Studies:

Most research studies to date contain a distinct western bias. Therefore, we might justifiably question its applicability to non-western cultures.

Karlene Roberts of Berkeley has surveyed researches in USA and UK and concluded that most researchers have felt that organizational design and structure should receive the greatest priority. **Motivation came second.** Other issues singled out are the influence of culture on life in organizations, decision making, communication and personnel issues.

Ronen & Punnett (1984) provide a useful table for 34 cross-cultural research studies carried out in different countries. The majority of those studies used **Nationality** as control variable.

One of the more comprehensive programs of cross-cultural research studies has been taken by a group of scholars led by George England; Ronen (1986).

England (1985) and his colleagues have carried out a comparative study of the meaning of work (MOW) for employees in 8 countries: Japan, Yugoslavia, Israel, USA, Belgium, Netherland, Germany, and UK. The selected sample varied between the 8 countries with a total of 8,792 employees which is quite a large one. This is the second largest research after the formidable research of Hofstede where over 100,000 employees from IBM were included. England's research was geared toward identifying and understanding the meaning that individuals and groups attach to work in industrial societies across the globe.

Work centrality is one variable in the cluster of five variables that constitute the central variable dimension. These variables are: (Work, Family, Religion, Leisure, Community). Work centrality is defined as: "The degree of general importance that Working has in the life of an individual at any given point of time"; England et al. (1984). Researchers determine the centrality of work by assessing the importance of work in an individual's life in relation to other life roles and by measuring the centrality of work in absolute terms.

England used two methods to assess work centrality. For the first measure he and his colleagues asked individuals in each of the eight countries to assign a total of 100 points to five categories or life roles (Work, Leisure, Community, Religion, and Family), according to the importance they attached to them. England could then rank these different life roles vs. Nationality. This means that he used Nationality as control variable.

He obtained a second measure of work centrality by having individuals locate the importance they attached to work on a continuum from low to high.

The resultant lists were as follows:

Japan (7.78); Yugoslavia (7.54); Israel (7.1); USA (6.94); Belgium (6.81); Netherland (6.69); Germany (6.67); and UK (6.36). Particularly interesting are the major differences in work centrality separating a country like Japan from countries like Germany or UK. If the work centrality scores for each country are divided into 3 groups (high, medium, low), a country like Japan has (12:1) high to low scores which is 6 times the ratio for UK (2:1).

These results means that a high score on the work centrality measure would relate causally and positively to involvement and commitment to work and more generally to individuals' motivation of work. One indication of work motivation is the average number of hours-spent working. It should therefore not surprise us that the mean number of hours in Japan (the highest on the work centrality scale) is a whopping 48.9 hours per week as opposed to only 39.9 hours per week in Germany (which is next to the last on the scale); **Ronen (1986).**

The **'Valued Working Outcome'** variable in the central variable cluster is also helpful in realizing the practical implications of the MOW research carried out by England and his colleagues on our understanding of the workers motivation across cultures. The variable elucidates the individual's general outcomes or opportunities sought from work, or both, and their relative importance. **This variable can therefore help us understand the goals that workers will be motivated to pursue which can be used in designing a reward system to maximize Motivation.**

Individuals in each one of the 8 countries were asked to assign one hundred points to the following six categories:

Work provides you with needed income (35); Work is interesting and satisfying to you (19.5); Work permits contact with other people (14.3); Work is a useful way to serve society/community (11.8); Work keeps you occupied (10.8); Work gives you status and prestige (8.5). The value between parentheses represents the mean value of 8792 individuals from the 8 countries. We decided to use this question with some modification in QGPC research.

Several studies, although implicitly comparative did not explicitly compare the differences between countries but concentrated instead on their similarities e.g. **Badawy (1979)** surveyed 248 managers in 6 Middle East countries (Saudi Arabia, Kuwait, Abu-Dhabi, Bahrain, Oman and United Arab Emirates). Badawy found that culture has a greater effect on motivation than westernization of job content. A significant culture value is the importance of interpersonal relations. Another important culture value is religion. Arabs place a high value on religion. We decided to test this element of religion importance in QGPC research.

Badawy used a 13-item instrument based on Porter's derivation of Maslow's categories. The modified Maslow hierarchy applied by **Porter (1966)** omits biological needs while adding the high level need of Autonomy. The modified list thus contains the following needs: (1) **Security needs**; (2) **Social needs**; (3) **Self-Esteem needs**; (4) **Autonomy needs**; and (5) **Self-Actualization**.

Response rate reported by Badawy was 85% (251 but 248 usable out of 295). Badawy found that those coming from small organizations (few management layers) are more democratic regarding subordinates capacity for leadership and participation in goal setting. In general marketing and administration managers (**staff managers**) were more democratic, while production managers (**line managers**) were more autocratic possibly due to the nature of their jobs.

However, a list of 5 elements only imply a question bias as it presumes these five are the only needs for all managers. Money, Achievement...etc. are ignored. From western perspective deleting physiological need may be fine but in developing countries many of those managers will be struggling to get a flat or descent house for their families. This was confirmed during my pilot research interviews.

Moreover, while I tend to agree with some of Badawy's findings which are quoted in many references, there has to be some concern about their general accuracy as the author suggests that **Abu-Dhabi** is a separate country and not the capital of the **United Arab Emirates (UAE)**.

An Indian study by **Sinha (1969)** found culture to be a primary motivator as well.

In the Middle East the father within the family is generally the most respected and authoritarian person. The manager in Middle East enjoys and exercises his authority.

Honesty is highly regarded in the Middle East. **Moran & Harris (1982)** suggested a list of values and norms that captures Arab employees attitude:

1. The person with whom an Arab is working is more important than the mission or job.
2. Quiet strength is a greater value than an obvious use of power. Patience is a virtue.
3. Friendship and trust are prerequisites for any social or business transactions and are slowly developed.
4. Confrontation or criticism in the presence of others should be avoided.
5. Arabs love the spoken word, tend to ramble and don't get to the point quickly.
6. Arabs are masters at flattery and appreciate compliments.
7. Arabs find bluntness very disrespectful, which is why they usually respond in the most agreeable manner, regardless of truth.
8. Arabs are very emotional people and are easily outraged by even slight provocation.
9. Arabs are proud and their dignity is important to them.

I tend to agree with some of the above items e.g. items number 2, 3, 4 and 9. However, the rest of the items seem to be impressionistic view of some uneducated Bedouins Moran and Harris met in training facilities of the Saudi Arabian American Oil Company (**ARAMCO**), the largest multinational corporation on earth, which is a creation of four major oil companies: Exxon; Mobil; Texaco; and Socal. ARAMCO 1982 training budget was \$380 millions; **Ward (1984)**.

There were no explanation of how they deduced that list but it seems that they have compiled this list based on their own observations at ARAMCO. In their article, which was published in Encyclopedia Britannica Instant Research Service, Harris and Moran continue: “ Maintain strong eye contact with Arabs as they believe that the eyes are the windows to the soul!! 'Yes' is said nonverbally by swiveling the head from side to side. 'No' is said by tilting one's head back and clicking one's tongue ”. I am an Arab who lived over 17 years in the Gulf and I have never heard this nonsense before. There is nothing in our culture about the eyes being the windows to the soul. In fact our religion is ordering us to be modest and to avoid raising our eyes during conversation. 'Yes' is said by tilting the head downwards like the West and 'No' is said by swiveling the head from side to side which is the reverse of Harris and Morran observations. There is obvious contradiction between Honesty highly regarded and item 7. Even local observations should not be generalized as the Saudi Arabian population is less than 10 million which is less than 5% of the current Arab World population of 200 millions.

The personality characteristics of other Arab countries such as Egypt, Jordan, Lebanon, Iraq, Syria, Sudan, Tunisia, Morocco and Algeria varies extensively from Saudi; Hofstede (1991).

The Gulf major oil corporations have crucial social responsibility in educating and training of Nationals. Bedouins in Saudi and the Gulf in general represent less than 10% of the population but they never received any kind of basic education and hence they are completely illiterate. They normally occupy the lower grade jobs (General Laborers, Drivers, and Helpers).

Hence, their presence is highly disproportional in the extensive Safety and Manual Elementary training programs.

The obvious lack of research about the Arab countries and its ill definition; Ronen (1986), led some authors to adopt a broad brush unrealistic approach knowing that as pioneers in this area their opinions will not meet any real challenge. Neglecting Social Science relatively, in the Arab world over the last few decades aggravated the situation.

Hofstede, Geert (1980) massive project using survey data from **116,000 employees** of International Business Machines (IBM) is a major contribution to cross-cultural studies.

Hofstede's views culture as a sort of collective mental programming of people in an environment. In his last book "**Cultures and Organizations**" published in 1991 he indicated that there are three levels of uniqueness in human mental programming. **The first level is Human Nature, which is universal and inherited. The second level is Culture that is common to a specific group of people and is a learned phenomenon. The third level is Personality, which is specific to each individual.**

The data base for Hofstede's research was unusually extensive covering employees in 72 IBM national subsidiaries, 38 different occupations, and 20 different languages and at two points in time: around 1968 and around 1972. Altogether, there were more than 116,000 questionnaires with over 100 standardized questions each. This is by far the largest sample in any cross-culture study.

Hofstede, Geert research showed the existence of four dimensions in the various cultures in a cluster mode. These four dimensions are: **Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, and Masculinity versus Femininity:**

1) **Measuring Inequality (Power Distance Index):**

All Hofstede's 100 questions were of the pre-coded answer type so that answers could be represented by a score number, usually 1, 2, 3, 4, or 5. A mean score was computed for the answers of an equally composed sample of people from each country or the percentage was computed of people choosing particular answers. Thus a table was composed of mean scores or percentages for each question and for all countries.

A statistical procedure (**factor analysis**) was used to sort the survey questions into clusters for which the mean scores or percentages appeared to vary together.

One of the clusters found was composed of questions which all seemed to have something to do with Power and Inequality.

From the questions in this cluster **Hofstede** selected 3 which were most strongly related. From the mean scores of the standard sample of IBM employees in a country on these 3 questions, a power distance index (PDI) for the country was calculated.

The formula developed for this purpose uses simple mathematics (adding or subtracting the three scores after multiplying each with a fixed number, and finally adding another fixed number). The purpose of the formula was to ensure equal weight for each of the 3 questions in the final index and to arrive at index values with a range from 0 to 100. In fact one country (**Japan**) scored above 100, because it was added to the list after the formula had been fixed and it would have been cumbersome to keep changing the formula.

The 3 survey questions used for PDI calculations were:

1. Answers by non-managerial employees on the question: **How frequently, in your experience, does the following problem occur: Employees being afraid to express disagreement with their managers?** (mean score on 1-5 scale from 'very frequently' to 'very seldom').
2. **Subordinates perception of their boss's actual decision making style** (percentage choosing either the descriptions of an **autocratic** or of a **paternalistic** style, out of 4 possible styles plus a none of these alternatives).
3. **Subordinates preference for their boss's decision making style** (percentage preferring an **autocratic** or a **paternalistic** style, or, on the contrary, a **style based on majority vote**, but not a **consultative** type).

Power Distance is an important dimension of national culture that is a reflection of the degree of centralization of authority and the extent of autocratic leadership. The power distance norm is determined by culture in the early socialization by the family, the school, and various other social institutions. Power distance has pervasive influence within work organization. **It is interesting to find that lower education and lower status occupations are associated with high Power Distance values while the occupations characterized by higher education and higher status have lower Power Distance values.**

Hofstede (1991) suggests that in systems where superiors preserve a great **Power Distance**, subordinates tend to polarize toward either **dependence or counter-dependence**. At the same time, where superiors maintain a lesser Power Distance, subordinates have a preference for the consultative style.

2) **Measuring the Degree of Individualism in Society:**

Hofstede (1991) identified this factor as an important component of culture as follows: **Individualism** pertains to societies in which the **ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family.** **Collectivism** as its opposite pertains to societies in which people from birth onwards are integrated into strong, cohesive groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.

The survey questions, on which the individualism index (IDV) is based, belong to a set of 14 'work goals'. When the answer patterns for the respondents from 40 countries on the 14 items were analyzed they reflected 2 dimensions. **One was individualism versus collectivism.** **The other came to be labeled masculinity versus femininity.**

The dimension to be identified with individualism versus collectivism was most strongly associated with the relative importance attached to the following 'work goals' items:

For the individualist pole:

1. **Personal Time:** Have a job which leaves you sufficient time for your personal or family life.
2. **Freedom:** Have considerable freedom to adopt your own approach to the job.
3. **Challenge:** Have challenging work to do; work from which you can achieve a personal sense of accomplishment.

For the opposite collectivist pole:

4. **Training:** Have training opportunities to improve your skills or learn new ones.
5. **Physical conditions:** Have good physical working conditions e.g. good ventilation and lighting, adequate workspace ...etc.
6. **Use of skills:** Fully use your skills and abilities on the job.

The statistical procedure used to identify the Individualism Index, produces automatically a factor score for each country. These factors were multiplied by 25 and a constant number of 50 points were added. This puts all IDV scores from close to 0 for the most collectivist country to close to 100 for the most individualist one. Nearly all wealthy countries scored high on IDV and nearly all poor countries scored low.

The Arab countries differ among themselves and impressionistically the Saudis within this region are even more collectivist than some other Arabs are like Lebanese or Egyptians. In the IBM sample the latter were more strongly represented than the Saudis. IDV describes the relationship between an individual and society. Americans society view individualism as an essential factor for progress while, other societies such as Japan or China have the opposite value. These societies will only consider group decision-making and will never allow or approve **individual decision-making.**

Hofstede states that a country's degree of individualism is proportional statistically to its wealth. **There is 0.82 correlation between individualism and wealth as measured by GNP per capita.** He also considers geographical latitude and the organization size to play a role in predicting individualism.

Many of the indices identified by Hofstede are also related to each other. The Power Distance index for example correlates negatively with individualism.

3) **Masculinity-Femininity as a dimension of societal culture:**

This factor considers the desirability of assertive behavior against the desirability of modest behavior or in other words the degree of masculinity of a society's dominant values such as assertiveness, acquisition of money and not caring for others.

Out of the 14 'work goals' in IBM questionnaire: **“Try to think of those factors which would be important to you in an ideal job; disregard the extent to which they are contained in your present job”**; the analysis to the answers to the 14 work goals produced two dimensions. One was **individualism versus collectivism** and Hofstede labeled the second as **masculinity versus femininity**. It was associated most strongly with the importance attached to the following 'work goal' items:

For the masculine pole:

1. **Earnings:** Have an opportunity for high earnings.
2. **Recognition:** Get the recognition you deserve when you do a good job.
3. **Advancement:** Have an opportunity for advancement or promotion to higher level jobs.
4. **Challenge:** Have challenging work to do; work from which you can achieve a personal sense of accomplishment.

For the opposite feminine pole:

5. **Manager:** Have a good working relationship with your direct superior.
6. **Cooperation:** Work with people who cooperate well with one another.
7. **Living area:** Live in an area desirable to you and your family.
8. **Employment security:** Have the security that you will be able to work for your company as long as you want to.

Challenge was also associated with the individualism dimension. **This make the total number of work goals 13 and not 14;** but Hofstede mentioned nothing about this fact!! A masculinity index (MAS) was computed for all countries. MAS was based on factor scores which were automatically produced by the statistical procedure used (factor analysis). By multiplying factors by 20 and adding 50, scores produced were ranging from almost 0 for the most feminine to 100 for the most masculine.

In general, Hofstede's findings reveal that countries closer to the Equator tend to be more masculine and countries closer to the Poles are more feminine. Japan scores high on the masculine factor while the Scandinavian countries score high on the feminine side. MAS's values were computed for men and women within each country. For feminine countries no differences noted but differences increased between genders with higher MAS's values.

From an organizational view this dimension indicates the importance of earnings, recognition, achievement and challenge in a particular country.

One aspect of this factor is its work implication. The principle of humanized job varies, as in a **masculine** culture a humanized job should lead to **opportunities for recognition, advancement and challenge**, while in a **feminine** culture the emphasis will be more on **cooperation (building team work), ensuring employees security, and a good working atmosphere**.

4) **Measuring Intolerance of Ambiguity in Society, The Uncertainty Avoidance Index:**

This could be called risk avoidance. As a norm this may be shared by the majority of the middle class in order to avoid anxiety. Differences among countries on Uncertainty Avoidance Index (UAI) were originally discovered as a by-product of power distance. It all started with a question on job stress. This question runs as follows: **“How often do you feel nervous or tense at work?”**; with answers ranging from “(1) I always feel this way” to “(5) I never feel this way”. Close scrutiny of all the questions, which produced stable country differences, revealed that the country mean scores on three questions were strongly correlated:

1. **Job stress:** as described above.
2. **Agreement with the statement:** “Company rules should not be broken even when the employee thinks it is in the company's best interest”; with mean score on a 1-5 scale.

3. **Job Security:** The percentage of employees expressing their intent to stay with the company for a long-term career. The question was **“How long do you think you will continue working for IBM?”** and the answers ran: “(1) Two years at the most”; “(2) From 2-5 years”; “(3) More than 5 years but I probably will leave before retirement”; and finally “(4) Until I retire”.

The differences in mean answers by country were correlated across the countries studied. The index UAI value for each country was computed from the mean scores of questions 1 & 2 and the percentage of question 3. The formula used is based on simple mathematics adding or subtracting the 3 scores after multiplying each by a fixed number. A scale of 0 to 100 was generated. UAI can be defined as **“The extent to which the members of a culture feel threatened by uncertain or unknown situations”**. Hofstede found that UAI score grouping of countries is associated with their **dominant Religion**.

Orthodox and Roman Catholic Christian countries score high (except Philippines and Ireland).

Judaic and Muslim countries tend to score in the middle. Protestant Christian countries score low. Eastern religions score medium to very low, with Japan as an exception. I must state here that I was equally surprised from the fact that the **Moslems and Arabs** were always at the middle in all Hofstede factors as the Quran says: **“Thus have we made of you a middle nation**” (Quran S. II 143).

A large cluster of countries with strong uncertainty avoidance comprises the Latin Europe and Latin America countries; Mediterranean countries such as Yugoslavia, Greece, and Turkey, plus Japan and Korea. Denmark, Sweden, UK and Ireland are typical of weak uncertainty avoidance countries.

Hofstede suggested that the Individualism-Collectivism dimension in societies is related to motivation.

In an individualistic society, **motivation** is a consequence of a need to fulfill obligations toward oneself, while in a collectivism society people try to fulfill their obligations toward their group, which may be the family, the corporation or the country.

A main dilemma confronting an organization operating abroad is whether to adopt to the local culture or to change it. Hofstede suggested that some companies have succeeded in changing local habits which is a main factor of culture. Such changes may be possible within Anglo-European countries. **However, Hofstede believes that in Third World countries adoption and maintenance of traditions are necessary.**

Hofstede in his last book in 1991 "Cultures And Organizations - Software Of The Mind", talks about **culture shocks** for expatriates and the acculturation curve where expatriates working abroad move from Euphoria to Culture Shock to Acculturation and finally to Stable State. We will check the validity of this phenomenon in QGPC research among the expatriates from 16 different nationalities with the Qataris excluded.

Two main reservations on Hofstede work that could distort some of his data validity in two opposite directions are:

- * IBM has a strong culture and hence this fact could iron out differences between the different national cultures. Moreover, in view of my current detailed knowledge of IBM as General Manager of one of their business partners, they have detailed restricted procedure for all their activities.**
- * The differences between the local managers own personal characteristics may be reflected in their local staff depending on their leadership and managerial strength especially in view of the decentralization IBM is famous of.**

These differences emanating from the managers' personalities will be considered as cultural variables for their employees. To consider only IBM employees in different environments or countries as a representative samples to these cultures may be biased. Strong uncertainty avoidance measured in Greece for example may be due relatively to the experience of the local IBM Manager. Similarly, the weak uncertainty avoidance in UK may be due to the aggressiveness of the IBM local manager who sets an example to his branch employees.

I believe that the above two factors are of prime importance in QGPC research, as when you bring all these nationalities together in one environment and under single management to work under the same personnel policy and procedures, any differences between these nationalities can be only attributed to cultural differences.

Four more relevant observations on Hofstede work could be summarized as follows:

1. The effect of education should not be ignored. Qatar opened its only University in 1973. Hence after 24 years many graduates with many years of experience are reshaping the society and hence the culture. The same applies elsewhere. White collar IBM employee with distinctive tie may not represent the average person of some countries 20 years ago or now.
2. Hofstede overlooked the effect of political system on his factors. Any person regardless of his culture under authoritarian government or dictatorship will have high Uncertainty Avoidance. He will not certainly break the rules and stay with the company and experience as a result a high level of stress !!! Many of the countries considered are not stable and have seen over the last few decades many considerable changes. This applies on Latin America and many other countries especially in Eastern Europe and Asia.
3. The 4 factors together accounts for 49% of the country differences in the data collected; Hofstede (1991). The remaining half is country specific. It cannot be associated with any known factor, at least in the data Hofstede had. Hofstede (1991) stated "Whether explaining half the difference is a lot or not depends on ones degree of optimism. An optimist will call a bottle half full, while a pessimist will call it half empty". This statement emphasizes that despite his huge research, Hofstede could only explain less than half the differences noted.

However, this indicates clearly the existence of other factors to explain the other half of the differences.

4. Hofstede conducted some replication studies to evaluate his four factors. In one of these studies on students in the USA, the results confirmed to some extent only two of his factors with less than 50% success. I believe that the culture differences noted between those students are more representative than IBM employees are as here all the students are studying in the USA under the same environment. Differences noted could be only due to cultural reasons. Furthermore, the differences between students and IBM employees are not the same in every culture. The differences in the USA may be only a bit of maturity and some work experience but in Saudi or Africa the differences between IBM employee and the average student may be much more than that.

From the above analysis and research work on culture, it is clear that any motivation system should be compatible with the prevailing culture in which it will be implemented. This is an essential prerequisite for the successful execution of this motivation policy.

In the past corporations paid only limited attention to culture research. The growing globalization and the new daily entry of MNC's into the international market clearly emphasize the importance of culture research. Social science cannot solve all cross-cultural issues. However, careful and thoughtful research can provide MNCs managers with a clear guideline of the problems they may face in dealing with other cultures and suggest possible solutions in areas of values, attitude and work motivation.

When cross-culture study of management and organization in the Middle East and Arab nations is concerned, we find that despite a large body of literature making a common claim to the importance of cultural influences, cross-culture management research has remained in its infancy; Dadfar (1993).

With the exception of a few studies, the existing literature suffers from conceptual, methodological and empirical supports. Dadfar (1993) went on to criticize existing literature that they are largely based upon businessmen's strange stories about cultural differences, with no systematic and scientific approach to understand socio-cultural forces, their impact on management, organization and business operation.

I believe the views of Dadfar (1993) and Ronen (1986) are applicable to some odd remarks made by Moran & Harris (1982) in their list about Arabs. This as well emphasizes the importance of our QGPC research where individuals from 9 different Arab countries are studied for the first time with 5 Western countries and 3 Asian ones. The selection of 4 Arab countries from Africa and 5 from Asia provides very balanced picture of the two clusters in addition to detailed information on each nationality.

It should be noted that very few culture studies are undertaken in the last decade due to the Methodology problems. One of the main reasons is cost. Hofstede used 20 IBM employees to handle his research for 2 periods around 1968 and around 1972. He also used 20 different languages in addressing different nationalities with all the problems associated with translation. Another issue is the change in culture due to the current Globalization phenomena as the world is turning into "small village" with the rapid development in communication methods such as Internet, Intranet, Electronic Mail, and Electronic Commerce etc. Opening Macdonald's in Russia and Coca-cola in China are two examples.

In spite of classifying England (1985) and Hofstede (1980) works as Geocentric Approach Studies, their works are very relevant to our research in QGPC (Synergistic Approach Study). Therefore, their work was used in the design of six questions in our QGPC research.

3) Multinational Corporations:

International business and management dates back to the ancient Egyptians, Phoenicians and Greeks where they traded with foreigners and different cultures. The Dutch, Spanish, and British established worldwide business empires during the Renaissance.

Many International companies were established in these early days to control, administer, and enhance the trade with the colonies as well as ensuring supplies of raw materials to European factories.

Robinson (1964) has identified four major eras in the period from (1500-1970): **The Commercial Era (1500-1850), The Exploration Era (1850-1914), The Concessionary Era (1914-1945) and The National Era (1945-1970).** **I believe that the National Era in the Gulf extends to 1980 and the current period from 1980 till now is The Multinational Corporation Era.** The Multinational Corporation (MNC) is defined by the Organization for Economic Cooperation and Development (OECD) as:

“Companies or entities whose ownership is private, state or mixed; established in different countries and so linked that one or more of them may be able to exercise a significant influence over the activities of others and, in particular, to share knowledge and resources with others”.

Economic domination lead to political one. The fast expansion of American MNC's and a few European ones raised people fears in many nations. The international reaction was prompt.

First Japan took the lead, then the Far East Countries and now perhaps other Third World countries. Many corporations were established in the Third World countries especially the Far East and members of the **Organization of Petroleum Exporting Countries (OPEC)**.

The rise of the Third World Multinationals offers both developing and developed countries a unique opportunity to gain the benefits of a truly international economy; **Heenan (1984)**.

In the Gulf Area we have seen fascinating stories from the **Seven Sisters** and some western individuals who played the role of "**Lawrence of Arabia**" in the famous film starring Omar El-Sherief and Peter O'Tool. They appeared simultaneously in Qatar, Emirates, Saudi, Bahrain, Oman and Iran. In every case the western individual claimed that he had been converted to Islam and led the people during praying as '**Imam**'. Within few months he obtained a concession for exploring of oil with the assistance of western intelligent services, from the Amir of this country. **The same real story occurred in Qatar, Oman, Emirates, Saudi, Bahrain, and Iran!!!**

The first company established was called Turkish Petroleum Company but changed its name quickly to Iraq Petroleum Company (**IPC**). In Qatar the name changed to Qatar Petroleum Company (**QPC**). QPC capital asset was Ten Thousand Sterling pounds only!!!; and has revenue \$0.3 per barrel i.e. over \$32 million net profit on Ten Thousand capital asset after deducting all its expenses. With this Return On Investment (**ROI**), this is one of the best successful investment in the Multinational Corporation history not in the Middle East but all over the world.

Strange enough, a company called Petroleum Service Middle East (**PSME**) located until today in a huge building at 33 Cavendish Square in London was handling Emirates, Qatar and Oman operational needs on behalf of QPC. This company was charging Qatar 30 pounds on every paper processed through its offices whether it was a purchase order or even ordinary letter.

All these companies were owned by the Seven Sisters who seemed had delegated the onshore operation in Dukhan to British Petroleum (BP) and the offshore operation to Shell. Salaries were determined based on nationality. In BP the British were first. Dutch were second followed by European countries. **Northern Countries** (Seven Sisters term means Arabs of white skin e.g. Egypt, Syria, Jordan...etc.) followed. **Southern Countries** (Another Seven Sisters term means Arabs of black skin e.g. Sudan, Somalia...etc.) came next and finally Pakistan and India at the end of the salary scales table. Similar table exists in Shell but the Dutch were first followed by the British reflecting the division in capital of 60% and 40% between the two!!!

Therefore, Qatar and all the other Gulf countries under enormous pressure from the local community after independence, took urgent steps to establish their own national corporations.

QGPC was established in 1974 with capital assets of \$ 4,000 million increased later to \$ 5,000 million. Kuwait Petroleum Company (KPC) adopted a policy of vertical integration aiming at controlling every step from oil drilling by buying Santa-Fe the famous drilling company to production; processing; and even final distribution by purchasing existing distribution chains in Europe through their London investment office. This will guarantee its revenue as all the total value added is within its control. Before the last Gulf war KPC was the 29th largest foreign investor in the USA.

In Qatar QGPC followed the same route. ARAMCO in Saudi, ADNOC in Emirates and PDO in Oman are adopting now the same policies. On the Fortune 500 list the state owned companies do not appear. Many experts in the industry believe that ARAMCO is the largest MNC on earth now as it can produce up to 10 million barrels per day (MMBOD) which is equivalent to \$73,000 million at \$20 per barrel plus natural gas and other products as well as huge investments outside Saudi. In the refinery industry alone Aramco owns 2 million barrels per day. Half this capacity is outside Saudi. Size of Arabic public sector companies is measured by different indicators e.g. number of employees, paid capital and annual sales; **Salmi (1995)**.

In 1947 the General Agreement on Tariff and Trade (GATT) and in 1961 the establishment of OECD in Europe followed by Association of South East Asian Nations (ASEAN) establishment in 1967 prior to the establishment of OPEC in 1969, all that created some kind of new equilibrium. The Newly Industrialized Countries (NIC) created many new corporations. The current World Trade Organization (WTO) replaced the GATT.

However, the power of MNC's is dramatically increasing as the time goes by. On 1994 Fortune 500 list, the last company achieved annual sales of \$2,742.8 million. **The influence of these 500 companies could be realized when we see that their total work force are now over 25 million employees (25,238,136).** General Motors work force alone is 750,000 employees nearly twice the total population of the state of Qatar!!! General Motors is not an exception as AT&T work force 7 years ago was 960,000 employees.

The 500 companies annual sales is \$5,471,579 million which is more than twice the Growth National Product (GNP) of Japan and more than USA GNP as well as being 10 times the GNP of countries such as France or United Kingdom.

In 1994 USA has 161 among these 500 Fortune companies. Japan followed with 128 companies. Britain came next with 40 companies. Germany had 32 companies; France 30; Sweden 14; South Korea 12; Switzerland and Australia 9 each; Canada 8; Netherland and Italy 6 each; Norway 5; Belgium, Spain, Finland and South Africa 4 each, India and Turkey 3 each; Mexico and Austria 2 each; and one each from Venezuela, Zambia, Thailand, Taiwan, Portugal, Panama, New Zealand, Malaysia, Luxembourg, Brazil and Chile.

The Gulf corporations (ARAMCO, QGPC, ADNOC, PDO and KPC) would be among these companies top 50 if the state owned corporations are included.

Deep analysis of these companies on the list can reveal intriguing data. The highest two groups based on sales are Motor Vehicles and Parts Group and Petroleum Refinery Group with sales of \$940,000 million and \$902,000 million respectively. They will seem close but if we consider profit we find that the first group lost \$24,000 million due to competition but the second group profit is \$18,500 million. **The Petroleum industry has the highest profit among all the other industries by far indicating its importance and the ability to use some of its huge profits to lobbying their objectives.**

If we have a closer micro look on the second group we will find that our Six Sisters are among the top 50 companies in the Fortune list i.e. higher than 90% of the 500 companies or among the top elite 10%. The last of them is the French **Total** rank 45 with \$26,161 million annual sales. The other 5 is even among the top 25 companies and higher than 95% of the Fortune 500 companies or among the top 5% cream of the cream. **Chevron** rank 24 with \$38,523 million annual sales. **Mobil** is ahead of Chevron in rank 13 and annual sales of \$57,389 million.

British Petroleum (**BP**) is in rank 11 with annual sales of \$59,215 million. Royal Dutch/**Shell** Group is the 4th largest world corporations with \$98,935 million annual sales. Last but not least **Exxon** the second largest corporation in the world with \$103,547 million only after General Motors (**GM**) which achieved \$132,774 million annual sales. But the difference is profits and while GM lost \$23,498 Exxon profit is \$4,770 million. Shell profit is the highest among the 500 companies at \$5,408 million.

The coordination, cooperation and support between the Six Sisters are well known fact in the industry. Their total annual sales are \$383,750 million. I personally saw a confidential chart indicating that each of the six sisters has shares of the others being in the same boat and pursuing the same objectives.

The power of the Six Sisters should be realized when we know that Exxon annual sales (\$ 103,000 million) is 5 folds the annual budget of a country like Egypt (\$ 20,000 million).

The financial responsibility burden in the oil industry could be seen if we compare the employee's level in GM (750,000) with Exxon (95,000) only. Ford Motor with sales of \$100,785 has 325,333 employees vs. Shell with sales of \$98,935 but 127,000 employees. BP has 97,650 employees, Mobil 63,700 employees, Chevron 49,245 and Total 51,139 employees i.e. no exception.

The annual sale per employee in this industry that is a reflection of the financial responsibilities and/or productivity is more than twice or thrice the value elsewhere.

All the Fortune 500 companies have activities in more than one country. Many of them even have more than a third of their employees working abroad e.g. 39% of Ford Motor employees work outside USA, Philips of Holland have 79% of its work force located outside Holland, and 43% of ICI employees work outside UK. These numbers are even increasing every year. Newsweek article on 26/9/95 "Who is leading the World: Leaders of G7 or MNC's !?" recognize the existence of 37,000 MNC's and their power and impact on global economy and international organizations.

The above not only indicated the economical and financial strength, social power and distinguish culture of the Multinational Corporations but this means that MNCs are now forming stronger culture that gradually in the future could be another unit of analysis similar to nationality. The Japanese today when they introduce themselves will tell you "I am from Marobini and my name is Mr. X". They feel that their corporation name should come before their own names.

The financial responsibility of say a **Maintenance Manager** in the oil business is equivalent to a **Minister** or **Governor** in a country like **Egypt**. This creates a lot of stress in these posts. If we add the culture shock to the stressful job, we will be able to understand the high turnover in these companies coupled with stress symptoms in many employees. In June 1994 issue of Fortune (**Global 500**) comparing the annual sales per employee in any of the Seven Sisters e.g. Exxon, Shell, Mobil, British Petroleum with the sales per employee in any multinational corporation, we can spot the huge disparity of productivity.

The annual sales per employee in million dollars /employee for the four above-mentioned oil MNC's are **1.08**, **0.81**, **0.91**, and **0.72** respectively compared with **0.188** in General Motors the largest MNC in the world with 711,000 employees and \$134,000 millions annual sales. A manager's productivity is many folds the average employee depending on the number of his subordinates.

Hence, the issue of employee selection to work in this multinational environment is crucial in view of its impact on productivity.

In view of those overseas manager's high productivity, motivation even has greater importance and direct influence on their personal life in addition to the substantial impact on the corporation productivity.

In selection of those managers an essential element is they must be **highly adaptable to survive the culture shock, be self-starters, and dedicated professionals**. QGPC uses in the selection criteria, the annual performance forms, which are similar to British Petroleum ones. The form splits into two halves for evaluation of performance and personal characteristics.

Evaluation of performance is based on: **Job knowledge; Quality of work; Quantity of work; Training & development of subordinates; Safety consciousness; Cost & planning effectiveness; Attitude towards actions, people and/or ideas**. The other half which is confidential for the employee, evaluate characteristics such as: **Creativity; Judgment; Analysis & problem solving; Leadership; Dependability & trustworthiness; Resources planning; Initiative; and Adaptability**.

Hence, **selection** of the MNC external work force is not an easy task for the following additional reasons:

- * The locally recruited managers are familiar with the **linguistic and cultural environment**, and should be better able to understand and deal with local problems than the expatriate.
- * Some of the most difficult issues faced by MNC's today center around what we can call "**Politics**". The local managers can feel and respond better to these issues. They can cope better with the stress normally associated with "Local Politics".
- * In selecting people for MNC external operation companies often find they are in a difficult situation between selecting someone who will get the job done while recognizing at the same time that a very strong personality can cause serious problems in different cultures. Hence QGPC insist that expatriates should have **previous overseas experience** preferably in the Middle East or they should receive induction courses prior to commencing work on site.
- * Overseas appointments often offer young expatriate managers the opportunity to take on far wider and more general responsibilities than they will ever have at home. Hence overseas opportunities are **excellent training grounds** if the locals accept a trainee! In fact this caused many problems to the Seven Sisters in the Gulf.
- * Locally appointed staff is **less expensive** than expatriates, providing the local experience is available. Many countries impose a minimum percentage for various levels. e.g. in Egypt 50% of the managers, 70% of the technical staff and 100% of the workers must be Egyptians.

- * Work stress can be both positive and/or negative. **The relation between performance and stress takes the shape of a sine wave; Hellriegel (1986).** It is essential to impose the right amount of stress on subordinates.
- * Expatriates are very expensive to employ. **Schollhammer (1969)** indicated that US executives earn twice or thrice as in comparable positions at home. It has been estimated that expatriates who fail because they or their families were unable to cope may cost their company over \$ 200,000 each; **Chesanow (1984)**. In 1997 money it is more than twice this sum nearly half million Dollar indicating stress implication and its high cost.
- * Loss of productivity of expatriates is well documented due to both **Initial and Reverse Culture Shocks at the beginning and end of their assignments.** One study found that 80% of European managers of American subsidiaries took more than a year to reach a level of productivity comparable to what they had maintained in their home environment; **Leontiades (1973)**. Another study has shown that nine out of ten expatriates were significantly less successful in Japan than in their previous home-country assignments; **Seward (1975)**. Under stress expatriates made errors with negative repercussions for the organization; **Zeira et al. (1975)**. **Too little or too much stress may cause low performance and excess stress can result in burnout.**
- * Use of expatriates can also disrupt MNC effectiveness as a result of incompatibility between host-country nationals expectations and the expatriates managerial role performance; **Zeira (1976)**. Instead of managers adapting their style to conform to the new environment demands, the MNC expects host-country subordinates to adjust to managerial patterns prevalent in the parent country. Zeira and his associates studies of foreign subsidiaries in England, Holland, Belgium, and West Germany have examined the **resistance** engendered in host-country nationals by an inappropriate managerial style for that particular country's culture; **Harari and Zeira (1978); Zeira (1976 & 1979); Zeira and Banai (1981); Zeira and Harari (1979)**.

In view of the above, we should not be surprised that more than one-third of all expatriates return from foreign services prematurely; many having paid a personal price in the form of alcoholism, drug abuse, or divorce; Chesanow (1984). **The reasons for expatriates' failure derive from cultural shock, stress and other factors radically different from home country.**

The Multinational Corporations should realize that the exploitation era is over. Tahija (1993) states that; For Multinational Corporations **meeting social responsibilities** is an indispensable part of doing business in the developing world. Despite the conventional view that oil companies take and give nothing back, the fact is that Multinationals need more than a developing nation's mineral resources.

To secure their future MNCs need skilled labor, consumer markets, commercial partners, and continuing business opportunities. In fact, they have as great a stake in third world development as developing nations themselves. For their part, developing nations need all the **technical, social and economic competencies** that are so plentiful in the developed world. The very competencies that Multinationals can provide, teach, and encourage simply by paying more attention to the way they conduct their business and to improve their image as perceived by the local community. There are five broad categories of competency transfer: **Fostering local business; Improving infrastructure; Protecting the environment; developing human resources and promoting an ethical business culture.** A company with reputation as a fair employer, and development benefactor that purveys skills and community improvement will attract the best workers and earn government and public popular support. Indeed more and more governments are letting Multinational Corporations know that if they want to stay, they better give back some of what they take out or **“swapping business skills for oil”**.

One of the significant developments in recent years is that people from different parts of the world with different languages, cultures and values are coming together as a result of the need created through international business. Improved transportation, communication and information technology have intensified the process; Daylami (1995).

The above literature review emphasizes the importance of conducting a culture research to check the effectiveness of Maslow, Herzberg, McClelland and Equity Motivation Theories and validity of their factors including new ones. The research should use culture studies by England and Hofstede to find importance of work for our selected 17 nationalities, and to deduce a practical and simple motivation model for managers in major MNC's recognizing the impact of local culture on the success of this model and its implementation.

The role of the **Multinational Corporations** in the current global economy could not be ignored. Motivation of their work force will have lasting impact on the world productivity and prosperity.

The local culture and environment of our research in QGPC in Qatar is an **Islamic** one (100% of Qataris are Moslems), 61.7% of our sample are Moslems and hence it is essential to review the Islamic principles and its relation to Motivation Theories in the following chapter.

Chapter III

Islamic Culture and Motivation Theories

1) Introduction:

In order to design a motivation package that will be accepted and implemented by any system operating within a specific culture; it is essential that this package is in line with the local cultural principles. This will guarantee commitment of local decision-makers to this system and will also ensure that the resistance to change is circumvented. Abdul-Gader (1993) and others maintain that acceptance of change is more likely if change is seen as compatible and profitable with the prevailing organizational culture.

Weir (1996) suggests that **Motivation** is a problem in Western organizations because of the dissociation of ownership and obligation. He went further to suggest the need for more studies of the lived experience of management in the Arab world in order to start to appreciate the relationships between **belief and action**.

In view of the many misconceptions about **Islam** in the West (Prince Charles lecture in October 1993 in Oxford refers) and the fact that **100%** of the Qataris are Moslems as well as **61.7%** of our QGPC sample, we need to review this religion briefly in order to bring to light the relationships between belief and action (**Work and Motivation techniques**). Exchanging culture knowledge is essential to the development of multinational corporations on global basis.

The Quran says:

“O mankind! We created you from a male and a female, and made you into nations and tribes that ye may know each other (Not that ye may despise each other). Verily the most honoured of you in the sight of God is the Righteous of you; And God has full knowledge and is well acquainted (with all things)”. (Quran S. XLIX-13).

According to the latest statistics there are over 1,000 million Moslems in the world, **Mustapha (1993)** or nearly 20% of the earth population. Among them there are **200 million Arabs**. In spite of all dialects and accents all Arabs speak Arabic, and over **90%** of them are Moslems, **Dadfar (1993)**. The impact of Islam is pervasive in many aspects of life in Arab societies, which in turn contributes towards shaping the conduct of people including their behaviour in business organizations. Hence, the understanding of Islam and its basic principles is a prerequisite for understanding the Arabic culture and the attitude and the behavior of Arabs in different situations including their work relations.

Over 1400 years ago, the Arabs were a few scattered **Bedouin tribes** fighting for trivial reasons. They used to bury alive their daughters and commit many other sins. But within **10 years** after establishing the Islamic State in Mecca, the Moslems managed to destroy the Persian Empire and defeat and occupy half the territories of the well-organized Roman Empire. The battles against the two huge empires were going on simultaneously. Religious faith and ideology provided the ideological and motivational glue that united Arabian tribes and inspired and gave direction to the early period of expansion and conquest; **Esposito (1987)**. Security and peace prevailed in all the states. The Roman Emperor messenger came to meet Omar Ibn AL-Khatab the 2nd Khalifa. They took him to a man sleeping under a tree on a pair of shoes who was Omar. The messenger said **“You made justice and hence deserved to sleep peacefully”**. I consider Omar the father of Islamic management. He used to disguise and carry out spot checks during the night in order to help the poor and have direct feedback of the Moslems affairs. Moreover, he used eyes (**intelligence service**) to check on his governors. He was consulting Moslems before taking any decision.

The tremendous motivation gathering the Moslems in these early days which resulted also in **substantial development in all the scientific fields** including Mathematics, Algebra, Physics, Chemistry, Anatomy, Biology, Medicine, Sociology, Architecture ...etc.; could not be ignored. The Islamic State in these days extended from **Spain** across **North Africa** and the **Middle East** to the borders of **China**; **Esposito (1987)**.

The impact of this civilization, through **Spain** and **Turkey**, on **Europe** and the whole world is well documented. Many Islamic books were used in European universities up until the last century.

2) **Nature of Islam:**

Abuznaid (1994) described the nature of Islam as being built on five pillars. They are:

1. **The Testimony of Faith (AL-Shahada):**

“There is no God but one and Mohammed is His messenger”.

2. **Prayer (Salah):**

Moslems pray **five times a day**: at dawn, at noon, in the afternoon, after sunset, and after dark. Prior to prayer a worshipper has to wash. Some ablution demands a bath especially after sexual intercourse. Otherwise it is enough to wash the face, hands, and feet. All prayers can be said anywhere, in the open, in the Homes, while travelling in cars or planes, except the congregational Friday especially for men which should be carried out in a group preferably in the mosque. The mosque in Islam, similar to the church in Christianity, has many social responsibilities.

3. **Alms (AZ-Zakat):**

This is an annual tax collected and distributed on the poor by the state. This represents 2.5% on existing capital assets after elapsing of one year on it and 2.5% to 10% on harvest depending on the irrigation method and various ratios on animals/kettle.

4. **Fasting (Siyam):**

Fasting begins before Dawn to Sunset. The believer must abstain from food, drink, Carnal intercourse, smoking, and even chewing gum. Fasting lasts for a whole month of Ramadan. In other days it is optional.

5. **Pilgrimage (Haj):**

It is the duty of every Moslem to make pilgrimage to Mecca at least once during his lifetime if he is of age, of sound mind and can afford the expenses.

These are the five pillars of Islam. From this it is becoming clear that religious convictions influence practically every act during each moment in Moslems life, **Abuznaid (1994)**. We can see from the above another perspective of the relation between **belief and action** in Islam. In fact for good Moslems, they should observe God in all their deeds. If any action is not done purely for His face, they may not be rewarded for it e.g. if you give charity so people say you are benevolent, you will lose the rewards from God for your charity.

AL-Mubarek (1995) explained the duties of public officials from Islamic perspective to cover the following four areas:

* **Obligations to Position (General Obligation):**

To fulfill duties satisfactorily, to select the best-qualified administrators, avoiding the misuse of public funds, not to accept bribery or gifts, should not disclose the secrets of the job, to assist other officials, to fulfill an agreement and keep the promise.

* **Obligations to Clients:**

To treat people justly; to be gracious towards the public, keeping door open to people; and being informed about them directly (spot checks).

* **Obligations to Subordinates:**

To give employees their financial rights, not to overwork them, to consider their personal affairs, to share with subordinates the process of making decisions (consultation or Shura).

* **Obligations to Supervisors:**

To obey them, to be sincere to them, to respect supervisors, and to seek their permission when leaving the work place.

In Islam the relationship between God and human being is direct. Moslems believe that God is watching them in all their actions. There is not any intermediary or bridge between God and the individual at all. Since repentance, doing good deeds, dispensing charity and suffering are ways for the eradication of sins. Murder, intoxicants, gambling, committing rape, eating pork, usury, bribery, abortion, suicide and the like are prohibited in Islam.

Some of the duties in Islam are: taking care of the elderly, visiting the sick, helping the needy and treating well the neighbour, AL-Mubarek (1995).

Islam as a religion basically recognizes **Jewish** and **Christianity** and has many similar aspects of both indicating that the source of the three religions is the same. All the three religions appeared in the Middle East through Prophets who were descendants of Ibrahim (Abraham) and his sons Isaac and Ismail (**grandfather of Arabs**). Moslems believe in all the Prophets and Messengers of God and there are many similar stories in the Quran, the Gospel and the Bible. In many cases these stories are complementing or continuation to each other. The Quran says:

“The believers and the Jewish and the Christians and the Sabians; Any who believe in God and the Last Day (Judgment Day), And work righteousness, shall have their reward with their Lord: On them shall be no fear, nor shall they grieve”. (Quran S. II-62).

Islam means **“Peaceful submission to God”** and **“Islam”** means **“Peace”** and **“Salm”** means **“saved”** in Arabic. Abuznaid (1994) stated (Islam is an Arabic word connoting submission, surrender and obedience. As a religion Islam stands for **complete submission and obedience to God** and that is why it is called Islam. Another literal meaning of the word **“Islam”** is **peace**, and this signifies that one can achieve real peace of body and mind only through obedience to God. Such a life of obedience brings in peace of the heart and establishes real peace in the society at large).

We would not say that there are no differences between Islam and Christianity but the areas of agreements are huge and differences are much less than the anticipations and expectations of many in the West and even in the Islamic world as indicated in the following verse of Quran:

“O People of the Book! commit no excess in your religion : nor say of God aught but the truth. Christ Jesus the son of Mary is an apostle of God, And His Word, which He bestowed on Mary, And a Spirit proceeding from Him. So believe in God and His apostles; Say not ‘Trinity’: desist: it will be better for you. For God is One God Glory to Him (Far Exalted is He) above having a son. To Him belongs all things in the heavens and on earth; and enough is God as a disposer of affairs”. (Quran S. IV-171).

Prophet Mohammed ordered the Moslems to treat well the Qopt (Christians of Egypt), and the Quran says that the strongest enemies to Moslems will be the Jews but the nearest to Moslems are **Christians**:

“Strongest among men in enmity to the believers wilt thou find the Jews and Pagans; and nearest among them in love to the believers wilt thou find those who say ‘We are Christians’ because amongst these are Priests and Monks and they are not arrogant”. (Quran S. V-78).

Islam, similar to other religions, orders the Moslems to watch God in all their deeds, help the poor and the needy, not to cheat, steal, or kill. Despite what is known about Islam in the West, in fact it instruct Moslems about the details of everything e.g. 'Love your neighbour' is broken down into: who is your neighbour? What you should and should not do to express your love. The neighbour includes 40 houses in all directions. You should not sleep while he is hungry and you have other obligations towards him, his wife and children ..etc.

Quran even teach Moslems how to argue with their enemies:

“Invite (all) to the Way of Thy Lord with wisdom and beautiful preaching; and argue with them in ways that are best and most gracious: For thy Lord Knoweth Best, who have strayed from His path, and who receive guidance”. (Quran S. XVI-125).

We can say even how the Quran want the Moslems to argue with the Christians:

“And dispute ye not with the people of the Book except with means better (than mere disputation), unless it be with those of them who inflict wrong (and injury). But say, 'We believe in the Revelation which has come down to us and in that which came down to you. Our God and Your God Is One; and it is to Him we bow (in Islam)’”. (Quran S. XXIX-46).

Quran order Moslems to treat their enemies well to gain them as friends:

“Nor can goodness and evil be equal; Repel with what is better: Then will he between whom and thee was hatred become, as it was thy friend and intimate!”. (Quran S. XLI-34).

In Islam the word of greeting **“Salam Alikm”** means **“Peace be upon you”**. As the Quran says:

“And the servants of God Most Gracious are those who walk on the earth in humility, and when the ignorant address them, they say, ‘Peace’”. (Quran S.XXV-63).

The full greeting in Islam is **“Salam Alikm Wa Rahmah Allah Wa Barakatoh”** which means **“Peace be upon you and Mercy of God and His Blessings”**.

Another main difference between Islam and the West is the **freedom of Inquiry**. It is essential to understand this issue in view of its impact on **Belief and Action**. In the west **freedom of inquiry** is based only on **reason and rationality**. In Islam the methods of inquiry are not confined to reason alone but reason should be combined with religion or the **Sharia** (Islamic Law). Both reason and religion are complimentary. Religion provides the truth while reason helps to understand the truth. This is where the nature of Islamic ethics is fundamentally different from Western ethics.

While Western ethics uses the rational method, i.e. guided only by reason, Islam renders it necessary to employ both reason and religion in setting moral concepts; **Alhabishi (1993)**. After all Moslems always say, **“Who knows more about man and his nature than his Creator?”**; **Abdul-Gader (1993)**. Some examples may explain this crucial difference. For example Moslems will pray and then look for reasons that are good for them e.g. from spiritual view or to win good deeds for Judgment-day or to keep their physical fitness or to link it to relieving daily pressures or may be some or all of these factors together. This is not ‘Lip Service’; it is only different culture.

3) Work and Science in Islam:

The first word of the first verse of Quran that was revealed to Prophet Mohammed (PBUH) is **“Read”** to clearly emphasize the importance of Knowledge and Science. The word is meant for all Moslems:

“(1) Read; in the name of thy Lord and Cherisher, Who created (2) Created man, out of a clot of congealed blood (3) Read; and thy Lord Is most Bountiful (4) He who taught with the pen (5) Taught man that which he knew not”. (Quran S. XCVI.1-5).

The Prophet Mohammed (PBUH) sayings (Hadith), together with the Quran are the only approved main sources of legislation in Islam. Prophet Mohammed (PBUH) said **“Seeking Knowledge is a must for every male and female Moslem”**, and **“Seek Knowledge even in China”**. Knowledge is a great virtue in Islam for all ages as Prophet Mohammed (PBUH) said **“Seek Knowledge from cradle (birth) to coffin (grave)”**. In another verse the Quran emphasize the role of the pen and the records:

“Nun By the pen and by the (Record) which (men) write”. (Quran S. LXVIII-1).

Work is of great importance in Islam. The Quran says about Work in the absence of a control system:

“And Say ‘Work’; Soon will God observe your work and His Apostle and the believers, soon will ye be brought back to the knower of what is hidden and what is open. Then will He show you the truth of all that ye did”. (Quran S. IX-105).

Prophet Mohammed (PBUH) emphasizes this even further by saying **“God love that when one of you does a work (job), he should make it perfect”**. This could be related to a modern Quality Control principle that **“Perfection is cheaper”** or **“Right from the first time can make the difference”**.

However, it should be pointed out that certain commercial practices and goods are forbidden by Islam. Prohibited practices include all that is fraudulent, games of chance (mayser) and the making of riba, that is usury. On the other hand forbidden goods include all products that are religiously regarded as impure like the selling and handling of spirits, wine, pigs, and selling of primary goods that should be free to all such as water, grass and fire; **Abuznaid (1994)**.

4) Motivation in Islam:

Many managerial principles in motivation are dealt with in Islam. Recognition; Positive Reinforcement; Equity & Fair Treatment; Participative Management and Counseling; Challenging Responsibilities; Management By Example; Trust; and Incentives are only some of these principles.

An example of the motivation strength in Islam is the Afghanistan and Chechnya wars.

The Moslems fighting with simple weapons manage to defeat and force the Russian troops with planes, tanks and the latest destruction weapons after 9 years of war in the first case and 2 years in the second; to retreat to their own land. Another example may be in Bosnia. However, we can see now that this motivation can be used for the wrong cause as in Afghanistan resulting in massive destruction between the Moslems themselves.

It is interesting to note the motivational basis in Islam and how it compares to the latest motivation theories. **Islam emphasizes the need for positive reinforcement to direct someone to certain way of conduct.** The negative reinforcement may indicate what is wrong but gives little information and guidance on what is correct especially with many choices available.

The good deed in Islam is rewarded 10 times as much (Hasna) of the actual deed while the bad ones (Sayaa) are only counted as one. The Quran says:

“He that doeth good shall have 10 times as much to his credit; He that doeth evil shall only be recompensed according to his evil: No wrong shall be done unto (any of) them”. (Quran S. VI-160).

Denny (1993); page 69 says, “As always let's touch on the principle first that says ‘Whatever you hand out in life you get back’ and this law - again from the laws of success goes on to say that **there is a tenfold return**”; Comparable to the 10 times return stated in the Quran. **Denny (1993)** proceeds on the same page to say “So to motivate another person can be **as simple as a smile..... And is n't hard not to be motivated when you are smiling?**”.

Prophet Mohammed (PBUH) nearly 1400 years ago says: “A **smile** in your brother face is a charity”. You will be rewarded for that smile or any similar good deed 10 times as much.

Furthermore, in Islam even if you are intending to do a bad deed and changed your mind before committing it; it is counted as good deed and one (Hasna) is added to your account.

The measurement of deeds is very accurate by informing the Moslems that God will not overlook even an atom weight of good or bad conduct as the Quran says about the judgment day:

“On that Day will men proceed in companies sorted out to be shown the Deeds that they had done; Then shall anyone who has done an atom's weight of Good see it! and anyone who has done an atom's weight of Evil shall see it.” (Quran S.XCIX 6-8).

The reward in case of fighting for the cause of God is multiplied 700 times to increase the positive reinforcement and Motivation in these cases:

“The parable of those who spend their substance in the way of God is that of a grain of corn, it groweth seven ears, and each ear hath a hundred grains; God giveth manifold increase to whom He pleaseth: And God careth for all and He knoweth all things”. (Quran S.II-261).

Some ignorants will understand this motivation strength as invitation to kill. This is part of the West misconceptions about Islam and unfortunately some Moslems are contributing in this wrong understanding by their behaviour. But anyone who has even skimming knowledge of Islam will know how peaceful is this Religion starting from its name.

From the Expectancy Theory point of view, the rewards in Islam are used to further emphasize the win/win expectancy of the soldiers in the field. They should exert their best as they will be winning in any case, as they will either **“win the battle”** or **“die and go to Paradise in Heaven immediately”**.

The Egyptian army and many other armies in Islamic countries have capitalized on this principle and made their motto (**Victory or Martyrdom**). The army leaders have clearly seen the relation between **belief and action** and hence introduced the above motto. During the last Arab/Israel war in 1973 all the Egyptian soldiers Moslems and Christians were shouting (**Allah Akbar**) or (God is The Greatest) while they were crossing one of the most difficult obstacles in military history, which is the Suez Canal and Barlief Line. Their success in this impossible mission with only 1% of the anticipated losses is being taught now in all military colleges all over the world. This is another example on the **belief and action** link in the Arab and Islamic culture.

The above does not mean that the relationship between **belief and action** is simple and direct. On the contrary, this issue is very complicated in Islamic culture as belief itself is complex issue and have different grades and standards for each one but in general terms the previous examples meant to emphasize the existence of positive correlation between **belief and action**.

The reward should be given immediately after the good deed to achieve the best possible result in line with the **Principle of Immediate Reinforcement** in the 'Reinforcement Theory of Motivation' as Prophet Mohammed (PBUH) says "**Give the hired worker his pay before his sweat dries out**".

This means that rewarding certain positive behavior should be immediate. Otherwise, gradually we will find that the reward loses its impact i.e. we should not wait one year for the annual assessment to reward certain positive behaviour of our subordinates. If the reward is not immediate they will lose track of the relationship between their behaviour and the late reward of their efforts. This will certainly have negative impact on their motivation level.

To motivate each Moslem to compete with each other in good manners and be professional in his approach knowing that God is only testing him in this life the Quran says:

“That which is on earth we have made but as a glittering show for the earth in order that we may test them as to which of them are best in conduct”. (Quran S. XVIII-7).

Recognition is well-established principle in Islam in view of its impact on motivation. The Quran says:

“As to those who believe and work Righteousness; Verily, We shall not suffer to perish the reward of any who do a (single) Righteous deed”. (Quran S. XVIII-30).

I was personally surprised when I read this phrase and the ‘professional’ terminology used 1400 years ago **“God love the professional.”**; which is one of the prophet Mohammed (PBUH) sayings (Hadith). In many places the Quran instruct the Moslems to recognize each other good conduct or effort.

Islam considers everyone **accountable** for his deeds and conduct but reemphasize that the reward will be always many folds as much of any good deed. If we apply the Expectancy Theory (VIE), the Valence of the reward is tremendous in the eyes of Moslems. The Instrumentality represents their belief and their Expectancy of conducting the desired deed is high since **an atom weight of good deed will be rewarded**, i.e. the slightest effort will be rewarded which urge them to exert their best efforts regardless of their ability to accomplish the full object. Every milestone or each step is rewarded. **Belief and action** is related positively here as well.

Equity, Justice and Fair Treatment are stressed in Quran and Hadith many times. We will test this factor in both directions as a motivator and demotivator in QGPC research to see its strength. We will only sight a few examples of this factor in the Quran:

“In the Law of Equality there is (saving of) life to you, O ye men of understanding; That ye may restrain yourselves”. (Quran S. II-179).

Quran made it clear that this is a command by saying:

“God doeth Command you to render back your Trusts to those to whom they are due; and when ye judge between man and man, that ye judge with justice: Verily, how excellent is the teaching which He giveth you! For God is He Who Hearth and Seeth all things”. (Quran S. IV-58).

Quran order Moslems to follow the same route of justice even with the spoken word about one of the relatives and fulfill their promises and covenants:

“And come not nigh to the orphan's property except to improve it, until he attain the age of full strength. Give measure and weight with (full) justice; No burden do we place on any soul, but that which it can bear. Whenever ye speak, speak justly, even if a near relative is concerned; and fulfill the covenant of God: Thus doth He command you, that ye may remember”. (Quran S.VI-152).

The Quran explain that we should not withheld people rights that are their due to avoid demotivating them by saying:

“And O my people! Give just measure and weight; nor withheld from the people the things that are their due: Commit not evil in the land with intent to do mischief”. (Quran S. XI-85).

Quran reiterate the principle of Equity and Justice in stronger terms by saying:

“God commands Justice, the doing of good, and liberality to Kith and kin, and He forbids all shameful deeds, and injustice and rebellion: He instructs you that ye may receive admonition”. (Quran S. XVI-90).

The Quran continue on the same issue saying:

“Give full measure when ye measure, and weigh with a balance that is straight: That is the most fitting and the most advantageous in the final determination”. (Quran S. XVII-35).

The Quran proceed on the issue of Inequity saying:

“(181) Give just measure, and cause no loss (To others by fraud) (182) And weigh with scales true and upright (183) And withhold not things justly due to men, nor do evil in the land, working mischief”. (Quran S. XXVI 181-183).

There is no issue, except Faith, emphasized so frequently as Equity and Justice in the Quran:

“So establish weight with justice and fall not short in the balance”. (Quran S. LV-9).

Quran look as well to the negative side and warn Moslems from cheating and using double scale injustice by saying:

“(1) Woe to those that deal in fraud; (2) Those who, when they have to receive by measure from men, exact full measure; (3) But when they have to give by measure or weight to men, give less than due”. (Quran S. LXXXIII 1-3).

The Prophet Mohammed (PBUH) says in Equity: “Men are the same just like the teeth of a comb.” and to avoid Racial Discrimination He says: “An Arab is no better than a Persian except by piety”.

Counseling received attention in Quran even when Moslems in ‘Uhed’ battle disobeyed the Prophet’s orders causing the loss of close victory, God told the Prophet about Consultation before Decision Making:

“It is part of the Mercy of God that thou dost deal gently with them; Wert thou severe or harsh-hearted, they would have broken away from about thee. So pass over (their faults), and ask for (God’s) forgiveness for them; and consult them in affairs (of moment); Then when thou hast taken a decision, put thy trust in God; For God loves those who put their trust (in Him)”. (Quran S. III-159).

In view of **Consultation** importance to arrive at the right decision and gain everyone commitment, the Quran says:

“Those who hearken to their Lord, and establish regular prayer; who (conduct) their affairs by mutual Consultation; who spend out of what We bestow on them for Sustenance”. (Quran S.XLII-38).

This is obviously the same as the Participative Management term coined nowadays. The Prophet Mohammed put it straight when he said “**He will never fail, he who consult**”.

Consultation enhances the spirit of solidarity between employees and their managers. Moreover, consultation diminishes whatever mutual suspicious and lack of confidence that may exist between the various parties; **Abuznaid (1994)**.

From the motivation point of view, the **good Example** and full awareness of jobs requirement, which are shown by corporation leadership play an important role by setting the tune for the whole work force. Setting a good example for subordinates and participation in their activities on regular basis are very important traits of effective leadership. A manager is a model for his employees to follow.

The Prophet Mohammed (PBUH) used always to give his 10,000 companions a **good Example**. He shared them carrying the blocks to build the Medina Mosque, which was the first one in Islam, and used to participate in all their activities. The Quran says:

“Ye have indeed in the Apostle of God a beautiful pattern (of conduct) for any one whose hope is in God and the Final Day, and who engages much in the praise of God”. (Quran S. XXXIII-21).

Prophet Mohammed (PBUH) started receiving in the cave of Hiraah inspiration from the Holy Spirit (Gabril). He was 40 years old then and was known among Mecca people as the (Amin) or (Faithful). After 23 years of struggle and fighting with Mecca people, who were steeped in ignorance, he conquered them and opened Mecca in an army of ten thousand companions. The people of Mecca gathered and he asked them **“Do you know what I will do with you?”**. They said, **“A generous brother and the sun of a generous brother”**. He responded **“Go, you are free.”** giving us an example in forgiveness and positive thinking. This spirit showed the good example for thousands and millions to become Moslems and feel the leader/team spirit. Hence, a leader should be a pragmatic. He should think of himself as a model; **Abuznaid (1994)**. Some MNC's executives these days try to implement this principle of Example. We have seen Marriott CEO working as a porter for 3 days to give Example and be aware of these low jobs' contents. It is not enough to believe in an issue, which may be hypothetical. You must find a leader (Imam) who implements this issue and be your **Example** and you may follow. Islam insists on this issue in all aspects of life including praying and even politics.

However, it is not enough for managers to issue instructions and policies; and then ignore those in their actions. This sends the wrong signals to their subordinates and their environment. In this regard the Quran says:

“(2) Ye who believe! Why say ye that which ye do not? (3) Grievously odious is it in the sight of God that ye say that which ye do not”. (Quran S. LXI 2-3).

The Prophet Mohammed just before he died appointed 14 years old ‘Asama Bin Zeid’ to lead the whole Islamic army in one of the battles. Many famous leaders with more seniority were among the army. Asama in fact succeeded in this difficult mission. This example indicates how Islam encourages **Challenging Responsibilities**. Islam urges Moslems to trust each other and to let aside any speculation, envy, and skepticism that can destroy any team relations.

On the issue of **team spirit** and how the society members should support each other the Prophet Mohammed (PBUH) said **“A Moslem to a Moslem is just like a wall of bricks: each support the other”**. Believers are instructed to adopt and put into practice the philosophy of teamwork and cooperation; Abuznaid (1994). Moreover, Prophet Mohammed (PBUH) said, **“The Hand of God is with the united group (Jamaa)”**. Believers are instructed not to indulge in matters that are not their concern and not to criticize others when they should not; Abuznaid (1994). God ordered Moslems in the Quran **to avoid division and to hold together as in one team** by saying:

“And hold together by the Rope which God (stretches out for you), and be not divided among yourselves; And remember with gratitude God's favor on you. For ye were enemies and He joined your hearts in love, so that by His Grace, ye became brethren; And ye were on the brink of a pit of Fire, and He saved you from it; Thus doth God make His Signs clear to you: That ye may be guided”. (Quran S. III-103).

Meeting the Basic Needs of the work force i.e. **Physiological Needs** including food and housing is essential for people to concentrate on their jobs and higher needs. Islam establishes the **Zakat** that is one of the five pillars of Islam to deal with this issue. **Payment of 2.5% of the capital assets on annual basis for the basic needs of Moslems and Non-Moslems living in Islamic countries is a must for all Moslems.** Some reports indicated that Egyptians alone has over 100 milliard Dollar in banks outside Egypt. If zakat is paid on those assets alone it will be 2.5 milliard Dollar on annual basis covering the need of all the poor in Egypt. The other Gulf Arabs have much more assets that can cover all the poor needs in Arabia.

The above is by no means encompassing all what exist on Motivation in Islam **as I could not find one single reference outside the Quran and Hadith on the issue of Motivation in Islam,** and hence I depended entirely on my own humble understanding of both sources. I used “The Holy Quran - Translation and Commentary” by A. Yusuf Ali, 1934; and many other books full of over 13,000 Hadiths. In spite of enormous Islamic books on various subjects, there was none on Motivation.

5) **Arab Management:**

Before talking about the Arab world one must strongly emphasize that despite their common religion and language, Arabs differ in many ways from one country to another and from one region to another, **Daylami (1995).**

There are twenty two Arab countries with 200 million population controlling over 27% of the World oil, their land contain over 65% of World energy reserves and occupy strategic locations both in the Middle East and North Africa, **Mustapha (1993).** Over 90% of them are Moslems, **Dadfar (1993).**

The rapid growth of organizations in the Arab world and the conservative nature of Arabs and their establishment towards research meant that very little field research exists in this area, **Mustapha (1993)**. However, **Weir (1993 & 1996)** suggests that not only the Islamic movement had a wide spread effect in Arab countries, such as the formation of Islamic banks in many countries but, he went further to suggest **the existence of a fourth paradigm** for Arab management in addition to the American, Japanese and European. In fact the Japanese paradigm can be extended to cover all the Far East countries where they adore work even more than their families and thus we can have clear clusters of all the economic forces in the current global market.

AL-Rasheed (1994) noted some main negative features of Arab management and organizations as follows: limited future orientation, excessive lack of delegation of authority, personalized superior/subordinate relationship, short sighted training policies, primitive human resource management policies, non-cohesive and less elaborated organizational structure, narrower scope of opportunities for advancement and promotion and limited opportunities for woman managers.

In fact Islamic instructions are the reverse of those features and hence following the Islamic instructions will help to eradicate those features i.e. 'limited future planning' can be fought simply by resembling the long term planning in the Quran of 15 years in the time of Joseph. Seven years of prosperity followed by seven years of drought and one year of good harvest at the end; **Jaber (1993)**. Prophet Mohammed (PBUH) Hadith **"In your world act as if you live eternally, and for your hereafter act as if you will die tomorrow"**. This planning concept in Islam can help to eliminate the problem of 'Limited future orientation'. **Abuznaid (1994)** explained planning (Al-takhteet).

We have seen how the 'low value of time' can be fought by the fact that Moslems pray 5 times a day in precise timing and fast in certain month for specific period from dawn to sunset. I would add that standing in rows for prayer should teach them to stand in rows at bus stops or in any queue.

The 'wasta' (mediation or nepotism) is a unique phenomena in the Arab traditional relations. This mechanism which is developed in the Arab family through the mother's mediation for the father in order to achieve other members' requests, is practiced in social relations and organizations by referring to those powerful and wealthy people in society; **AL-Rasheed (1994)**.

Dadfar (1993) gave an excellent description of the characteristic of the **Ideal Man** that the Arabs are looking for and making effort to reach. He recommends the following in order that the Arabs can change history again:

1. Arabs should follow the Japanese transformation pattern by changing their management and organizational culture in a manner that tribe and individual loyalty can be replaced by loyalty to organization.
2. Arab managers need to learn how to evoke working pride in their organizations as extension to or replacement to pride in the past, dynasty, tribe...etc.
3. Rivalry prevailing can be a positive character if applied for productivity and effectiveness.
4. Basing promotion and employment on performance and ability is better than destroying organization efficiency and structure by nepotism (**WASTA**) to family members.
5. Islamic religion contains some unique values that the art of modern management is still far behind them e.g. working is worship.
6. A good manager must be knowledgeable and up to date in his field.

7. The ideal manager should adopt western techniques, technology and working order but will avoid western life style in eating, drinking and sexual habits.
8. He should choose a participative decision-making approach.
9. Crucial reforms in education and management training are required. It should be aimed at training the Arab students/managers to be pragmatic, practical minded and system approachers.
10. Contribution of Arab scholars in the field of management and organization structure should change to practical means and ways to enhance the performance.

I found the above to represent extremely valuable, realistic and attainable steps to guide the Arab managers in their current efforts in search of direction and identity. However, in my opinion change in society should commence at the top similar to Gorbachove in Russia. Politics and in general the prevailing environment with all of its elements (political, economical, social and even technical) can impede any change in this direction. Many of the Arab leaders prefer continuation of their current status and power of authority. Hence, their common excuse for not implementing the Islamic principles is "Time has changed" although they know as Moslems that Islam came for all times and locations.

Adopting the Islamic principles can be the basis for creating global managers. The integrating framework of Islam interpreted as it is in diverse ways in different rational manifestations, may provide the precise balance of loose/tight, integrative and purposive, affiliative and dynamic elements which are required for the new generation of global managers, **Weir (1994)**.

6) **Practical Implementation:**

The obvious question now is why an appealing system as described above is not practically implemented?. In answer to that question we first emphasize that the Islamic culture is very strong in Qatar.

Culture consists of layers. The first layer is the **people culture**. The people form the society and hence the national culture evolves. Each area within a large or medium sized country could have its own culture as the inhabitants of New York for example are different from Boston or New Orleans; Upper Egypt is different than Cairo or Alexandria; and London is different to the rural areas in the country. In order to induce changes in the society you must use the people culture. This will eliminate the normal resistance to change and gain the support of the society members although they may have different levels of commitment to religion or other culture elements.

There is also the layer of the **organization's culture** whether they are social or economical or even political organizations. These organizations include the Multinational Corporations. **However, the corporate culture is set by the Corporation history, the operating environment with all its elements and the style of its management as well as employees behavior.**

Any simple decision taken by management that is not in line with the local culture could cause problems and will be met **with resistance**. For example; work in QGPC Dukhan area is from 6 - 11 am followed by one hour lunch break and back to work from 12 to 3 PM, five days with Thursday and Friday as weekend. Management once thought about canceling the lunch hour and concluding the work at 2 PM. It faced fierce resistance because of the (Duhr) mid day praying time is within the lunch break and management lost this battle.

Friday is similar to Sunday in Christianity where all Moslems go to Mosques for Friday praying. Overtime or scheduled work is forbidden on this day according to the Qatar labor law except for emergencies. In Saudi all the government and the private sector work will stop completely at the time of praying. In Egypt only the Islamic banks will do this but only for half an hour or so at the noon praying.

The politicians and leaders in the Arab world try these days to capitalize on the Islamic culture and avoid using western symbols. In Egypt the national legislature consists of Majlis Al-Shaab (People Assembly) and **Majlis Al-Shura (Counseling Council)**. The latter introduced few years ago with no actual power other than **advising** on local issues and selecting the Heads of the Government semi-official Newspapers. In Qatar **Al-Shura Council**, which carries the same known name in the Quran was established few years ago. In Egypt and Qatar the same verse of the Quran are hanging on the wall above the Council President platform. **Saudi Arabia** last year only announced the formation of **Majlis Al-Shura** in all its Provinces and a main one in Riyadh the Capital for the whole Kingdom. In **Bahrain** they announced few months ago the formation of **Majlis Al-Shura**.

Once we were discussing with a Senior Official MBO, Participative Management approach, and feedback but we can see on his face resentment from these western terminologies. As soon as we mentioned **Al-Shura in Arabic (Counseling)**, he agreed that we have to design this system which allows for Counseling !!!.

Practically, there is no difference between Counseling as defined in Islam on one side and Participative Management, MBO and feedback on the other. Islam instructions cover the three relationships: with God, Self, and others. But leaders have different levels of commitment to religion and its usage to create change.

I believe that the Islamic system discussed in this Chapter has not been implemented yet in QGPC for the following reasons:

- * Executive and Technical Management of QGPC until 1983 were Western individuals from the Seven Sisters Companies. Those were mainly British, American, Dutch and French from British Petroleum, Shell, Exxon, Mobil, and Total.
- * The Personnel Policy & Procedures (PP&P) of QGPC were written in the Seventies by experts from the same Seven Sisters and it reflects a western culture biases. Arabs in QGPC do not get Education Assistance for their children as European or American or even Indians. Inducement Allowance is paid only to non-Arabs.
- * The current Management of QGPC (Qataris) has strong Islamic culture but lack the technical and managerial experience as well as the leadership traits to induce radical changes. The QGPC Executive Manager graduated in 1977. He is now with 20 years experience which is just enough to maintain the current systems at some marginal percentage of efficiency; but certainly not sufficient to plan, control and implement radical changes in QGPC strategy or policies. He is one of the two most experienced Qatari Engineers in QGPC management.
- * Although many Moslems believe that Islamic principles could be applied any time on any Islamic society; No one in the Arab world or even the Islamic one, wrote about designing a comprehensive modern Islamic system with its political, economical, technical, and social elements. There are individual attempts in some areas e.g. to establish Islamic banks in many countries but an extensive total system is still outstanding.

- * **AL-Rasheed (1994)** stated that Arab business organizations are young and of less experience compared with Western ones. This contributes, among other factors, in explaining the non-cohesive and less elaborated organizational structure and the primitive Human Resources management policies as features of the traditional Arab management and organizations.
- * Arabs in general have low value of time especially among the non-educated. However, Arab manager's view of time is totally different from the traditional people, **Abuznaid (1995)**. Nevertheless, the value of time is so important in Islam that the 5 daily prayers are set up in very specific periods, Ramadan starts on specific month. Thus the value of time and its use in daily management must be given this kind of orientation and not a purely material one. This will ensure overcoming this problem; **Abdul-Gader (1993)**.
- * In QGPC and elsewhere in the Islamic world many Managers lack the profound knowledge in the three critical areas of Motivation, Islamic principles, and design of Organization Behavior; which is essential for executing changes. If they had skimming knowledge in one area, their knowledge in the other two areas will be minimum. This is mainly due to the fact that Managers in multidiscipline corporations will be graduates in one branch only (Mechanical, Electrical, Control, Civil, Corrosion, Inspection, Petroleum, Drilling, Finance, Accounting, Business, Legal, Material, Maintenance, Construction and Projects).

A Manager will need 6 years to develop himself in his own field and at least 9 years of extensive experience to be familiar with the other areas. This clearly indicates the importance in many industries of degrees in Business e.g. Master of Business Administration (**MBA**) or similar programs where you can encompass the knowledge of many fields in short period of time.

In Egypt it was not allowed for a graduate from engineering or other than commerce to enroll in MBA program. Nowadays there are many of these programs offered in many universities. Qataris and other Gulf nationals still have to join foreign universities in order to obtain this degree.

I believe that the above are the main reasons that QGPC and other Gulf corporations are not adopting the Islamic systems. Furthermore, the environment in QGPC and elsewhere in the Islamic world is another major factor. The political, economical, social and technical elements of the prevailing environment will resist any major change to the current status.

Basically, an economic Islamic system will be very similar to the free market as Islam encourages trading in free market. Monopoly and price fixing are forbidden in Islam. The only difference may be that the interest rate on deposits and loans is determined and paid at the end of a given period. This will eliminate business cycles (Inflation and Recession) which is a major target in the western free market. Business cycles are associated, due to unemployment, with considerable increase in crime and divorce rates.

Gordon (1987) stated "When the unemployment rate is high, there is considerable increase in crime, mental illness, and deaths from suicide". Robert Burton, an English clergyman, wrote in 1621 "Employment is so essential to human happiness that indolence is justly the mother of misery".

If the interest rates (**Growth of funds**) paid at the end of a period equal, in aggregate for the whole society, to the growth of commodities and services (**Production**); this will eliminate the funds and/or commodities surplus that is causing Inflation or Recession business cycles, and the associated social problems; and allow for better planning on national and international basis.

Wilkins (1995) suggests that it is essential for the Arab and Islamic organizations in the Middle East to utilize Total Quality Management (TQM) tools and techniques such as: **Total Productive Maintenance (TPM), Just In Time (JIT), Material Resources Planning (MRP), Investing in people, Benchmarking, Continuous Quality Improvement (CQI), Just In Case (JIC), Quality Circles, Quality Team Building** as well as the common tools now in use such as **Flow charts, Check Sheets, Brainstorming, Pareto Chart, Cause and Effect, Run Charts, Histograms, Stratification, Scatter Diagram, Control Charting, Process Capability, Force Field Analysis, ...etc.** A wise company should use all the tools that will give them strategic advantage over their competitors. I reiterate that top management must be convinced before these tools get used.

I believe that integrating both **Islamic culture principles with the Western techniques** especially as many of these techniques has supporting cultural principles will lead to substantial transformation of the Arabic and perhaps the Islamic world into a competing fourth paradigm in the global economy. This is valid on both macroeconomic scale and on microeconomic level as well. We will investigate on the microeconomic level the case of QGPC that is the stage of our research in the following chapter.

Chapter IV

QGPC Employment Practices

1) Overview:

QGPC is a state owned **Multinational Corporation** engaged in all phases of the oil industry in Qatar and abroad. It is an executive body, which carries out the State's petroleum policy.

The corporation was established in **1974** by the **Amiri Decree - Law No. 10**, following the State's decision to exercise full control and complete **ownership** of hydrocarbon resources together with all related operations, industries and investment.

The Corporation conducts its oil and gas exploration and production operations both Onshore and Offshore the State of Qatar. **QGPC** has investments abroad in many countries (pipeline oil transporting company from Red Sea to Mediterranean in **Egypt** known as **Sumed** and petrochemical plant in **France** as well as other investments in other countries).

Oil is the main source for the country's development and is now completely controlled and owned by the State. QGPC is now responsible for **95%** of the State's revenue income, which is used to ensure the prosperity of the country and the general welfare of the people.

There are nearly 6,000 employees in QGPC from 48 different nationalities.

Those are divided into four types of employees: Direct Hire (DH); Seconded Employees from major oil firms; Definite or Short-Term Contracts and Nationals.

In order to manage effectively a heterogeneous multinational work force like this one, it was necessary to develop common and clear Personnel Policy and Procedures for the Qatar General Petroleum Corporation Group of Companies. This group includes QGPC Headquarters and all operating entities and affiliates {**ONSHORE OPERATIONS, OFFSHORE OPERATIONS, NATIONAL OIL DISTRIBUTION COMPANY (NODCO) refinery, QATAR FERTILIZER COMPANY (QAFCO), QATAR PETROCHEMICAL COMPANY (QAPCO), and QATAR STEEL COMPANY (QASCO)**}. These companies are managed by British, Dutch, Egyptian, Norwegian, French, and Japanese companies respectively.

The objectives of QGPC Personnel Policy and Procedures which was issued in 1978 by QGPC Board of Directors could be summarized as:

- 1.1 Attract the **quality and caliber** of employees it requires in Qatar and from overseas to meet its operational requirements of all its operating companies and to maintain its international competitive status.
- 1.2 Retain and **motivate** all its employees in the performance of their jobs and maximize their contribution to the efficiency and productivity of the Corporation as a whole.

- 1.3 Provide a working environment in which employees are treated **fairly and consistently** wherever they are required to work within the State to maintain an effective and cohesive international work force.
- 1.4 Develop National employees to assume positions of responsibility and authority in the Corporation with a thorough knowledge of and commitment to the various activities of the Corporation. This policy is known as the Qatarization Policy.

In order to evaluate the success or otherwise of the detailed policies in meeting those above objectives, we need to review carefully those detailed policies before analyzing in **Section 10 of this Chapter** the effects of QGPC employment practices.

The following are a brief summary of QGPC Personnel Policy and Procedures different clauses that are used by QGPC Personnel Departments in **QGPC ONSHORE OPERATION, QGPC OFFSHORE OPERATION, QGPC HEADQUARTER, and NATIONAL OIL DISTRIBUTION COMPANY** known as **NODCO refinery**. These policies in details are contained in a manual known as the Maroon Book due to its hard cover colour, which is derived from the colour of the Qatari flag. The official name of this manual is the **Personnel Policy and Procedures** and abbreviated as **P.P. & P.**

2) Manpower Control:

Effective manpower **forecasting and planning** is a fundamental requirement for the Corporation to achieve maximum efficiency, productivity and proper control of its human resources.

The Corporation will therefore establish its manpower strength on an annual basis to meet its operational needs during the ensuing year. The manpower will allow for annual leave and absenteeism thereby ensuring that operations are properly maintained at all times. Most of the contracts for Direct Hire employees are for 2 years renewable subject to 6 months probation at the contract commencement. Short term and Secondees contracts will be subject to negotiations between the concerned parties.

2.1 Job Analysis:

In order to determine the minimum number of employees required to perform any particular job, taking into account appropriate cover for annual leave/ absenteeism, a full **job analysis** is carried out for all key posts.

2.2 Job Classification/Evaluation:

The Corporation has established a standard system of job evaluation to measure all jobs being performed both in the Corporation and among its subsidiary organizations. The policy is to measure all jobs being performed in order to :

- * Assess the relative importance and/or responsibility of jobs and classify them (but not the incumbents) in groups or grades.
- * State the value of each job to the Corporation's Salary Scales, thereby ensuring fairness in salary administration both among individuals performing equivalent weighted jobs in one department and across the whole range of the activities of the Corporation and its subsidiaries.

There are two classes of employees in QGPC: **Senior Staff (SS)** and **Employee Level Staff (ELS)**. For each class there are job evaluation manual in which all the general job factors are evaluated against a confidential numerical system.

The jobs are evaluated by a panel with representatives from the different companies and the line manager of the post incumbent being evaluated.

All the job factors such as qualifications, experience, decision making, mental demand, number of subordinates, formal contacts, work environment, physical effort, confidentiality, initiative and independence, ... etc. are all considered.

Each one of these job factors is related to a range of numerical points, which if added will determine the final job grade.

3) Working Schedules and Overtime:

Employees normally work five days a week with Thursday and Friday off as weekend. However, in order to ensure continuity of the operations a different schedule is implemented for shift working and stand-by coverage. All such systems may vary from time to time but will normally average 40 hours per week. Staff level employees working in excess of normal working hours will be paid overtime at the appropriate rate which is **125%** of the normal rate for Thursday and **150%** of the normal rate on Friday and any official holiday. Senior staff will not be paid overtime but if worked on Friday or official holiday they will be compensated by extra leave days.

4) Remuneration:

It is the Corporation's policy within its overall remuneration package to pay its employees **fair and competitive** salaries with those paid in the Arabian Gulf and other major employers in the State of Qatar. The objective of its salary administration is to:

- * Relate the salary of its employees to the value of the jobs they perform; paying higher individual salaries to those making a greater contribution to the Corporation.
- * Provide an incentive to employees to improve their performance and maximize their contribution to the Corporation.
- * Give due and prompt reward to those employees who are promoted to positions carrying greater responsibilities.
- * Provide smooth and appropriate salary progression to those employees assessed to have potential for further development.

4.1 Salary Scales:

The salary is a tax-free salary and follow the Direct Hire employees following scales for the **Senior Staff 8** grades:

Salary Range in QR per Month			
Grade	Min.	Mid. Pt.	Max.
U (Unclassified)	16,900	----	----
A (Managers)	12,500	14,700	16,900
B (Div.Heads)	10,600	12,750	14,900
C (Sect.Heads)	9,300	11,250	13,200
D (Snr. Engineers)	8,200	10,125	13,050
E (Engineers)	7,400	9,200	11,000
F (Supervisors)	6,900	8,340	9,780
G/T (Trainees)	5,250	6,725	8,200

Similarly, there are 8 grades in **Employee Level Staff** range, which are:

Salary Range in QR per Month			
Grade	Min.	Mid. Pt.	Max.
G (Snr.Foreman)	3,845	5,000	6,155
H (Gen. Foreman)	3,490	4,535	5,575
I (Technician I)	3,180	4,125	5,070
J (Tech. II)	2,890	3,760	4,625
K (Tech. III)	2,625	3,410	4,195
L (Tradesman)	2,385	3,100	3,815
M (Helper)	2,220	2,885	3,550
N (Gen. Labourer)	2,065	2,685	3,305

4.2 Annual Performance and Merit Increase:

Annual performance for all employees is conducted at the end of the year. Head of Department may grant an eligible employee an increase of 0% - 5% of his basic salary providing the average overall budget limitation of 3% is observed as per the following table:

Performance	Level	% of employees in department	Merit Increase
Outstanding	A	Some 5%	4 - 5%
Very Good	B	Some 20%	3 - 4%
Good	C	Some 60%	2½- 3%
Fair	D	Some 10%	1- 2½%
Poor	E	Some 5%	0%

4.3 Other Allowances:

The Corporation will provide at the various work locations a free suitable married or bachelor accommodations for all employees. These will either be furnished by the Corporation or the employees will receive a furnishing allowance.

Location allowances for all employees will be paid depending on their remote work locations e.g. Dukhan, Umm Said, Halul Island, Offshore.

A suitable **transport allowance** is paid to employees for using their vehicle according to different kilometers' bands. In addition a free interest car loan is offered every 3 years to Senior Staff employees of QR.30,000 or 4 times his basic salary whichever is greater. The employees can request instead the allocation of a suitable Corporation vehicle.

5. **Annual Leave:**

The Corporation's employees are entitled to annual leave within each calendar year as follows:

Senior Staff	37 working days
Employee Level Staff	24 working days

It is the policy of the Corporation to plan its employees annual leave in a manner consistent with its **operational requirements and with sufficient flexibility** to encourage employees to clear their annual leave entitlements.

Leave entitlements are expressed in working days excluding weekends and official holidays . Only working days in the week are counted as leave days.

When non-national employees take their scheduled annual leave they will be provided with the cash equivalent of the return air fare to the airport nearest to the employees home in his base country for himself, his wife and up to four unmarried dependent children under the age of 21 years.

The above will enable the employees to choose locations other than their base country for their vacations and provide them with **more flexibility** to select their leave route.

6. **Absenteeism:**

While the Corporation recognizes that absence from work of its employees is unavoidable for a variety of reasons, it is essential that all such absences do not impact on the operations and are controlled as far as possible within its policies and procedures.

Any absence from work may only be sanctioned by Supervisor and must be justified within the Corporation's accepted policies. It is essential to the operations that supervisory management maintains a proper control of all absenteeism and is fully aware of the reasons there for.

Special forms for the purpose of absenteeism control are distributed to all employees to report on their subordinates. Once filled the form is sent to the respective area Personnel Department after Department Head signature.

7. **Terminal Benefits:**

All the Corporation employees at the end of their service with the Corporation, are entitled to the appropriate **End of Service Benefits (ESB)** payments based on the length of their service with the Corporation and their final salary.

Such payments are not made to any employees on whose behalf the Corporation contributes towards a pension fund (national employees).

The employee will forfeit his right to claim terminal benefits if such payments have not been received within one year from the end of his service with the corporation. Exceptions may be made in cases of disputes, e.g. where payments are withheld by a competent court pending settlement of the case.

7.1 Entitlement (ESB):

All the Corporation's employees at the end of their service are entitled to appropriate **End of Service Benefit (ESB)** payment based on the length of their service and their final basic monthly salary as follows:

Service (pro-rata)	Basic Pay
Up to 5 years	1 month per year
5 to 10 years	1½ month per year
After 10 years	2 months per year

For purpose of **ESB** calculations all service with the Corporation and its subsidiaries before and after their take over will be taken into account together with service (if any) with the government of Qatar and with any organizations in which the Corporation holds majority interests.

All employees who have completed one year service are entitled to full benefits when their service is terminated other than:

- * **Resignation:** Employees with more than one year service and less than 5 years service will only receive only 1/3 of their entitlement.

- * **Summary Dismissal:** Employees who are summarily dismissed are not entitled to any ESB.

7.2 Termination of Service:

Termination of service can be given by the employee giving notice to the Corporation or vice versa. The established notice period is as follows:

Accredited Service Period	Notice Period
Less than 1 year	1 month
1 year and upto 5 years	2 months
Exceeding 5 years	3 months

7.3 Exgratia Payment:

An exgratia payment equivalent to one month's basic salary for each year of service with the Corporation (pro-rated for parts of a year) will be paid in the following cases:

- * Redundancy of incumbent or his post.
- * Qatarization of his post.
- * Retirement (Age of 60).
- * Declared medically unfit.
- * Death.

However, QGPC took a decision to cancel Exgratia payment for those employees who joined the Corporation after 1.9.1986 and took another decision to freeze the Exgratia payment from the beginning of **October 1992**. The last decision is causing many court cases as it was canceled from one side only despite the fact that Exgratia payment is stated clearly in the employees' contracts who joined QGPC before 1.9.1986.

8. Administration:

8.1 Travel Assistance:

On employment and departure each Senior Staff is entitled for 240 KG of unaccompanied airfreight from and to his base country and similar weight to his wife and 10 KG for each of his children.

8.2 Long Service Awards:

The Corporation recognizes and rewards to employees for continuous service by presentation of cash monetary awards, a valuable token and appropriate service certificate as follows:

Completion of Service	QR. Amount
10 years	1,000
15 years	2,000
20 years	3,000
25 years	4,000
30 years	5,000
35 years	6,000
40 years	7,000

These awards will be presented in an annual ceremony in the presence of department heads and senior management. Photographic coverage will be arranged.

8.3 Loan Against End of Service Benefit for All Employees:

All employees who have completed five years of service with the corporation are eligible for interest free loan up to 75% of **End of Service Benefits**, and each five years of service thereafter.

8.4 Duty Visits:

An employee traveling on Corporation business outside Qatar will be paid an allowance for each day/night of absence (inclusive of travel time) at the appropriate rate to cover accommodation, meals and incidental expenses as follows:

Description of the Three Options	Senior Staff daily QR	Employee Staff daily QR
Employee required to arrange his own accommodation & meals	600	400
Employee provided with accommodation only	300	200
Employee provided with accommodation and meals	150	100

When travel time exceeds 4 hours but does not exceed 8 hours, one travel day will be allowed each way. When travel time exceeds 8 hours, 2 travel days will be allowed each way. The employee will be eligible for the applicable allowance for each day required to complete the business plus the appropriate number of travel days.

Employees **grade B** and above will be traveling on **First class** while those in **grade C** and below will be issued **Economy class** tickets.

9. Development and Training:

The Corporation believes that the proper development and training of its work force is a fundamental function of its overall business objectives. The goals of the corporation's development and training policy are therefore:

1. To **attract and retain** National and Expatriate employees with the necessary skills and abilities to maintain QGPC's competitive edge in the Industry.
2. To ensure Nationals with appropriate education are recruited, developed and retained for career employment in the Corporation.
3. To keep employees **abreast of development** in international technology and expertise in the varieties of disciplines required in the corporation activities.

In view of QGPC's multinational and diverse manpower the Corporation runs **Induction Courses** for all new comers to be acquainted with QGPC Safety & Work Procedures, Local Culture, and QGPC Conditions of Employment.

Annual training for each employee is conducted based on the previous year **Annual Performance Appraisal** recommendations. Various training programs with different duration are ongoing all the time in QGPC. Those include short, medium and long courses; assignments; familiarization tours; cross posting within and outside QGPC; seminars; conferences and workshops. Those programs could be arranged in the corporation's operational areas or within or outside Qatar.

During the summer months QGPC offers vacation employment to National students (selected in conjunction with the Ministry of Education) for periods up to 3 months in order to provide the students with a knowledge of the Industry, the role of QGPC in serving the society and to widen their own academic horizons.

10. Analysis of QGPC Employment Practices:

QGPC employment practices known within QGPC as **Personnel Policies and Procedures (PP&P)** were generated by experts from the Seven Sisters group of companies but mainly from British Petroleum (BP) and Shell in 1978.

Updating of relevant clauses was conducted on a **haphazard** basis over the last 15 years. The Human Resources Departments in **QGPC (HQ), OFFSHORE, ONSHORE** and the Qatar refinery known as **National Oil Distribution Company (NODCO)** have to agree on any changes prior to submission to **QGPC Board** for ratification and implementation. This caused a **state of stagnation**.

The four objectives of the PP&P mentioned earlier in this chapter were ignored completely in many QGPC decisions especially when the Personnel Department was qatarized gradually over the last few years.

AT-Twajiri (1994) indicated that Gulf petroleum organizations "**Personnel Cost**" represent **over 60%** of their annual budget expenditure which highlight the importance of this factor on Productivity.

The percentage of Qataris in the staff or support departments in general is now exceeding 95%, while in the technical departments is as low as 25%. This caused some kind of conflict between the line and staff departments. The idea of pulling together in the same direction to achieve common goals was ignored. Hence many serious problems started to surface. Team spirit turned to **teams spirits !!!**

An excellent job classification exercise was carried out with the help of a famous international consultancy firm (**MEIRC**) and two manuals for job evaluation of the Senior Staff and Employee Level Staff were introduced.

One main factor ignored was inflation. Although figures on the **Consumer Price Index (CPI)** is published on annual basis by the Qatari Government, QGPC did not pay any attention to its impact on salary scales, merit review and other allowances. This caused many serious problems to QGPC and resulted in high turn over reaching 20% with all its implications of 'brain drain', higher recruitment costs and other indirect losses.

In a study conducted among all the Gulf Corporations in 1980 the salary scales in QGPC and ARAMCO of Saudi Arabia were on top of the list. In 1992 similar study indicated that QGPC is right at the bottom. The impact of this situation on the quality of employees who are willing to work for QGPC, the increase in turn-over and the reduction in productivity in general were never comprehended by QGPC Managers and Board Members. **This result is the reverse of objective 1.1 and the Remuneration Policy outlined in Section 4 of the pp&p.**

In QGPC there is no compensation for inflation known by many firms in the West as Cost Of Living Adjustment (COLA). Many firms in USA and Europe adopt full or half COLA adjustment i.e. the salaries are adjusted annually according to the CPI index or half of it depending on inflation level and the commodities basket used in measurement of the CPI and its relevance to the industry. Because of the high profitability in the oil industry and in view of the formidable work load in overseas petroleum companies all the international oil corporations and even some Gulf corporations have some sort of inflation compensation in their salary structure of one kind or another.

In QGPC the average increase of salaries at the merit review **must be 3%**. A good worker whose performance is 'C' (some 60% of total work force) will get 3% increase. If the inflation in this year is 5% for example; QGPC in fact is telling him "Thank you for good year work but your salary in real money will be less by 2% next year !!!". The impact of this on his motivation and productivity is obvious and could not be overstated.

In fact as the inflation is ignored all QGPC managers tend to ignore **the normal distribution curve** for merit distribution even for fair and poor performance. As QGPC insist that 3% must be the average, the managers are forced to reduce the outstanding and very good performers to say 3.5% and increase the fair and poor performers to 2.5%. However, this approach created new serious problem. **The differential of 1% between excellent and poor performance is not enough to motivate anyone and has even more damaging effect on motivation of all employees.** Many will say “I don't work and get 2.5%; why should I kill myself like Mr. X for lousy extra 1% !!!”. Mr. X himself has no incentive to continue to excel.

The free interest car loan is another example. A new TOYOTA (CRESSIDA) car cost QR 17,000 in 1977 and hence the QR 30,000 loan was more than enough. In 1983 the cost of a new TOYOTA (CRESSIDA) went up to QR 25,000 and therefore the loan was also adequate. In 1993 the same CRESSIDA price was QR 60,000 while this clause has never been updated for the last 16 years!!. Another conspicuous example is the business trip where in the past QR 600 per day was more than enough for hotel accommodation and meals. Now in London and many other places all over the world any suitable hotel will cost over QR 800 excluding meals. This resulted in QGPC employees resistance and sometime refusal to go on business trips, as they will pay from their own pockets for representing QGPC!!!.

A major serious problem in the current QGPC employment practices is Equity. We have seen in Islam the strong position in the issue of Equity. But as the Staff Departments are now nearly 100% Qataris, they tend to give their Qatari peers preferential treatment known in Arabic as (WASTA) in many aspects against the well known Islamic principles.

In the field of training the Qatari managers will insist that Qataris should attend courses even outside their scope of work and knowledge because expatriates are supposed to be experts and hence they do not need any training !!!.

If this fallacy is accepted this will result in the collapse of all the international Multinational Corporations (MNC) all over the world. QGPC overlook here that the momentum of technological development nowadays is unbelievable. **In certain fields such as instrumentation, control and telecommunication 20% of existing equipment is phased out every year** i.e. in 5 years if you don't keep abreast of these changes your experience could drop to 0% as no familiar equipment to you will remain in service.

Moreover, the expatriate work force is nearly 50% of the total work force. **Training and motivating half your work force and the impact of this on productivity should be realized.**

From the demotivating side QGPC Senior Officials should comprehend the effect of Inequity on morale of the expatriate work force. Out of 40 Canadians recruited in 1991, 30 resigned within 18 months complaining of culture shock symptoms.

An American consultant (ATLANTIC) was employed to review the question of motivation. How to improve the productivity, ways and means to reduce the turnover and how to reduce the amount of paper work that has grown rapidly, in the absence of trust, to formidable levels that will impede any innovation work in QGPC. **However, their recommendations, including creating strong culture for QGPC, were not implemented.**

Instead, the famous consultant **Booz Allen and Hamilton (BAH)** were called upon to assist in a major reorganization exercise to amalgamate the OFFSHORE and ONSHORE operations. Some of their main recommendations were also ignored and a new haphazard reorganization was imposed before the elapse of few months on the last reorganization implementation which was carried out in three phases under the supervision of Booz Allen and Hamilton.

Normally you should allow 2 to 3 years before embarking on new major reorganization especially in a critical organization like QGPC which provide 95% of the country income and certainly these days when QGPC is investing \$ 30 Billion in the North Field project. The North Field is considered the third largest gas field in the whole world.

In nature, the bees provide one of the best examples of how cooperation and harmony allow them to advance and control their role in life. They could not achieve their objectives if they worked differently to each other; **Wilkins (1995)**. The use of technology techniques to cover every aspect of the company's business can be successfully interlocked with **ISO 9000** requirements. Establish **TQM** goals, then set the benchmark achievements that should be obtained in a specified period of time; **Wilkins (1995)**.

Zairi (1996) went further to emphasize the importance of **TQM** for the Arab organization progress and becoming globally competitive.

With the freeze of the Exgratia payment and canceling it for those who joined after September 1986 from one side only (QGPC BOARD), a **trust gap** was created between QGPC and its employees as every one now asks " What is next?". The incentive for the expatriates to train Qataris to take over their posts so they can get the Exgratia payment is completely lost causing many current problems.

We will evaluate in our research the Equity effect on Motivation and Inequity impact on Demotivation of QGPC employees. Both factors were ignored by QGPC. We will evaluate as well other managerial issues, such as Salary, Employees Satisfaction, Stress Level, Employees Preference for Decision Making Style (Hofstede issue debated in QGPC by autocratic managers), Motivation Steps, MBO success in QGPC, Integration of Work/Home, and Culture Shock.

Chapter V

Methodology of Research

1. Research Idea:

Culture is relatively an independent variable. We do not choose where we would be born. The only way to realize the differences between the different cultures is to bring them together in one environment and shed enough light to highlight these differences. In this case any differences would not be attributed to the different political or social or economical or even managerial environment(s); but it will be only the result of culture differences. This is the basic strategy of our research in QGPC.

Furthermore, it is essential to evaluate and distinguish the Needs, Motivators and Demotivators of the current working generation and their implications on modern managerial practices in multinational corporations especially the motivation of their multinational work forces in view of the current trends for globalization.

Realizing that there are 48 different nationalities in QGPC; each with different background, distinct values and diverse behavior and attitudes; made it clear an unique test ground to execute the following objectives:

1. **To use Motivation Theories especially Maslow, Herzberg, McClelland and Equity; check their effectiveness and their factors validity vis-a-vis our newly introduced factors for the three clusters or control variables (Nationalities, Group Nationalities and Religions).**

2. **To use Culture studies performed by England and Hofstede to find importance of work, identify links between national culture and motivation, and extend their work to cover the selected 17 nationalities in our research.**
3. **To develop a simple and practical motivational model for managers in major industrial MNC's.**

The main idea was to test in QGPC environment what really could motivate a heterogeneous work force with 48 different nationalities, and is it possible to devise a system that can be accepted by those nationalities as well as the local environment?. Some of these nations have long historical animosity e.g. Pakistanis vs. Indians, British vs. French, American vs. British and even Egyptians vs. Sudanese.

The resistance to change could be only alleviated or even avoided completely by commitment of all the troops which in turn could only be gained if the new system is in line with their culture, related values, ethics and habits.

The real challenge was to blend questions testing credibility of various content/process motivation theories with some aspects of organization behavior in addition to the intriguing task of pinpointing the differences between the nationalities and cultures studied, all within one questionnaire.

It is essential after establishment of the practical model to test its elements against the **Needs, Motivators and Demotivators** that are preferred by the selected 17 Nationalities and other control variables chosen e.g. **Religion and Group Nationality.**

The gradual elimination of the trade barriers; the recent changes in various parts of the world such as Russia, China, Eastern Europe and certain parts of the Middle East as well as the increased importance of the crucial issue of productivity amelioration on the global economical arena at present have all contributed in expediting the growth of the Multinational Corporations everywhere to new horizons. Many of these Multinational Corporations now on the **Fortune 500** list have annual sales more than some countries' budgets. The Fortune 500 list now covers 27 different countries from the USA to China and Taiwan and from Finland & Norway to Venezuela, Mexico and Brazil. The world is changing into a small village.

Therefore, the need for a practical model of motivation has never been so strong in mankind history in view of its impact on productivity. A simple model is a must so managers worldwide could find it practical for implementation.

2. Population Data:

There are **48 different nationalities** working together in QGPC. Those spread among the Senior Staff (SS) and Employee Level Staff (ELS). Within the Senior Staff grades there are 38 nationalities with a total population of 1247 employees.

Senior Staff employees are distributed over three main companies which are **QGPC HEADQUARTER, OFFSHORE OPERATION and ONSHORE OPERATION.** **The North Field Operation, relatively a new area, was being developed at the time of conducting the research.**

After conducting the research the OFFSHORE and ONSHORE OPERATIONS were amalgamated into one company called QGPC (OIL & GAS OPERATION). In August 1993 QGPC HEADQUARTER was amalgamated with QGPC (OIL & GAS OPERATION) and became **QGPC.**

There are 8 Senior Staff grades, which are:

Unclassified (U) for Senior Managers, (A) for Managers, (B) for Division Heads, (C) for Section Heads, (D) for Senior Engineers, (E) for Engineers, (F) for Supervisors and (GT) for Graduate Trainees. Posts, which are not evaluated yet, are indicated as (SZ).

In order to have a meaningful and valid analysis from the statistical point of view it was decided to include only the largest 17 nationalities in this research. **These nationalities in descending order in accordance with their number in the population are:**

Qataris, British, Indians, Egyptians, Jordanians, Americans, Palestinians, Canadians, Pakistanis, Sudanese, Dutch, Tunisians, Algerians, Lebanese, French, Srilankans and Iraqis.

It was prudent to ignore the grade (GT) for Graduate Trainees in this research in view of their limited managerial experience and the lack of subordinates to manage. It was decided that the sample should include all the managerial grades, the different work locations and the 17 nationalities selected.

Appendix 'A' include 5 Tables (1-5) to show QGPC Senior Staff Grades By Nationality in Total as well as detailed break down over the different companies in Headquarter, Onshore, Offshore and North Field.

3. Questionnaire:

A pilot research was conducted on nearly 10% of the final sample size. Many interviews and telephone conversations were made in the process of evaluation of the accuracy and validity of the questionnaire. Moreover, many amendments were carried out to the questionnaire in view of the comments received from those included in the pilot research and as a result of many interviews with QGPC employees and some outsiders to ensure clarity and eliminate any vagueness.

A Professor in QATAR UNIVERSITY (Dr. Linda Ibrahim) encouraged me to publish the results of the survey outside QGPC in view of its importance to other organizations.

The questionnaire final form was broken into two parts: part 'A' and part 'B'.

Part 'A' included 15 questions covering personal data, physical and social characteristics.

The variables included in part 'A' are:

Sex, Age, Marital Status, Number of Children, Position in QGPC, Work Location, Job Grade, Salary in Relation to Existing Salary Scales, Highest Qualification, Years of Experience, Number of Subordinates from Senior Staff and Employee Level Staff Categories, Nationality, Previous Nationality, Spouse Nationality if Married, Line or Staff Manager, Religion, and Linguistic Matching with Manager.

Part 'B' consists of 16 questions and are mainly addressing issues such as:

Job satisfaction; Stress level; QGPC culture; Participative management; Management By Objectives (MBO); Meaning of work (MOW) or Importance of main life factors; Decision-Making preferences; Managers needs (Maslow's Theory); Motivators, and Demotivators (Herzberg's Motivation/Hygiene Theory); Work centrality (England); and some expatriates issues such as culture shocks and adaptation. Some of these questions address other motivation theories e.g. Equity, Goal-Setting, and McClelland theories.

Normally, one or two theories/ideas are tested in a research. In our case a **mix of many theories/ideas are tested to find the essential factors to build our motivation model for manager's usage.** As we need to gain cooperation of respondents to achieve good response ratio; it was essential to design simple, clear and direct questions. We emphasized in the questionnaire covering letter that it would take **25 minutes** only to answer these questions. We will review in detail **the design of these 16 questions:**

Question 1:

“How do you rate your **Job Satisfaction**?”, with a 4 points scale to prevent center answer tendency from ‘very satisfied’ to ‘below average’.

Question 2:

“How do you rate the **Stress Level** in your present job?” with 5 points scale from ‘Extremely high’ to ‘very low’; **similar to Hofstede question on Uncertainty Avoidance Index** but the question was modified to address stress in direct manner rather than “feel nervous or tense at work” as it is addressed to managers.

Question 3:

“Do you consider that QGPC has special culture?”, with 6 different answers to choose from: Oriental; Western; Islamic; Arabic; Mixture; and others.

Question 4:

“Employees respect managers adopting Consultative approaches”, with 3 answers of ‘Yes’, ‘No’, and ‘Indifferent factor’. This was a modified version of Hofstede similar questions “Employees don't lose respect for consultative manager” on Power Distance and Individualism dimensions, and “Employees lose respect for consultative manager” on Uncertainty Avoidance dimension.

Question 5:

“How do you rate the success of Management By Objectives (MBO) approach in QGPC?”, with 4 point scale to avoid center answer tendency from ‘Very successful’ to ‘Below average’. In QGPC there is no link between MBO and annual performance and hence goals achieved are not positively reinforced which set a bad example to the whole work environment that achieving your goals will not be noticed. This view was expressed by many managers during the pilot research interviews.

Question 6:

“List in descending order the importance of these five categories in your life:

(1) Leisure. (2) Community. (3) Work. (4) Religion. (5) Family.”. This is a modified version of England (1985) Meaning Of Work (MOW) when he asked respondents from 8 countries to distribute 100 points on these 5 factors to find work centrality or the importance of work among the other life factors. I followed his methodology in ‘Question 11’ but for simplicity and for purely comparison we adopted this version. Some researchers have suggested that one of the major links between cultural milieu and individual job behavior is their work values; England (1978); Hair et al. (1966); and Hofstede (1980).

Question 7:

On **Decision-Making Style** “Please specify your preference in descending order:

(1) Receiving explanation at Decision-Making stage from manager. (2) Explanation after Decision-Making stage if required. (3) Getting instructions from your manager. (4) Taking decision by majority with preference to manager side. (5) Taking your decision as a group. (6) Consultation followed by Decision-Making by manager”.

This **Decision-Making** question was addressed by **Hofstede** in his Power Distance Index (4 factors).

Question 8:

“People **Needs** are different. Could you list in descending order your needs in your present job:

(1) **Power and prestige.** (2) **Money.** (3) **Security.** (4) **Friendship.** (5) **Self-esteem** (self-respect). (6) **Basic needs** (buying a house etc.). (7) **Challenge and experience.”.**

The above meant to test different factors of a **modified Maslow Theory**. Based on my interviews and pilot research two new factors were added namely **Challenge & Experience**, and **Money**. Two factors were renamed. **Affiliation** was renamed **Friendship** and **Self-Actualization** was named as **Power & Prestige**.

Researchers tested many modified versions of Maslow. However, I felt that the **Basic needs** (Physiological/biological needs) should remain. Many developing countries are included in our research and researchers found much more support for Maslow lower needs in developing countries; **Laaksonen (1977)**; and **Aran and Piraino (1978)**. Question 8 also tests two factors of **Achievement Theory (Affiliation & Power)**.

Including only 5 factors carries the danger of presupposition that these 5 needs are the only existing needs while the availability of 7 factors increases the choices available for respondents and indicates the relative level of importance related to each factor especially the two new ones.

Question 9:

“Please indicate in descending order the factors that can **Motivate** you more:

(1) **Achievement.** (2) **Promotion.** (3) **Monetary reward.** (4) **Work-itself.** (5) **Recognition.** (6) **Company policy and procedures (PP&P).** (7) **Consultation and keeping you informed.** (8) **Challenging responsibilities.** (9) **Speedy reward.** (10) **Equity and fair treatment.”.**

The following 5 **Herzberg factors** were used without change: **Achievement; Recognition; Responsibility; Promotion (Advancement); and Work itself.** Growth was deleted as I consider it part of Promotion and Responsibilities. The four new factors added were **Equity & fair treatment; Monetary reward; Speedy reward; and Consultation and keeping you informed.** **Equity & fair treatment** was included to test the validity, impact and relative importance of **Equity Theory** on Motivation and to test whether **Equity** and **Inequity** are working on the same continuum and opposite to each other.

Company policy and procedure, which is a hygiene factor, was used as both Motivator in Question 9 and Demotivator in Question 10.

Question 10:

“Please indicate in descending order the factors that can **Demotivate** you more:

(1) **Inequity.** (2) **Salary.** (3) **Company policy and procedures (PP&P).** (4) **Working conditions.** (5) **Relations with others.** (6) **Lack of recognition.** (7) **Delayed promotion.** (8) **Lack of information.** (9) **Monotony and routine.** (10) **Delayed reward.”.**

The five factors quoted by **Herzberg** were also modified here in view of the pilot research and my interviews.

We used four of Herzberg factors namely **Company Policy & Administration; Salary; Interpersonal Relations and Supervision; and Working Conditions**. Of these four factors **Salary** and **Working Condition** were used as they are quoted by Herzberg. Company Policy & Administration was modified slightly to **Company Policy & procedures** to coincide with the terminology used in QGPC. Interpersonal Relations and Supervision was named **Relation with Others**.

Technical Supervision was excluded as a result of being irrelevant factor during the pilot research. **Six new factors** were introduced namely: **Inequity; Lack of Recognition; Delayed Promotion; Lack of Information; Monotony & Routine; and Delayed Reward**. **Inequity** was added to test the **Equity Theory** as demotivator. Lack of recognition; Lack of Information; Delayed promotion; and Delayed reward were added to test Herzberg belief that **Motivators and Demotivators are not working on the same continuum** as well as testing the impact of these factors as **Demotivators**. **Monotony & routine** was added as a result of my interviews with many western employees especially Canadians.

Question 11:

“Please distribute (70 pts.) on the following seven statements according to their value and relevance in your case:

1. Work provides you with **needed income**. ...pts.
2. Work is **interesting and satisfactory** to you. ...pts.
3. Work permits **contact with other people**. ...pts.
4. Work is a useful way to **serve society/community**. ...pts.
5. Work keeps you occupied and **secured**. ...pts.
6. Work gives you **status and prestige**. ...pts.
7. Work allows you **challenge** and learning opportunity. ...pts.”

This Question is similar to **England (1985)** study on 8 countries. I added ‘**and secured**’ to item 5; and added **item 7** as all his items except item 4 are replication of Needs Question 8.

In order to make it easier I changed the number of points to be distributed to 70 i.e. average of 10 points per item rather than 100 points on 6 items as per **England**.

If the research was repeated I would even prefer a simple descending order of preference instead of distributing points which many respondents complained about. It took them more than **8 minutes** to answer this question which is nearly **third the 25 minutes** allocated to answer all the questions in both parts (A) and (B).

Question 12:

“What are the most important two steps QGPC could take to motivate you more?
(1) (2)”.

This **Open Question** was designed to find out the most important **external motivators** that QGPC could use to motivate its multinational work force.

Questions 13, 14, 15, & 16:

These Questions were specifically designed to test few **expatriate issues**. (Q.13) Was designed to find percentage of expatriates with experience in **QGPC or other similar multinational in the Middle East/Third World**.

We designed (Q14) to find the expatriate’s **Stress level** compared to their home or previous job.

In (Q.15) we need to find the relative level of **Integration** between social life and work, which I believe has unintentional major role in motivation and productivity similar to the Japanese Quality Circles.

Finally in (Q16) we aimed to find the percentage of expatriates who experienced the different phases of **Culture Shock (excited > frustrated > coping and adjusting > normal)** that was quoted by many researchers e.g. **Hofstede (1991), Hutton (1988), Ronen (1986), and Phillips (1992)**.

A serial number of 3 characters were introduced on the top right hand corner of the first questionnaire page in order to retain a degree of control on the responses and to facilitate the follow up with those who were delayed in responding.

From the above it is clear that the questions design of this research are meant to evaluate four Motivation theories namely **Maslow, Herzberg, Equity, and Achievement** in addition to the culture research of **Hofstede and England**. The research is intended to cover many nationalities that were not covered in any of the previous research on the subject of Motivation.

Appendix 'B' includes the final Questionnaire sent out to the sample selected, the covering memorandum and the letter sent from the University of Stirling to QGPC Managing Director.

It was thought that sending this letter to **QGPC Managing Director** and his subsequent circulation of it to his subordinate managers would facilitate the research and improve the response ratio by showing QGPC managers that their Senior Management approved this kind of research especially as this is the first time in QGPC to have such a research.

4. Sample Selection and Responses:

There were three basic requirements in the sample selection criteria:

- * **It should represent the 17 different nationalities selected.**
- * **It should represent the three main companies namely HEADQUARTER, OFFSHORE OPERATION and ONSHORE OPERATION.**
- * **It should represent the 8 Senior Staff grades or 7 if we exclude the Graduate Trainee's grade (GT).**

All types of probability sampling such as Simple Random Sampling (SRS), Stratified Sampling, Cluster Sampling and Systematic Sampling were considered and evaluated against the above three criteria.

However, to meet the above three requirements, knowing that the population varies among both the nationalities and the grades as well as the areas, it was essential to utilize 'Quota Sampling'.

The Trial & Error method was used with the following equation:

$$n \times (N/N-n) = 4P \times (100-P) / E^2$$

Where:

n : Sample Size.

N : Population Size.

P : Percentage of Population Expected To Have the Characteristic in Question.

E : Margin of Error in % Form.

A sample of 20% will ensure margin of error < 6% and hence a sample of 256 out of 1247 population i.e. 20.529 % of the population will **achieve < 6% margin of error.**

The same 20% should be maintained among the three different companies: **HEADQUARTER, OFFSHORE and ONSHORE.** However, in order to select a meaningful sample from the 17 different nationalities and among the Senior Staff grades, different percentages were used for each nationality ranging from **15% for Qataris; 20% for British, Indians, Egyptians, Jordanians, Americans, Canadians, Palestinians, Pakistanis and Sudanese; 35% for Dutch; 40% for Tunisians, Algerians and Lebanese; 45% for French; 60% for Srilankans to finally 100% for Iraqis.**

Appendix 'C' Tables (6 & 7) illustrate in detail the Sample Selection that was carried out in a quota manner inversely proportional to the population number. The total number selected were **231 employees in the different areas. Moreover, 25 additional Senior Staff representing the North Field employees and 40 other employees from 21 excluded nationalities were distributed over the 17 nationalities included in the research. Hence, the total sample selected is 256 employees.**

Responses from each nationality varied and were ranging from 49 out of 79 i.e. (62%) in case of Qataris to 100% in many cases.

As additional 25 employees were distributed over the 17 nationalities, a response percentage >100% were recorded for four different nationalities namely **Egyptians (117%), Americans (114%), Pakistanis (120%) and Sudanese (120%).** Furthermore, nine other nationalities recorded **100%**, which are: **Jordanians, Canadians, Palestinians, Dutch, Tunisian, Algerian, French, Srilankan and Iraqis.** **British** response percentage recorded were **82%** while **Indians** recorded **90%** and **Lebanese** response were **75%** of the selected sample.

Tables (8 & 9) of Appendix 'C' illustrate a clear picture of the responses received. As the total number of responses received were 196 out of 256 sent out, this represent a percentage ratio of responses to sample gross total of 76.6%. The percentage ratio of responses to population is 15.7%, which still make the margin of error less than 7%.

5. Problems Encountered:

Despite detailed planning of the research, many problems were encountered. Two reminders to 256 employees, enormous number of interviews and hundreds telephone conversations were necessary to achieve a percentage of responses to sample gross total of 76.6%.

A letter was sent from University Of Stirling to QGPC Managing Director (Appendix 'B') in order to ensure the support of the various levels of management to the research. The letter was circulated to all QGPC managers. However, in the absence of clear instructions and despite my strong personal relations with many QGPC managers during my sixteen and half years tenure in QGPC of which I spent 7 years as Division Head with the last 3 Years Acting for Department Manager, it was left to each manager to decide on this issue. The response ratio varied between the 3 companies. In HEADQUARTER and ONSHORE OPERATION the response were 98% and 95% respectively while the OFFSHORE OPERATION was 68% only.

The Executive Manager and some other Senior Managers selected among the sample responded promptly but many others took a negative attitude possibly due to the following reasons:

- * This was the first time in QGPC to conduct a survey of this nature.
- * In a country like Qatar even normal marketing surveys do not exist.
- * Due to cultural reasons many Questions were causing severe embarrassment over simple questions such as ‘number of children’, ‘spouse nationality’ and ‘position in the grade salary scale’...etc.
- * All the above reasons contributed to a state of fear among some expatriates and even some Nationals who thought that the survey is manipulated and carried out by QGPC. They had some concern over their job security and future career with QGPC in spite of sending copy of the University of Stirling letter to QGPC and my frequent telephone conversations and interviews to explain to them the real purpose of the research and the reason for sending this questionnaire.
- * In one case a Lebanese employee took his 2 months annual leave ahead of his normal schedule to avoid answering the questionnaire. He was afraid that QGPC could find out that the grade of a British in a similar job at Dukhan is F while his grade is D with two grades higher !!!
- * The statement used to **gain the support of QGPC management, that the results of the survey could be made available to QGPC free of charge which may be of use to its Personnel and Line Managers.** But this statement caused some skeptical feelings among some employees regarding the survey confidentiality in spite of my continuous assurance to them that what could be made available to QGPC is the statistical data and analysis only while the individual answers once entered as data is anonymous and confidential.
- * I was not acquainted with the **Offshore Operation Managers** due to the nature of my job in **Onshore Operation in the Dukhan Fields** 90 KM away from Doha (capital). In a third world country, the personal relation is the main key for getting things done. This explains the response ratio of **68%** in **OFFSHORE** versus **98%** and **95%** in **HEADQUARTER** and **ONSHORE** respectively.

6. Software Selection and Data Entry:

On evaluation of some of the statistical software packages, it was essential to know the number and the type of variables to be analyzed in the questionnaire.

The physical characteristics (age, sex, ...etc.) of the 196 cases were included together with the social characteristics (marital status, number of children, work location, job grade, position in salary grade, highest level of education, years of experience, number of subordinates in Senior Staff and Employee Level Staff, nationality, previous nationality, spouse nationality, manager type, religion and proficiency of language) within part 'A' of the questionnaire. These were turned into 18 variables. Only 5 of these variables were numerical variables while 13 of them were string (alphanumeric) variables. Part 'B' of the questionnaire was turned into 57 variables. Only 7 of these variables were numerical variables while 50 of them were string (alphanumeric) variables. I added one more alphanumeric variable as a cluster of nationality groups. Hence, there are a total of 76 variables.

The above meant excluding some packages such as **STATGRAPH** which has a maximum limit for only 60 variables.

The **STATISTICAL PACKAGE FOR SOCIAL SCIENCE (SPSSWIN)** was evaluated next. The **SPSSWIN** is an interactive, windows based system, and user friendly. The length of the variable name cannot exceed eight characters but you can attach **VARIABLE LABELS** and **VALUE LABELS** to each variable. The **VARIABLE LABELS** and **VALUE LABELS** commands assign variables an extended descriptive label up to 40 characters long.

Furthermore, You can define two types of variables with **SPSSWIN**: numeric and string (alphanumeric) variables. A numeric variable contains only numbers either integers or decimals.

Numeric values could be assigned to the alphanumeric variables. However, it was felt that this will distort the data validity and credibility as it meant that we assumed equal and fixed spacings between the preferences for different factors of variables between all the 196 cases, which may not be the actual case. On the other hand alphanumeric variables impose limitations on the types of analysis that can be performed on them i.e. the choice was between reliability of results versus more analysis. My choice went for reliability.

Appendix 'D' includes a list of all the 76 variables vs. all the 196 cases obtained from SPSSWIN with all data indicated. The SPSSWIN package is windows based and have the facility of representing the results in meaningful graphs that can relay the messages to readers in few seconds.

We conclude that the SPSSWIN package can meet all the requirement of this research analysis.

Chapter VI

Results of QGPC Research

As we can see from the previous chapter that **QGPC research Questionnaire** is divided into two parts. **Part 'A'** includes 15 questions mainly on the characteristics of managers in our sample while **Part 'B'** includes 16 questions on the main theme of the research. In order to provide full coverage of this enormous data we will cover in this chapter the findings of those questions using tables with prefix **A** or **B** depending on the relevant part of the Questionnaire followed by the question number leaving the analysis to the next chapter.

1) Part 'A' Questionnaire Results:

The initial results of the 15 questions in part 'A' covered the following variables: **Sex, Age, Marital Status, Number of Children, Position in QGPC, Work Location, Grade, Salary, Highest Qualification, Years of Experience, Number of Subordinates, Nationality, Line or Staff Managers, Religion and finally Linguistic Matching with Manager.** It is useful to review the results to each question, as this will contribute to our understanding of the sample composition and the different characteristic of the managers in our sample.

1.1 Question A.1 on the Variable (Sex):

Females were 5 only representing 2.6% and **Males** were 191 equal to 97.4% of the 196 cases. This is very normal in the Gulf society and indicates the particular nature of this area and how it is different from other countries in the Arab world such as Egypt, Algeria, Tunisia, Jordan, Palestine, Iraq and Lebanon; which are covered in our research.

It is obviously different environment as well from other Western and Asian countries included in this research. The following **Table A.1** reflects our findings for this variable:

Variable	Sex		
Type	Male	Female	Total
Frequency	191	5	196
Percentage	97.4%	2.6%	100%

Number of missing observations out of 196 cases is zero cases.

Table A.1

1.2 Question A.2 on the Variable (Age):

The minimum age of managers covered in our sample after ignoring the graduate trainees was **25** years and the maximum age was **70** years with mean of 42.8 years and 8.1 standard deviation. The majority of the first group (25-35) managers were Qataris. Question **A.10** addresses the relevant issue of Managers Experience. The following **Table A.2** indicates the age groups in our sample:

Variable	Age				
Value	25-35	36-45	46-55	56-70	Total
Frequency	41	90	49	16	196
Percentage	20.9%	45.9%	25%	8.2%	100%

Number of missing observations out of 196 cases is zero cases.

Table A.2

It is obvious that 45.9% or nearly half the sample managers are in the age group of **(36-45) years**. If we agree that the starting age in overseas employment for managers is 25, then this group experience range would be in the order of 10-20 years.

1.3 Question A.3 on the Variable (Marital Status):

Out of 196 managers in our sample, we found that 188 (96%) are married, 6 are bachelors and only 2 are divorced. QGPC policy for offering married status and excellent accommodations and recreation facilities as well as children education assistance are the main obvious reasons for the high ratio of married managers. The following **Table A.3** explains these findings:

Variable	Marital Status			
Type	Divorced	Married	Single	Total
Frequency	2	188	6	196
Percentage	1%	96%	3%	100%

Number of missing observations out of 196 cases is zero cases.

Table A.3

1.4 Question A.4 on the Variable (No. of Children):

We found that the **Mean** of our sample is 2.7 child. The **Minimum** as expected is zero and the **Maximum** is 7 with 1.4 standard deviations. **Qataris** Mean is 3.17 with 1.7 standard deviations. This figure is the highest among all nations. **The Economist “World in Figures” 1993**, shows that **QATAR** average annual growth of 4.16% is the world fastest growing population confirming the QGPC research results.

Another interesting phenomenon appeared when I phoned the two Qataris whom left this Question unanswered. They apologized for not answering this sensitive question!! This clearly shows the impact of culture on normal questions from other cultures point of view. The following **Table A.4** summarizes the results of our Question A.4.

Variable	Number of Children								Total
	0	1	2	3	4	5	6	7	
Value	0	1	2	3	4	5	6	7	
Frequency	9	18	71	42	35	9	9	1	194
Percentage	4.6%	9.2%	36.2%	21.4%	17.9%	4.6%	4.6%	0.5%	99%

Number of missing observations out of 196 cases is two cases.

Table A.4

1.5 **Question A.5 on the Variable (Position in QGPC):**

This question was mainly designed to control and facilitate the follow-up procedure for those who did not answer the questionnaire in the first round. The seniority and hierarchy levels of managers are covered by other questions such as **question A.7** on Grade and **question A.11** on Number of Subordinates. Since this was an open question, it was not possible to run any statistic reports. The titles were different in almost every case. I skipped **Table A.5** to maintain the numbering system.

1.6 **Question A.6 on the Variable (Work Location in QGPC):**

Initially there were four locations in the questionnaire namely **Doha**, **Dukhan**, **Umm Said** and **Hallul**. However, a small group of 20 engineers were based on offshore platforms. I added a fifth value (**Offshore**) to separate this group from Hallul.

We should remember here that this variable was one among three other variables that constitute our basic criteria for sample quota selection. Our sample was selected to represent the population from three different perspectives. These are: the different Work Locations in QGPC, the 8 different managerial Grades and the 17 selected Nationalities. Nearly 66.3% of respondents work location is **Doha**, 24% in **Dukhan**, 6.6% in **Umm Said**, 2% in **Hallul Island**, and 1% on offshore rigs. **Doha** in addition to being the Capital of QATAR is the Headquarter of QGPC and the Offshore and Onshore Operations. The following **Table A.6** indicates the distribution of **Work Location** on the five areas:

Variable	Work Location					
Value	Doha	Hallul	Dukhan	Offshore	Umm Said	Total
Frequency	130	4	47	2	13	196
Percentage	66.3%	2.0%	24%	1%	6.6%	100%

Number of missing observations out of 196 cases is zero cases.

Table A.6

1.7 Question A.7 on the Variable (Grade in QGPC):

There are **8 grades** in QGPC on the **Senior Staff** level. We ignored G/T grade for the university graduate trainees in view of their limited managerial experience. **Grade G/T** was replaced with **Grade S** for unevaluated jobs. The majority of QGPC grades were evaluated with the help of **MEIRC** consultants. In our sample we tried to include a minimum of 10% of the actual population of all the grades. Therefore, I selected the sample of 256 managers to represent 20.53% of the population as I knew that the response ratio might be smaller than what we actually achieved (76.6%).

The 3 main criteria for distribution were to represent the selected 17 nationalities and to represent the 8 different managerial grades and the different work locations as per the previous question. The following **Table A.7** indicates the **Grade** distribution:

Variable	QGPC Job GRADE								Total
	U	A	B	C	D	E	F	S	
Value	U	A	B	C	D	E	F	S	Total
Frequency	8	10	24	41	51	40	21	1	196
Percentage	4.1%	5.1%	12.2%	20.9%	26%	20.4%	10.7%	0.5%	100%

Number of missing observations out of 196 cases is zero cases.

Table A.7

The actual percentage ratio of responses to population was **15.7%** as indicated in **Appendix (C) table 9**. All the **8** managerial Grades were represented with more than **15%** of its population. This ensures high degree of reliability and low margin of error. Frequency of Unclassified (U) grade for **Senior Managers** was 8 (4.1% of the total sample); frequency of **Managers** Grade (A) was 10 (5.1%); **Division Heads** Grade (B) was 24 (12.2%); **Section Heads** Grade (C) was 41 (20.9%); **Senior Engineers** Grade (D) was 51 (26%); **Engineers** Grade (E) was 40 (20.4%); and frequency of **Supervisors** Grade (F) was 21 (10.7%).

1.8 Question A.8 on the Variable (Salary in QGPC):

This question revealed important characteristics about QGPC environment and some employee's sensitivity to normal questions by other cultures' standards. In this indirect question, knowing their salary scales from their grade, we asked whether their salary is closer to the Grade ceiling or middle point or lower half.

In spite of this approach, many employees did not like this question and expressed this view to me over the phone while others even refused to answer it. Grade U, which is the **Unclassified Grade for Senior Managers, Board members and Minister**, does not have ceiling to salaries and hence those 8 persons in Grade U were asked to skip this question. The number of missing cases in this question were **17 (8.7%)** i.e. in addition to the 8 from Grade U, **9 other managers** decided not to answer this question including 4 Qataris and one each from Canada, America, Tunisia, Algeria and Srilanka. **Table A.8** reflects the results:

Variable	Salary in QGPC			Total
	Grade Ceiling	Middle Point	Lower Half	
Value				
Frequency	94	53	32	179
Percentage	48%	27%	16.3%	91.3%

Number of missing observations out of 196 cases is 17 cases.

Table A.8

It is interesting to note that **48% or nearly half** the sample managers' salaries are closer to their grade ceilings. This clearly indicates the need to review the scales ceiling as the distribution is far from normal distribution curve. Managers at grade ceiling will be demotivated as their salary real purchasing power is decreasing with inflation. In 1995 after this research QGPC increased grade ceilings and reviewed the salary scales upwards.

1.9 Question A.9 on the Variable (Highest Qualification):

The results were impressive as more than third the samples were postgraduates. There were 12 managers with **Ph.D** at 6.1%; 42 with **MSc/MBA/MA** at 21.4%; 14 **Chartered Engineers/Professional Engineers** at 7.1%; 88 with **BSc/BA** at 44.9%; 28 with **HND/HNC** at 14.3% and 11 with **ONC/GSC** at 5.6%. There was one missing case. The following **Table A.9** illustrates these findings:

Variable	Highest Qualification						Total
Type	Ph.D	Chartered Engineer	M.Sc/ MBA/ MA	B.Sc/ BA	HND/ HNC	ONC/ GSC	Total
Frequency	12	14	42	88	28	11	195
Percentage	6.1%	7.15%	21.4%	44.9%	14.3%	5.6%	99.5%

Number of missing observations out of 196 cases is one case.

Table A.9

HND and below represents only 19.9% or we can say that **first-degree holders** (B.Sc / BA) and above represents **80%** of the sample. This indicates the social responsibility of QGPC in a society where the first and only university was opened in 1980.

1.10 Question A.10 on the Variable (Years of Experience):

Over 30 years experience there were 30 employees at 15.3%; 20.9% between **15-20 years**; 19.4% between **10-15 years**; 9.7% between **5-10 years**; 2% between **2-5 years**; and 0.5% between **0-2 years**. **Qataris seems 10 years behind** with no one >30 years; 4.1% between 20-30 years; 16.3% between 15-20 years; 38.8% between 10-15 years; 30.6% between 5-10 years; 8.2% between 2-5 years; and 2% between 0-2 years. **Table A.10** indicates the experience distribution of the sample:

Variable	Years of Experience							Total
Value	0-2	3-5	6-10	11-15	16-20	21-30	>30	Total
Frequency	1	4	19	38	41	63	30	196
Percentage	0.5%	2%	9.7%	19.4%	20.9%	32.1%	15.3%	100%

Number of missing observations out of 196 cases is zero case.

Table A.10

1.11 Question A.11 on the Variable (Number of Subordinates):

This question covered two variables: Number of Senior Staff and number of Employee Level Staff. Number of **Senior Staff (SS) Subordinates** came with the following indicators: **Minimum 0, Maximum 100, and Mean 5.7** indicating reasonable span of control; with 12.3 standard deviation. Number of **Employee Level Staff (ELS) Subordinates** were **Minimum 0, Maximum 500, and Mean 17.6** with 56.6 standard deviation. The following two **Tables A.11.1 & A.11.2** reflect the results:

Variable	Senior Staff (SS) Subordinates						
Value	0	1-3	4-9	10-19	20-49	50-100	Total
Frequency	76	44	45	14	10	4	193
Percentage	38.8%	22.5%	23%	7.1%	5.1%	2%	98.5%

Number of missing observations out of 196 cases is 3 cases.

Table A.11.1

Variable	Employee Level Staff (ELS) Subordinates						
Value	0	1-5	6-10	11-50	51-100	101-500	Total
Frequency	67	61	18	35	7	5	193
Percentage	34.2%	31.1%	9.2%	17.9%	3.6%	2.5%	98.5%

Number of missing observations out of 196 cases is 3 cases.

Table A.11.2

One of the 3 missing cases is the **Executive Manager** and his subordinates are well known as **1247** Senior Staff (SS) and **6000** Employee Level Staff (ELS).

1.12 Question A.12 on the Variable (Nationality):

In all documented culture research **Nationality** is considered the unit of analysis or the control variable. All other variables are reviewed versus this variable. In QGPC research we used 3 control variables rather than one. These are: **Nationality**, **Group Nationality** and **Religion**. Group Nationality was created after the research in order to review the different clusters' characteristics. In order to ensure that each Nationality is a genuine one, we asked in question **A.12** about the manager **Previous Nationality** and if married the **Spouse Nationality**.

We will review therefore four different tables: **Group Nationality**, **Nationality**, **Previous Nationality** and **Spouse Nationality**. The following **Table A.12.1** is for the 5 clusters of **Group Nationality**:

Variable	Group Nationality					
Type	Arab African	Arab Asian	European	Asian	North American	Total
Frequency	35	74	45	28	14	196
Percentage	17.9%	37.8%	23%	14.3%	7.1%	100%

Number of missing observations out of 196 cases is zero case.

Table A.12.1

The five clusters are well represented in our sample in proportional to their population in QGPC. They represent four different continents. The **European** and **North American** are more than 30% of the total sample. In fact **European** alone is the second largest cluster in our QGPC research. The largest cluster is the **Arab Asian** who includes Qataris. **Arab African** came third followed by **Asians** and **North American**.

The 17 selected nationalities are shown in the following **Table A.12.2**:

Nationality	Variable	
	Frequency	Percentage
American	8	4.1%
British	37	18.9%
Canadian	6	3.1%
Dutch	4	2%
Egyptian	21	10.7%
French	4	2%
Algerian	4	2%
Indian	18	9.2%
Jordanian	12	6.1%
Pakistani	6	3.1%
Lebanese	3	1.5%
Srilankan	4	2%
Palestinian	6	3.1%
Qatari	49	25%
Iraqi	4	2%
Sudanese	6	3.1%
Tunisian	4	2%
Total	196	100%

Number of missing observations out of 196 cases is zero case.

Table A.12.2

The **British** are the second largest after **Qataris** and followed by **Egyptian**, **Indian**, **Jordanian**, **American**, **Canadian**, **Palestinian**, **Sudanese**, **Dutch**, **French**, **Algerian**, **Srilankan**, **Iraqi**, **Tunisian** and **Lebanese**. **Table A.12.3** indicates the **Previous Nationality**:

Previous Nationality	Variable	
	Frequency	Percentage
American	5	2.6%
British	35	17.9%
Canadian	3	1.5%
Dutch	5	2.6%
Egyptian	22	11.2%
French	4	2%
Algerian	4	2%
Indian	18	9.2%
Jordanian	5	2.6%
Pakistani	7	3.6%
Lebanese	3	1.5%
Srilankan	4	2%
Palestinian	16	8.2%
Qatari	49	25%
Iraqi	4	2%
Sudanese	6	3.1%
Tunisian	4	2%
Total	196	100%

Number of missing observations out of 196 cases is zero case.

Table A.12.3

There are no changes in 8 Nationalities (**French, Algerian, Indian, Lebanese, Srilankan, Iraqi, Sudanese** and **Tunisian**). There were reductions in 5 Nationalities, which are **Jordanian** (-58.3%), **Canadian** (-50%), **American** (-37.5%), **British** (-2.7%) and **Qatari** (-2%). On the other hand there are increases in 4 Nationalities, which are **Palestinian** (+166%), **Dutch** (+25%), **Pakistani** (+16.6) and **Egyptian** (+4.7%).

The **Palestinian** dramatic increase from 6 to 16 is understood due to their search for identity. It is interesting to note that 7 **Jordanians** out of 12 (majority) are originally **Palestinian**. The changes in **American** and **Canadian** are normal due to their nature as immigrant's attraction countries. There were minor changes in **British, Dutch, Egyptian, Pakistani** and **Qatari**. Table A.12.4 reflects **Spouse Nationality**:

Spouse Nationality	Variable	
	Frequency	Percentage
American	4	2%
British	38	19.4%
Canadian	7	3.6%
Dutch	1	0.5%
Egyptian	19	9.7%
French	4	2%
Algerian	2	1%
Indian	18	9.2%
Jordanian	9	4.6%
Pakistani	6	3.1%
Lebanese	3	1.5%
Srilankan	4	2%
Palestinian	9	4.6%
Qatari	38	19.4%
Iraqi	1	0.5%
Sudanese	6	3.1%
Tunisian	4	2%
Total	173	88.2%

Number of missing observations out of 196 cases is 14 cases and 9 others.

Table A.12.4

Another simple question that was met with high resistance due to culture reasons. The main reason for asking this question and the one on **Previous Nationality** is to ensure that the culture of those managers represents their current nationalities e.g. a British who is originally Egyptian and married to an Egyptian is not representing entirely the British culture. There were 14 missing answers (7.1%) including 8 Qataris, 2 British, 1 Dutch and 1 Iraqi. Moreover, there were 9 married to other nationalities (4.6%). The Qataris explained the reason for this question embarrassment. It is cheaper to marry from Bahrain as in Qatar you have to pay a dowry (dot) and large sum of gold in addition to all the costs associated with setting a new house (nearly \$30,000) and hence many Qataris are married to ladies from Bahrain. We know now that we have to be careful with our analysis for only 4 nationalities, which are **Palestinian, Jordanian, American and Canadian.**

1.13 Question A.13 on the Variable (Manager Type):

This question was aiming at differentiating between **Line** and **Staff** managers. **Table A.13** reflects the answer:

Variable	Manager Type		Total
	Line Manager	Staff Manager	
Type			
Frequency	133	63	196
Percentage	67.9%	32.1%	100%

Number of missing observations out of 196 cases is zero case.

Table A.13

Nearly two thirds of our sample managers were **Line Managers** and one third of our sample were **Staff Managers.**

1.14 Question A.14 on the Variable (Religion):

Religion is used as unit of analysis or control variable in addition to **Nationality** and **Group Nationality**. **Table A.14** indicates **Religion** distribution of our managerial sample:

Variable	Religion				
Type	Islam	Christianity	Hindu	Others	Total
Frequency	121	63	9	3	196
Percentage	61.7%	32.1%	4.6%	1.5%	100%

Number of missing observations out of 196 cases is zero case.

Table A.14

The main reason for including this variable in our analysis is the fact that **Hofstede** and others felt that **Religion** could explain some of the points that they fail to explain. As mentioned previously this could be as much as 50% of the total issues; **Hofstede (1990)**. Many others felt that **Religion** is one of the culture elements. Hence, its inclusion in culture research as unit of analysis (control variable) will enable us to explain culture differences noted in our managerial sample.

1.15 Question A.15 on the Variable (Linguistic Matching with Manager):

Communication is very important issue in any organization. In multinational organization such as QGPC where we have 48 different nationalities it becomes vital. This question was aiming at exploring the issue of linguistic matching between managers and their supervisors and whether it has any impact on the workflow. **Table A.15** reflects the answers to this question:

Variable	Linguistic Matching with Manager					
Value	Perfect	Very Good	Good	Average	Less Than Average	Total
Frequency	55	109	25	4	2	195
Percentage	28.1%	55.6%	12.8%	2%	1%	99.5%

Number of missing observations out of 196 cases is one case.

Table A.15

The results are indicating that we have in QGPC a good communication media (83.7%). Training and intensive language courses for Qataris are the main reasons for these results.

2) **Part 'B' Questionnaire Results:**

The 16 questions in **part 'B'** are divided into two sections: The first section is for all managers and include 12 questions while the second section is for **expatriates** only and include 4 questions. The initial results of the 12 questions in **part 'B'** covered the following variables: **Job Satisfaction, Stress Level, QGPC Culture, Respect for Managers, MBO Success, Importance of Life Factors (Work Centrality), Decision Making Preference, Job Needs, Motivators, Demotivators, Value of Work and External Motivating Steps.** The second section for expatriates covered the following variables: **Multinational Experience, Stress Comparison, Home/Work Integration and Culture Shock.** All the tables in this chapter will be given the Prefix **B** followed by the question number. It is useful to review the results to each question, as this will contribute to our understanding of the sample views on the above variables and the different characteristics of the local and expatriates QGPC managers in our sample.

2.1 Question B.1 on the Variable (Job Satisfaction):

This question was designed to measure the **Job Satisfaction** level of our QGPC managers. **Table B.1** reflects the answers:

Variable	Job Satisfaction				Total
	Very Satisfied	Satisfied	Average	Below Average	
Frequency	30	117	34	15	196
Percentage	15.3%	59.7%	17.3%	7.7%	100%

Number of missing observations out of 196 cases is zero case.

Table B.1

We had 4 answers in this question to avoid center tendency, which is known phenomena in research and hence we are forcing QGPC managers in the middle area to think and choose (Satisfied) or (Average). It should be noted that those who selected **Average** and **Below Average** are **25% or quarter** of the sample indicating lack of job satisfaction.

2.2 Question B.2 on the Variable (Job Stress Level):

This question is meant to measure the amount of **Stress** in manager's current job. This is similar to **Hofstede** Question on Uncertainty Avoidance Index (UAI) but modified to direct manner rather than (Feel nervous or tense at work). In **Hofstede** case it is addressed to all IBM employees while here it is for managers only. The following **Table B.2** reflects the answers:

Variable	Job Stress Level					
Type	Extremely High Stress	High Stress	Medium Stress	Low Stress	Very Low Stress	Total
Frequency	19	80	80	14	3	196
Percentage	9.7%	40.8%	40.8%	7.1%	1.5%	100%

Number of missing observations out of 196 cases is zero case.

Table B.2

The results indicate that **50%** or half the work force is suffering from **High** or **Extremely High** level of **Stress**. Moreover, **90%** of the sample managers have Medium or High or Extremely High level of Stress

2.3 Question B.3 on the Variable (QGPC Culture):

We offered QGPC managers here 6 choices. **Table B.3** reflects their views:

Variable	QGPC Culture						
Type	Arabic	Islamic	Oriental	Mixture	Western	Others	Total
Frequency	17	21	3	142	8	5	196
Percentage	8.7%	10.7%	1.5%	72.4%	4.1%	2.6%	100%

Number of missing observations out of 196 cases is zero case.

Table B.3

The majority selected **Mixture** to represent the culture of QGPC. However, those who said that QGPC has **Arabic/Islamic** culture are 38 managers or nearly **20%** or fifth our managerial sample.

2.4 Question B.4 on the Variable (Respect for Consultative Managers):

Hofstede asked nearly the same Question **twice** in his massive research. **Hofstede** used the negative format of this question to develop two of his factors namely **Power Distance** and **Individualism**. The positive format of the Question was used to develop his **Uncertainty Avoidance Index**. This question simply address the view of some authoritarian managers that adopting consultative approach would result in losing the respect of their subordinates as strong leaders with decision-making capabilities. **Table B.4** reflects the sample answers:

Variable	Respect for Consultative Managers			Total
	Yes	No	Indifferent Factor	
Value				
Frequency	167	2	24	193
Percentage	85.2%	1%	12.2%	98.5%

Number of missing observations out of 196 cases is 3 cases.

Table B.4

The answers were clear that **97.4%** of the managers supported the idea that adopting **Consultative** approach will not affect the respect of their subordinates and **85.2%** confirmed that in fact they respect managers adopting consultative approaches.

2.5 Question B.5 on the Variable (MBO Success in QGPC):

As previously mentioned the problem with MBO in QGPC was the lack of links between MBO and annual performance appraisals. Achieved Goals are not positively reinforced and hence the wrong signals are sent to the whole environment that excellent performance will go unnoticed by management.

We used four-point scale in this question to avoid center point tendency.

Table B.5 indicates the results of this question:

Variable	MBO Success in QGPC				
Value	Very Successful	Successful	Average	Below Average	Total
Frequency	10	73	76	36	196
Percentage	5.1%	37.2%	38.8%	18.4%	100%

Number of missing observations out of 196 cases is zero case.

Table B.5

It is clear from the above table that the normal distribution of the answers is shifted towards the negative side. Those who said Very Successful was only **5.1%** of the sample versus Below Average of **18.4%**. The aggregate of those who selected Average and Below Average is **57.2%** of the sample. This indicates the limited success of MBO in QGPC.

2.6 Question B.6 on the Variable (Importance of Life Categories):

This question and question **B.11** are nearly similar to **George England** study of the **Meaning of Work (MOW)**. The aim of this question was to find the importance and centrality of **Work** in the respondent's life compared to other factors such as **Family, Community, Religion** and **Leisure**. Rather than distributing 100 points as in **England's** case, we asked QGPC managers to rank these five life factors in descending order according to the importance of these factors in their lives. **Tables B.6.1** indicate the results of their answers for the most important factor organized in a descending order:

Variable	Most Important Life Factor					Total
Value	Family	Religion	Work	Leisure	Community	Total
Frequency	87	74	27	3	1	192
Percentage	44.4%	37.8%	13.8%	1.5%	0.5%	98%

Number of missing observations out of 196 cases is 4 cases.

Table B.6.1

For the total sample the most important of these life factors in descending order is: **Family, Religion, Work, Leisure** and finally **Community**. The second important life factor is shown in **Table B.6.2**:

Variable	Second Important Life Factor					Total
Value	Family	Religion	Work	Leisure	Community	Total
Frequency	88	25	63	12	4	192
Percentage	44.9%	12.8%	32.1%	6.1%	2%	98%

Number of missing observations out of 196 cases is 4 cases.

Table B.6.2

For the second important life factor **Work** moved to second place and hence the order is: **Family, Work, Religion, Leisure** and **Community**. **Table B.6.3** indicates the order for the third important life factor:

Variable	Third Important Life Factor					Total
Value	Family	Religion	Work	Leisure	Community	Total
Frequency	11	25	87	35	34	192
Percentage	5.6%	12.8%	44.4%	17.9%	17.3%	98%

Number of missing observations out of 196 cases is 4 cases.

Table B.6.3

The third important life factor the order is: **Work, Leisure, Community, Religion, and Family**. 175 managers selected **Family** as their first or second choice. **Table B.6.4** and **Table B.6.5** reflects the answers for the fourth and the fifth or the least important factor:

Variable	Fourth Important Life Factor					
Value	Family	Religion	Work	Leisure	Community	Total
Frequency	5	16	12	42	117	192
Percentage	2.6%	8.2%	6.1%	21.4%	59.7%	98%

Number of missing observations out of 196 cases is 4 cases.

Table B.6.4

Variable	Least Important Life Factor					
Value	Family	Religion	Work	Leisure	Community	Total
Frequency	1	52	3	100	36	192
Percentage	0.5%	26.5%	1.5%	51%	18.4%	98%

Number of missing observations out of 196 cases is 4 cases.

Table B.6.5

The above five tables indicate that the order of importance of these life factors is: **Family, Religion, Work, Community and Leisure**. There are two ways of analysis: one is to look at the results of every stage and the other is to consider the accumulated percentage of the previous tables at each stage. In our case for the above tables both methods will confirm the same result. Compared with **England** research, **Religion** came much higher and **Leisure** was lower. However, his sample covered 8 countries: **Japan, Germany, Belgium, Yugoslavia, Israel, UK, USA and Netherlands**. The last 3 only are covered in our QGPC research.

2.7 **Question B.7 on the Variable (Decision-Making Preference):**

This **Decision-Making** question is similar to **Hofstede** one on his Power Distance Index (4 factors). We will present only 3 tables: the first two and the last one (**Tables B.7.1, B.7.2 and B.7.6**):

Decision-Making Preference # 1	Variable	
	Frequency	Percentage
Consultation / Decision	103	52.6%
Group Decision	44	22.4%
Explain at Decision	22	11.2%
Manager Instruction	13	6.6%
Majority Decision	8	4.1%
Explain after Decision	6	3.1%
Total	196	100%

Number of missing observations out of 196 cases is zero case.

Table B.7.1

Consultation followed by Decision-Making by manager scored the highest supported by more than half the sample (52.6%). The second choice was for **Taking decision as a group** at 22.4% of the sample. Sample third choice went for **Receiving explanation at decision making stage from manager** at 11.2%. It is obvious from the above table that the majority would prefer to be consulted prior to decision making. In fact this will ensure their commitment to the decision and will reduce the environment resistance to change. Most important decisions cause change in certain elements of work environment. The large difference between the first and second factor (**234%**) confirmed our view for not assigning descending values to factors.

Decision-Making Preference # 2	Variable	
	Type	Frequency
Consultation / Decision	40	20.4%
Group Decision	58	29.6%
Explain at Decision	50	25.5%
Manager Instruction	4	2%
Majority Decision	33	16.8%
Explain after Decision	10	5.1%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.7.2

The above second table came as ratification to the first table. From the above two tables it is obvious that the majority would prefer **Consultation** followed by the decision. The second choice is for **Group Decision**. The third choice is for **receiving explanation at the decision-making** stage from manager followed by **Majority Decision**. In the above two tables **Majority Decision** was selected by 20.9% of the sample. **Manager Instruction** received only 2% support as the second factor and hence 8.8% total for the above two tables. **Explanation after the decision** received a total of 8.2% from the above two tables. Manager Instruction and Explanation after the decision seem to be the worst two methods of decision making. In order to judge correctly on the least acceptable method for decision making, we need to review the last preferred factors for our managerial sample. **Table B.7.6** reflects this picture:

Decision-Making Preference # 6	Variable	
	Type	Frequency
Consultation / Decision	3	1.5%
Group Decision	23	11.7%
Explain at Decision	12	6.1%
Manager Instruction	80	40.8%
Majority Decision	32	16.3%
Explain after Decision	43	21.9%
Total	193	98.5%

Number of missing observations out of 196 cases is 3 cases.

Table B.7.6

The above table indicates clearly that the least acceptable method is **Manager Instruction**. This was the last choice for 40.8% of the sample. The second worst scenario was for **Receiving Explanation after Decision-Making** if required.

2.8 Question B.8 on the Variable (Manager Needs):

There are two new factors added to **Maslow** original factors. These are **Challenge & Experience** and **Money**. Furthermore, **Relations with Others** was named **Friendship** and **Self-Actualization** was named **Power & Prestige**. We retained the **Basic Needs** that was removed in some researches as our sample contains many developing nations and for them the basic needs including buying a decent house may be the main reason for opting for overseas employment. I believe that having 7 factors to choose from will enable us to judge more accurately on the **Needs'** factors and their relevant importance. **Table B.8.1** indicates this picture for the sample first choice:

Manager Needs # 1	Variable	
	Type	Frequency
Challenge & Experience	75	38.3%
Self-Esteem	39	19.9%
Money	31	15.8%
Security	27	13.8%
Basic Needs	12	6.1%
Power & Prestige	8	4.1%
Friendship	2	1%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.1

Challenge & Experience, which is a new added factor in our QGPC research, was the highest need for 75 managers. **Self-Esteem** one of Maslow original factors came second supported by 39 managers but **Challenge & Experience** is 192% compared to **Self-Esteem**. Surprisingly, **Money** that is the second new factor came third selected by 31 managers. **Friendship**, which replaced **Relation with Others** in Maslow factors, scored only 1%!! It is interesting to note that **two** of the highest three managers' needs are new factors added for the first time in our QGPC research. This emphasizes the importance of this research, the relevance and effectiveness of our new factors and may be the changes in managers' needs in the last few decades compared to other previous research results.

Security, one of Maslow factors, came in the fourth place selected by 27 managers. **Power & Prestige**, which replaced **Self-Actualization** in Maslow factors, was only supported by 8 managers. **Basic Needs** or **Physiological Needs** in Maslow terminology received only the support of 12 managers. **Tables B.8.2 & B.8.3** indicate the second and third managers' choices:

Manager Needs # 2	Variable	
Type	Frequency	Percentage
Challenge & Experience	47	24%
Self-Esteem	32	16.3%
Money	38	19.4%
Security	36	18.4%
Basic Needs	19	9.7%
Power & Prestige	13	6.6%
Friendship	9	4.6%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.2

Manager Needs # 3	Variable	
Type	Frequency	Percentage
Challenge & Experience	13	6.6%
Self-Esteem	34	17.3%
Money	30	15.3%
Security	42	21.4%
Basic Needs	24	12.2%
Power & Prestige	27	13.8%
Friendship	24	12.2%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.3

For **Needs # 2** **Challenge and Experience** was still the strongest factor. **Self-Esteem**, **Money** and **Security** continued to show their strong presence. **Friendship** continued to be the weakest Need's factor.

In **Needs # 3 Security** scored even higher than other factors. **Table B.8.4** indicates the position of **Need # 4**:

Manager Needs # 4	Variable	
	Frequency	Percentage
Challenge & Experience	24	12.2%
Self-Esteem	42	21.4%
Money	37	18.9%
Security	33	16.8%
Basic Needs	15	7.7%
Power & Prestige	14	7.1%
Friendship	29	14.8%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.4

It is obvious from the above four tables that the most important **Needs** for QGPC managers in descending order are the following factors: **Challenge & Experience, Self-Esteem, Money and Security.**

Needs, Motivators and **Demotivators** represent the crux of this QGPC research and these are covered in questions **B.8, 9 & 10**. Hence, it is important to scrutinize all the factors whether these are **Maslow** original ones or new ones added later or even whether their presence is prominent and effective or they can be ignored due to their weakness. In order to review the other **Needs'** factors such as **Friendship, Power & Prestige** and **Basic Needs** we have to review the least important **Needs** as shown in the last three tables. **Tables B.8.5, B.8.6 & B.8.7** reflect the least important **Needs** for our sample:

Manager Needs # 5	Variable	
Type	Frequency	Percentage
Challenge & Experience	19	9.7%
Self-Esteem	20	10.2%
Money	28	14.3%
Security	27	13.8%
Basic Needs	33	16.8%
Power & Prestige	23	11.7%
Friendship	44	22.4%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.5

Manager Needs # 6	Variable	
Type	Frequency	Percentage
Challenge & Experience	10	5.1%
Self-Esteem	20	10.2%
Money	25	12.8%
Security	19	9.7%
Basic Needs	47	24%
Power & Prestige	20	10.2%
Friendship	53	27%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.6

Manager Needs # 7	Variable	
Type	Frequency	Percentage
Challenge & Experience	6	3.1%
Self-Esteem	7	3.6%
Money	5	2.6%
Security	11	5.6%
Basic Needs	43	21.9%
Power & Prestige	90	45.9%
Friendship	32	16.3%
Total	194	99%

Number of missing observations out of 196 cases is 2 cases.

Table B.8.7

In the above three tables we will find the negative copy of the first few tables. The strong **Needs** will get few supports as the majority included them already in their highest choices. However, the weakest **Needs** as indicated in these three tables are: **Power & Prestige**, **Basic Needs** and **Friendship**. We must remember that these three factors are either **Maslow's** original ones such as **Basic Needs (Physiological Needs)** and **Friendship (Relation with Others)** or part of the original factor such as **Power & Prestige**, which is renamed from **Self-Actualization**. Two factors of **Achievement Theory** namely **Power** and **Affiliation (Friendship)** received weak support in the above tables. **Achievement** (the third factor) will be tested in question B.9.

Since we had only two of Maslow's factors among the first four needs, we can say that the results of this question supported his theory by only 50% at best. His two factors **Self-Esteem** and **Security** occupied the second and fourth places respectively while, our two new factors **Challenge & Experience** and **Money** occupied the first and third places respectively.

2.9 Question B.9 on the Variable (Motivation Factors):

Questions B.8, 9 &10 are extremely important. We used 10 factors as **Motivators** to evaluate in a better way their relevant importance. The following 5 **Herzberg factors** were used without change: **Achievement; Recognition; Responsibility; Promotion (Advancement); and Work Itself.** **Growth** was deleted as I consider it part of Promotion and Responsibilities.

I added four new factors, which were **Equity & fair treatment; Monetary reward; Speedy reward; and Consultation and keeping you informed.** **Equity & fair treatment** was included to test the validity, impact and relative importance of **Equity Theory** on Motivation and to test whether or not **Equity** and **Inequity** are working on the same continuum and opposite to each other.

Equity Theory evolved prior to or at the same time with **Herzberg Theory** and despite Herzberg's talks on the impact of fairness (equity) on motivation, he neither used this factor as motivator nor its reverse unfairness (inequity) as demotivator.

Company policy and procedure, which is a hygiene (demotivator) factor, was used as both Motivator in Question 9 and Demotivator in Question 10.

We should remember that **Achievement** is the main factor of **Achievement Motivation Theory** by **McClelland** and in the same time one of **Herzberg's** factors. The other two factors of Achievement Theory are: **Affiliation** and **Power needs**. Both are covered in Maslow question **B.8**.

Table B.9.1 reflects the picture for the best **Motivator**:

Motivation Factor # 1	Variable	
	Frequency	Percentage
Achievement	44	22.4%
Challenging Responsibilities	39	19.9%
Equity & Fair Treatment	32	16.3%
Recognition	31	15.8%
Promotion	17	8.7%
Monetary Reward	15	7.7%
Work Itself	7	3.6%
Consultation	5	2.6%
Company Policy & Procedures	5	2.6%
Speedy Reward	0	0%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.9.1

The strongest **Motivator** as selected by our sample is **Achievement**, which is similar to **Herzberg's** research. This gives partial support to the **Achievement Motivation Theory** by **McClelland** as well since **Achievement** is its main factor. The following three factors were also prominent in the above table: **Challenging Responsibilities**, **Equity & Fair Treatment** and **Recognition**. **Equity & Fair Treatment** is one of our newly added factors. The other 3 factors are Herzberg's original factors. **Monetary and Speedy Rewards** both scored lower than my anticipation.

Table B.9.2 indicates the picture for the second Motivator:

Motivation Factor # 2	Variable	
	Type	Frequency
Achievement	40	20.4%
Challenging Responsibilities	20	10.2%
Equity & Fair Treatment	22	11.2%
Recognition	30	15.3%
Promotion	27	13.8%
Monetary Reward	16	8.2%
Work Itself	18	9.2%
Consultation	10	5.1%
Company Policy & Procedures	5	2.6%
Speedy Reward	7	3.6%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.9.2

The different methods in ranking may give slightly minor changes in the order indicated in **Table B.9.1**. However, the main issue is that our four factors are still present in strong manner compared to other factors.

Work Itself is much lower than its third rank in **Herzberg's** research where it was placed even higher than **Challenging Responsibilities** and **Promotion**.

Table B.9.10 indicates the weakest **Motivators** for our sample:

Motivation Factor # 10	Variable	
	Type	Frequency
Achievement	4	2%
Challenging Responsibilities	6	3.1%
Equity & Fair Treatment	11	5.6%
Recognition	12	6.1%
Promotion	8	4.1%
Monetary Reward	19	9.7%
Work Itself	10	5.1%
Consultation	9	4.6%
Company Policy & Procedures	67	34.2%
Speedy Reward	48	24.5%
Total	194	99%

Number of missing observations out of 196 cases is two cases.

Table B.9.10

It is clear from the above table that the weakest factors are **Company Policy & Procedures** and **Speedy Reward**.

The results of this question, as we can see from the above tables, clearly support Herzberg's research on the motivation side. Since 3 of his factors came among the first 4 factors we can say that this question supported his work at **75%**. However, **Work Itself** came much lower than the third place in Herzberg's factors while **Challenging Responsibilities** came higher than anticipated in Herzberg Theory. **Achievement** as the best motivator gave support to both the **Achievement Motivation** and **Herzberg** Theories.

2.10 Question B.10 on the Variable (Demotivation Factors):

This question is a crucial one in developing our model for QGPC managers. Herzberg's five factors (Company policy & administration, Technical Supervision, Salary, Interpersonal relations & supervision, and Working conditions) were modified in view of the pilot research, the need to check the validity of certain aspects of his theory, and my interviews with 10% of the sample.

We used four of Herzberg's factors namely **Company Policy & Administration; Salary; Interpersonal Relations and Supervision; and Working Conditions**. Of these four factors **Salary** and **Working Condition** were used as Herzberg quotes them. Company Policy & Administration was modified slightly to **Company Policy & procedures** to coincide with the terminology used in QGPC. Interpersonal Relations and Supervision was named **Relation with Others**. **Technical Supervision** was excluded as a result of being irrelevant factor during the pilot research.

Six new factors were introduced namely: **Inequity; Lack of Recognition; Delayed Promotion; Lack of Information; Monotony & Routine; and Delayed Reward**. **Inequity** was added to test the **Equity Theory** as demotivator. **Lack of recognition; Lack of Information; Delayed promotion; and Delayed reward** were added to test Herzberg belief that **Motivators and Demotivators are not working on the same continuum** as well as testing the impact of these factors as **Demotivators**. **Monotony & routine** was added as a result of my interviews with many western employees especially Canadians.

Furthermore, the use of 10 factors including 4 of Herzberg's ones will enable us to evaluate the effectiveness of his factors and our newly added ones in a professional manner without prejudice to any side.

Table B.10.1 reflects the sample answer to the strongest Demotivator:

Demotivation Factor # 1	Variable	
	Frequency	Percentage
Inequity	60	30.6%
Lack of Recognition	50	25.5%
Salary	20	10.2%
Working Conditions	17	8.7%
Monotony & Routine	14	7.1%
Company Policy & Procedures	12	6.1%
Delayed Promotion	8	4.1%
Lack of Information	7	3.6%
Relations with Others	5	2.6%
Delayed Reward	2	1%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.10.1

From the above table it is clear that the strongest Demotivator is **Inequity** that is one of my newly introduced factors. I was dismayed when I found that the second factor **Lack of Recognition**, was also a new factor introduced by us in QGPC research to test the validity of Herzberg's Theory that Motivators and Demotivators are not working on the same continuum. **Salary** the third Demotivator in Herzberg factors came third as well in our research. In the above table **Working Conditions** appeared as the fourth demotivating factor but close examination of **Tables B.10.2, 10.3 & 10.4** revealed that **Lack of Information** that is also a newly introduced factor in QGPC research is the fourth Demotivator. **Table B.10.2** reflects this result:

Demotivation Factor # 2	Variable	
	Frequency	Percentage
Inequity	28	14.3%
Lack of Recognition	32	16.3%
Salary	24	12.2%
Working Conditions	23	11.7%
Monotony & Routine	11	5.6%
Company Policy & Procedures	16	8.2%
Delayed Promotion	17	8.7%
Lack of Information	28	14.3%
Relations with Others	7	2.6%
Delayed Reward	9	1%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.10.2

You will note that **Lack of Information** in the above table went up to second place equally with **Inequity**. However, up to this point still **Working Conditions** the fifth factor of Herzberg is higher as the sum of those that selected this factor in **Tables B.10.1 & 10.2** is **40** versus **35** for **Lack of Information**.

It was therefore essential to examine **Tables B10.3 and B.10.4** in order to evaluate the two factors more closely. This indicates the effort in analysis that we have to pursue as a result of choosing **Alfa-Numeric** variables in order to maintain the higher degree of reliability. This degree of reliability can be lost if we assign numerical values to the different factors and hence fixed spacing which is far from the truth as we can see from many of the above tables. **Table B.10.3** indicates a snapshot for the third demotivator:

Demotivation Factor # 3	Variable	
	Type	Frequency
Inequity	21	10.7%
Lack of Recognition	22	11.2%
Salary	27	13.8%
Working Conditions	28	14.3%
Monotony & Routine	13	6.6%
Company Policy & Procedures	14	7.1%
Delayed Promotion	17	8.7%
Lack of Information	30	15.3%
Relations with Others	13	6.6%
Delayed Reward	10	5.1%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.10.3

Lack of Information occupied the first place in the above table but still **Working Conditions** is higher in total respondents up to this table.

It should be noted that **Company Policy & Procedures**, the first Demotivator in Herzberg's factors, came very low in our QGPC research. One possible explanation to this is that the personnel policies or human resources in current terminology has witnessed substantial development and major strides in the right direction since the time of Herzberg's theory three decades ago. This can also explain that **Technical Supervision** his second demotivator, which was excluded by us when we found zero support in the pilot research, was mainly due to the feelings of managers supervised by someone who is less capable than them technically. In general these cases are getting less these days that they are now the exception rather than the norm.

Relations with Others, which is Herzberg's fourth factor, scored also low in our research. **Table B.10.4** indicates the outcome of the fourth **Demotivator**:

Demotivation Factor # 4	Variable	
	Frequency	Percentage
Inequity	21	10.7%
Lack of Recognition	17	8.7%
Salary	18	9.2%
Working Conditions	26	13.3%
Monotony & Routine	24	12.2%
Company Policy & Procedures	10	5.1%
Delayed Promotion	18	9.2%
Lack of Information	30	15.3%
Relations with Others	12	6.1%
Delayed Reward	19	9.7%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.10.4

Lack of Information came in the above table the highest factor similar to Table B.10.3. Therefore, it is higher than **Working Conditions** and hence was selected the fourth Demotivator. **Monotony & Routine** one of our newly introduced factors came in the sixth place after **Working Conditions**.

Our four Demotivators therefore in descending order are: **Inequity**, **Lack of Recognition**, **Salary** and **Lack of Information**. As **Salary** is the sole Herzberg's factor among those four factors, we can say that Herzberg's Theory received support at only 25% in this question.

Table B.10.10 indicates the weakest **Demotivators**:

Demotivation Factor # 10	Variable	
	Frequency	Percentage
Inequity	5	2.6%
Lack of Recognition	13	6.6%
Salary	11	5.6%
Working Conditions	11	5.6%
Monotony & Routine	18	9.2%
Company Policy & Procedures	26	13.3%
Delayed Promotion	22	11.2%
Lack of Information	10	5.1%
Relations with Others	38	19.4%
Delayed Reward	41	20.9%
Total	195	99.5%

Number of missing observations out of 196 cases is one case.

Table B.10.10

From the above table we can say that the weakest Demotivators are: **Delayed Reward, Relations with Others** and **Company Policy & Procedures**. Surprisingly, the last one **Company Policy & Procedures** is the first Demotivator in Herzberg's Theory. **Relation with Others**, which was renamed from **Interpersonal relations and supervision** Herzberg's fourth demotivator, came in the second last position.

It is clear from the above that QGPC research is not supporting the Demotivators of Herzberg Theory. This upholds our view that the factors selected were chosen to be far from the reverse of the motivators in order to support his view that Motivators and Demotivators are not working on one continuum.

Another explanation may be that the changes in the work place environment over the last 3 decades including the rules and procedures have caused this shift in people demotivators. In both cases the importance of QGPC research is emphasized as well as the urgent need to conduct similar research.

2.11 Question B.11 on the Variable (Meaning of Work):

This question and question B.6 are nearly similar to **England (1985)** study on 8 countries of the meaning of work (MOW). There were two minor modifications to **England** similar question. I added 'and secured' to item 5; and added item 7 as all his items except item 4 are replication of Needs question B.8. In order to make it easier I changed the number of points to be distributed to 70 i.e. average of 10 points per item rather than 100 points on 6 items as per **England**. Another main difference between QGPC research and the work of **England** and **Hofstede** is that their research covered many nationalities in their own countries and hence the Questionnaire was translated to all those languages creating more possibilities for errors. **England** used 7 different languages and **Hofstede** used 20 languages in his research. In fact (Working keeps you occupied) was incorrectly translated in Japan; **Ronen (1986)**.

If the research was repeated I would even prefer a simple descending order of preference instead of distributing points which many respondents complained about. It took them more than 8 minutes to answer this question which is nearly third the 25 minutes allocated to answer all the 31 questions in both parts (A) and (B).

This variable is one of the few numerical variables in QGPC research. The following **Table B.11** indicates the answers of our QGPC managers ranked in descending order according to their **Mean**:

Variable		Meaning of Work		
Rank	Type	Description	Mean	Standard Deviation
1	Work # 1	Work provides needed income	15.6	8.7
2	Work # 2	Work provides challenging opportunity	11.1	4.8
3	Work # 3	Work provides satisfaction	10.9	4.7
4	Work # 4	Work keep you occupied & secured	9.3	4.4
5	Work # 5	Work is a useful way to serve society	7.9	5.1
6	Work # 6	Work permits contacts with people	7.9	5.3
7	Work # 7	Work gives you power & prestige	7.5	4.1

Number of missing observations out of 196 cases is 5 cases.

Table B.11

The total of the mean should have been 70 points but it is 70.2 indicating an error in rounding the above figures of 0.2. The results supported **England's research** to a great extent. **Work # 1** came as (**Work provides needed income**). This was also first in England's study but the variation to the second factor is smaller than in England's results. **Work # 2** was (**Work provides challenging opportunity**), which is a new factor added when I saw that all the factors are similar to the Needs factors in question **B.8**. **Work # 3** was (**Work provides Satisfaction**), which is similar to its position in England's results. **Work # 4** was (**Work keep you occupied and secured**). This factor was modified by adding the word "**and secured**" to match question **B.8** on manager Needs, which raised its relative rank by two steps compared to England's results. **Work # 5** and **Work # 6** were (**Work is a useful way to serve society**) and (**Work permits contacts with people**) respectively. Both scored the same average of points (**7.9**) but with minor differences in standard deviations. Their positions are nearly similar to **England's** results. Finally **Work # 7** was (**Work gives you power & prestige**), which is also similar to England's last factor.

Hence, we can say that the ranking of the above 7 factors in our sample answers to Question 11 were similar to England's 'valued working outcome' results. This is important as our sample covered 14 additional nationalities that were not covered in his research and 3 common ones, which are USA, UK and Netherland.

2.12 Question B.12 on the Variable (Most Important Motivating Steps):

This **Open Question** was designed to find out the most important **external two motivators** that QGPC could use to motivate its multinational work force. Hence, the answers will be different from question B.9, as Achievement and may be other factors should disappear. QGPC can offer opportunity and you can turn it to Achievement if successful. **Table B.12.1** reflects the answers for **Step #1**:

Motivating Step # 1	Variable	
	Frequency	Percentage
Monetary / Salary Increase	30	15.3%
Recognition	29	14.8%
Equity & Fair Treatment	28	14.3%
Promotion	25	12.8%
Challenging Responsibilities	24	12.2%
Career Development	4	2%
Education Assistance	1	0.5%
Achievement	1	0.5%
Other factors	40	20.4%
Total	182	92.9%

Number of missing observations out of 196 cases is 14 cases.

Table B.12.1

As we can see from the above table that the first five factors contain 3 of our main motivators but organized in different ranking compared to question **B.9**. After removal of **Achievement**, **Equity** and **Recognition** switched their position but remained close while, **Challenging Responsibilities** came down from second motivator to fifth place. Furthermore, two new factors appeared, which are **Monetary / Salary Increase** that moved from sixth place in B.9 to first place and **Promotion** that moved from fifth place in B.9 to fourth place here. All these changes took place when we inquired about the external motivating steps that QGPC could offer. **Table B.12.2** indicates the sample answer to **Step # 2**:

Motivating Step # 2	Variable	
	Frequency	Percentage
Monetary / Salary Increase	41	20.9%
Recognition	27	13.8%
Equity & Fair Treatment	21	10.7%
Promotion	17	8.7%
Challenging Responsibilities	13	6.6%
Career Development	3	1.5%
Education Assistance	3	1.5%
Achievement	2	1%
Trust	4	2%
Other factors	47	24%
Total	178	90.8%

Number of missing observations out of 196 cases is 18 cases.

Table B.12.2

The same 5 factors as **Step # 1** and even in the same ranking are present in the above table. I added Trust but it only received the support of 4 managers.

The results in **table B.12.2** emphasize more the results we had in **Step # 1**. Moreover, there was a noticeable increase in the first factor, which is **Monetary / Salary Increase** by 11 more managers or 5.6% that caused its lift to 41 managers or 20.9% from 30 managers or 15.3%.

However, during the pilot research interviews those who were promoted recently indicated that after receiving the new salary for 2 or 3 months it loses its strong motivating impact compared to other factors such as achievement or recognition.

2.13 Question B.13 on the Variable (Multinational Experience):

This question and the following three questions **B.14, 15 & 16** are aiming at exploring 4 specific expatriates' issues. These issues are: **Multinational Experience, Stress of Expatriates** compared to previous job, **Integration between Domestic and Working Life**, and the issue of **Culture Shock**. Hence, Qataris were asked to skip them.

Question B.13 intended to address the issue of **Multinational Experience** and whether it was in the Middle East or Third World or both. The objective was to find the ratio of expatriates who served in the middle east for more than 2/3 years and hence likely to be exposed to the different phases of **Culture Shock** as **Hofstede** indicated them. I thought that having **Multinational Experience** would lead to less **Stress** compared to home/previous jobs. The issue of **Integration of Domestic and Working Life** living in compounds with common clubs, schools, shops and recreation facilities should be investigated in view of its similarity to the intentional **Quality Circles** in Japan, where the supervisor will take workers after working hours to restaurant or pizza-shop to discuss work issues in informal environment.

Many multinational firms are doing the same with their executives, where they are invited to remote resorts or luxury hotels for few days to formulate the firm business plans and its future strategies. **Table B.13.1** reflects the answers to the issue of Multinational Experience:

Variable	Multinational Corporations Experience					
Value	0-1	1-3	3-5	5-7	>7	Total
Frequency	1	8	9	7	116	141
Percentage	0.5%	4.1%	4.6%	3.6%	59.2%	71.9%

Number of missing observations out of 196 cases is 55 (6 and 49 Qatari) cases.

Table B.13.1

The above results indicates that for expatriates only, **82.3%** have multinational firms experience for more than 7 years; 5% have 5-7 years; 6.4% have 3-5 years; 5.7% have 1-3 years; and 0.7% have between 0-1 year. This means that more than 80% of the expatriates have spend enough time to clarify the issue of **Culture Shock** phases, the issue of **Stress** and the issue of Integration between Work and Domestic life in QGPC. **Table B.13.2** indicates the **Expatriates Experience Location**:

Variable	Expatriates Experience Location			
Type	Middle East	Third World	Both	Total
Frequency	100	2	39	141
Percentage	51%	1%	19.9%	71.9%

Number of missing observations out of 196 cases is 55 (6 and 49 Qatari) cases.

Table B.13.2

Nearly 70.9% of the expatriate sample had **Middle East** experience; 1.4% had **Third World** experience; and 27.7% had both. This means that they had experienced the same culture shock elsewhere. This should reduce their stress and the possibility of suffering from culture shock.

2.14 Question B.14 on the Variable (Expatriates Stress Comparison):

This question is targeted to **Expatriates** to find the level of **Stress** compared with their home/previous job. **Table B.14** reflects the expatriates' answers:

Variable	Expatriates Stress Comparison				
Value	More Stress	Same Stress	Less Stress	Not Applicable	Total
Frequency	48	45	36	12	141
Percentage	24.5%	23%	18.4%	6.1%	71.9%

Number of missing observations out of 196 cases is 55 (6 and 49 Qatari) cases.

Table B.14

In spite of the fact that **82.3%** of the expatriates had more than 7 years experience in similar multinational corporations, more than third the expatriate's sample indicated that **Stress** is more in QGPC. The "Not Applicable" group are mainly those who did not work elsewhere and their first job is in QGPC or those who have previous experience in other industry and hence in both cases the comparison will not be applicable. People tend to cope better with stress with their increasing experience. Based on my own experience for 17 years with QGPC, I feel working and living in the same location and hence the same environment for 24 hours put additional stress on employees.

2.15 Question B.15 on the Variable (Integration of Work/Domestic Life):

This question is aiming at exploring the issue of **Integration of Working and Domestic Life** in QGPC compared to other working environment in multinational firms or small ones elsewhere. **Table B.15** reflects the answers:

Variable	Integration of Work/Domestic Life			Total
	Yes More	Same level	No/Not Applicable	
Value				
Frequency	62	29	50	141
Percentage	31.6%	14.8%	25%	71.9%

Number of missing observations out of 196 cases is 55 (6 and 49 Qatari) cases.

Table B.15

This result means that **44%** of the expatriates or the majority agreed that there are more integration between work and domestic life. I added the two groups of “No” and “Not Applicable” together and still they represent only 25% of the sample. Some of those who said “Same Level” are coming from similar compounds in **ARAMCO** in Saudi or **ADNOC** in UAE, where they have similar compounds to their employees. In my view this setup represents unintentional management method similar to **Quality Circles** in Japan. All the work issues are discussed at clubs and other recreation facilities. I remember that the Executive Manager used to come from Doha 90 kilometers away just to receive direct feedback on his decisions and listen to the various work problems and the different views on resolving them. In fact decisions made in these gatherings are always more sound compared to those made in the work environment.

2.16 Question B.16 on the Variable (Expatriates Culture Shock):

Finally in question **B.16** we aimed to find the percentage of expatriates who experienced the different phases of **Culture Shock** (**excited > frustrated > coping and adjusting > normal**) that was quoted by many researchers e.g. **Hofstede (1991), Hutton (1988), Ronen (1986), and Phillips (1992).**

Table B.16 reflects the expatriates answer to this question:

Variable	Expatriates Culture Shock				Total
	Very True	Partially True	Seldom True	Not True	
Frequency	46	57	8	12	123
Percentage	23.5%	29.1%	4.1%	6.1%	62.8%

Number of missing observations out of 196 cases is 73 (24 and 49 Qatari) cases.

Table B.16

The above indicates that the majority of expatriates had previous experience in the **Middle East** and the **Third world**; but still ~84% have indicated that they had experienced the different phases of **Culture Shock**. In fact I received many letters supporting very strongly this question and expressing their gratitude to let them put in perspective what they had suffered for years without finding explanation or right answers for, when they joined QGPC. On the other hand 24 managers refused to answer this question for personal reasons. One manager talked to me over the phone and said if I agree it means I am admitting as a manager that I could not cope with the pressure and I should receive medical treatment from Psychiatric!!

The above represent the initial results to our QGPC research on the different four Motivational Theories covered (**Maslow, Herzberg, Equity, & Achievement**), the two culture research studies by **Hofstede and England** as well as the many managerial issues that were covered in the **QGPC Questionnaire 31** questions of **part A and part B**.

The next Chapter will provide more analysis to these results from different perspectives and cast enough light on the importance of these findings and how they can be used in developing the practical general model for managers utilization in QGPC or other firms.

Chapter VII

Analysis of QGPC Research

There are 196 cases in the QGPC research with 76 variables each and hence 14,896 data entries were collected and recorded. With a powerful computer software such as SPSS, you can generate enormous amount of useful data and graphs for analysis.

Appendix 'D' includes frequencies of all our 76 variables followed by high-resolution charts for most of these variables. The frequency is indicated clearly on each bar in the graph. This represents our initial findings as was covered in the previous Chapter. This will enable anyone interested in the subject of Motivation to utilize the data on Appendix 'D' for further research and to compare it with his/her results. If some of our 17 nationalities are included in the new research, this data can be utilized as "anchoring" facility for comparison of results to meet an urgent research requirement. This is the first time to include those 17 nationalities in QGPC research in one research and to cover these specific areas of Motivation and other culture issues.

Ronen (1986) states that many areas such as Africa, have not been studied at all, whilst other areas, such as the Middle East and the Far East, have not been studied sufficiently.... Clusters describing the Far East and Arab countries are ill defined and require further research. I hope the QGPC research analysis could contribute in eliminating this gap.

In order to perform detailed analysis we looked at the data from three different perspectives:

1) **Comparison taking (Nationality) as a control factor vs. other variables:**

This task was carried out by Crosstabulation between Nationalities vs. the rest of the variables. An example of this comparison is shown in Appendix 'E'. We selected the following 22 variables [Culture, Demotivation Factors (1, 2 & 3), Life Categories Factors (1, 2, 3, 4 & 5), Motivation Factors (1, 2 & 3), Needs Factors (1, 2 & 3), Decision-Making Preference (1, 2 & 3), Stress Comparison, Motivating Steps (No.1 & No.2) and Stress Level] vs. **Nationality**.

2) **Comparison taking (Group Nationalities) as a control factor vs. other variables:**

We used similar methodology but with **Nationality Groups** as a controlled factor vs. all other variables. We used **5 clusters of Nationality Groups** as follows:

2.1) **Arab African (AA):** Egyptian, Algerian, Sudanese & Tunisian (4 countries). These 4 countries are in North Africa.

2.2) **Arab Asian (AS):** Qatari, Iraqi, Jordanian, Lebanese & Palestinian (5 countries). I believe Qataris are different than the rest to some extent.

2.3) **European (EU):** British, Dutch & French (3 countries).

2.4) **Asian/Far Eastern (FE):** Indian, Pakistani & Srilankan (3 countries).

2.5) **North American (NA):** American & Canadian (2 countries).

Appendix 'F' includes an example of this analysis where 21 selected variables, which are [Area Experience, Multinational Corporation Experience, Number of Children, Consultation, Special Culture, Demotivation Factors (1, 2 & 3), Life Categories Factors (1, 2, 3, 4 & 5), Motivation Factors (1, 2 & 3), Need Factors (1, 2 & 3), Decision-Making preference (1, 2 & 3), Stress Comparison, Motivating Steps (1 & 2) and Stress Level] were compared vs. Nationality Groups.

3) Comparison taking Religion as a control factor vs. all other variables:

We used similar methodology but with **Religion** as a controlled factor vs. other variables.

Appendix 'F' includes an example of this analysis. We selected 26 variables [Area Experience, Multinational Corporation Experience, Number of Children, Consultation, Special Culture, Demotivation Factors (1, 2 & 3), Life Categories Factors (1, 2, 3, 4 & 5), Motivation Factors (1, 2 & 3), Need Factors (1, 2 & 3), Decision-Making preference (1, 2 & 3), Stress Comparison, Motivating Steps (1 & 2) and Stress Level], which were compared vs. **Religion. Three religions were covered: **Islam, Christianity, Hindu and Others**.**

Thereafter, we correlate the three data sets with the average one for all the variables. This approach will ensure that we can spot any important deviation from the average value and diagnose the implication for this deviation.

The main results of our analysis are:

1 Meaning of Work (MOW) or Life Factors:

Question 6 of part 'B' which is similar to **England (1985)** is asking respondents to list in descending order the importance of these five factors in their life: **Leisure; Community; Work; Religion; and Family**. The answers were converted into five variables: LIFE # 1, LIFE # 2, LIFE # 3, LIFE # 4 and LIFE # 5.

As we have seen in the previous Chapter, the overall results for LIFE#1 were 87 responses choosing **Family** as the first important factor with 45.3%, and **Religion** was chosen by 74 responses or 38.5% while **work** was chosen by 27 managers. This reflects the importance of the life categories for the whole sample. The following **Chart (1)** indicates the same result in graphic format.

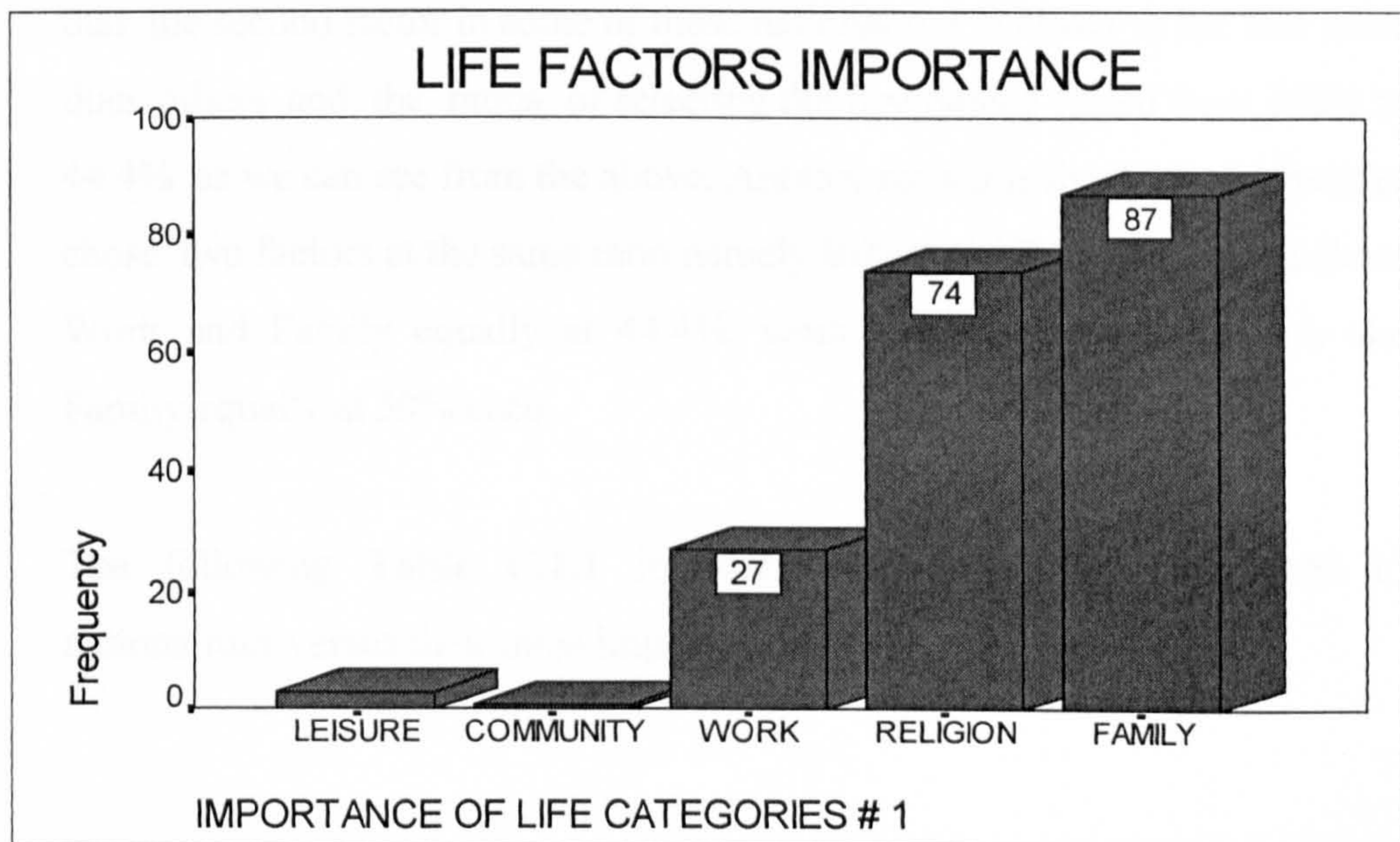


Chart (1)

But, crosstabulation of Nationalities vs. LIFE # 1 indicates a relatively unclear picture for many nationalities. It took the form of **three** separate clusters.

American, British, Canadian, Dutch, French, Indian, Pakistani, Lebanese, Srilankan, Palestinian, Iraqi and Tunisian chose Family first at ratios of 62.5%, 91.9%, 50%, 50%, 100%, 44.4%, 83.3%, 66.6%, 75%, 66.6%, 75%, and 50% respectively.

Egyptian, Jordanian, Qatari, Sudanese and Tunisian choice went to Religion as first factor at ratios of 71.4%, 45.5%, 71.7%, 83.3%, and 50% respectively.

Indian and Algerian chose Work as the first factor with 44.4% and 50% respectively.

The main reason for saying that the above clusters are not clear is the fact that the second factor in some of these nationalities is closer to the first more than others and the ratios of selecting the first choice varied from 100% to 44.4% as we can see from the above. Another reason is that two nationalities chose two factors at the same ratio namely Indian and Tunisian. Indian chose Work and Family equally at 44.4%, while Tunisian chose Religion and Family equally at 50% each.

The following **Table C.1.1** indicates the cross tabulation of the 17 nationalities versus their most important life categories.

Importance of Life Categories						
LIFE # 1						
Nationality	Leisure	Community	Work	Religion	Family	Total
American			1	2	5(62.5%)	8
British			2	1	34(91.9%)	37
Canadian			1	2	3(50%)	6
Dutch	1		1		2(50%)	4
Egyptian			4	15(71.4%)	2	21
French					3(100%)	3
Algerian			2(50%)	1	1	4
Indian			8(44%)	2	8(44%)	18
Jordanian			3	5(45.5%)	3	11
Pakistani				1	5(83.3%)	6
Lebanese				1	2(66.6%)	3
Srilankan				1	3(75%)	4
Palestinian				2	4(66.6%)	6
Qatari	1	1	5	33(71.7%)	7	46
Iraqi				1	3(75%)	4
Sudanese	1			5(83.3%)		6
Tunisian				2(50%)	2(50%)	4
Total	3	1	27	74	87	192

Number of missing observations out of 196 cases is 4 cases.

Table (C.1.1)

Religion is one important element of Culture main factors in addition to Language, Geographical location and GNP per capita as per **Ronen & Punnett (1989)**. Thus, its selection by 5 countries as first factor in the above table is understood.

Mustapha (1995) considered Culture is embedded in elements of society such as **Religion**, Language, Geography, History, and Education and hence any radical difference in preference or relative importance is a reflection of the different cultures. **Hofstede** indicated that **Religion** gave important explanation to many differences in his investigation but he did not use religion as one of his four factors.

The picture from the perspective of Religion revealed three clear clusters. Moslems have chosen Religion as the most important life factor with 60.2% vs. average of 38.5%, while Christians choose Family with 85.5% and their preference for Religion was only 4.8% as the most important factor of life. Excluding Moslems, revealed even a lower percentage of 4.1% for Religion as the most important factor of life. This result using the same instrument as **England** is extremely important as it indicates 3 different clear clusters as shown on the following **Table C.1.2:**

Meaning of Work (Life Factors vs. Religion)

LIFE # 1	Religion				Total
	Christian.	Hindu	Islam	Others	
Leisure	1 (1.6%)		2 (1.7%)		3 (1.6%)
Community			1 (0.8%)		1 (0.5%)
Work	5 (8.0%)	5 (55.6%)	17 (14.4%)		27 (14.1%)
Religion	3 (4.8%)		71 (60.2%)		74 (38.5%)
Family	53 (85.5%)	4 (44.4%)	27 (22.9%)	3 (100%)	87 (45.3%)
Total	62 (32.3%)	9 (4.7%)	118 (61.5%)	3 (1.6%)	192 (100%)

Number of missing observations out of total number of 196 cases is 4.

TABLE (C.1.2)

In life factor number 2 (LIFE # 2), the Moslems choose Family with 62.7% while the Christians choose Work with 53.2%.

Moslems choose Work with 58.5% and Christians gave their preference to Leisure with 38.7% in LIFE # 3. But in LIFE # 4 Moslems and Christians preferred Community with 62.7% and 58% respectively.

The least important factor LIFE # 5 was chosen by Christians as Religion with a ratio of 62.9% while Moslems have chosen Leisure with 71.2%.

The different clusters for Moslems, Christians and Hindus were very clear and distinctive:

The Moslems choice were as follows:

Religion > Family > Work > Community > Leisure.

Christians chose the factors in this order:

Family > Work > Leisure > Community > Religion.

For Hindus the order of preferences were:

Work > Family > Leisure > Community > Religion.

The Hindus choice is similar to Christians but they even gave preference to Work over Family with 55.6% for work and 44.4% for Family as LIFE # 1. Probably this is a reflection of the Asian countries natural adoration for work. England (1985) achieved similar results when Japan another Asian country scored higher than western countries in the meaning of work. We extended his work to cover 14 other nationalities (there are 3 common ones in England/QGPC). The QGPC sample is composed of 121 Moslems (61,7%), 63 Christians (32.5%) and 9 Hindus (4.6%).

The above findings are contrary to the value classification analysis prepared by Sitaram and Codgell from the Foundation of Inter-cultural Communication, Columbus, Ohio as per Ronen's book "Comparative and Multinational Management", page 36. They claim that Moslems, Western cultures, Black cultures, Eastern cultures and African cultures give equal and prime importance to Religion. In fact Religion came at the two opposite ends of the utility range for Moslems on one side and Christians/Hindus on the other. England (1985) ignored Religion in his analysis and used Nationalities only as control variable.

From the Nationality Groups (NAT.GRP) perspective we can see that Arab African gave even more importance to Religion as the most important factor than Arab Asian group. Arab African chose Religion with 65.7% instead of 59.2% for Arab Asian. On the other hand we can see that European gave even less weight to Religion compared to North American; where European chose Religion with only 2.2% as first factor versus 28.6% for North American. The following Table C.1.3 reflects this picture.

Importance of Life Categories						
Group Nationality	Leisure	Community	Work	Religion	Family	Total
Arab African	1		6	23(65.7%)	5	35
Arab Asian	1	1	8	42(59.2%)	19	71
European	1		3	1	39(88.6%)	44
Asian			8	4	16(57.1%)	28
North American			2	4	8(57.1%)	14
Total	3	1	27	74	87	192

Number of missing observations out of 196 cases is 4.

Table (C.1.3)

2 Maslow's Needs Theory of Motivation:

The 5 factors of Maslow's Needs Theory of Motivation were modified and 2 new factors added as detailed in the last chapter. Hence, the 7 factors used were: Power & Prestige; Challenge & Experience; Self-Esteem; Money; Security; Friendship & Basic Needs. The existence of these 7 factors in QGPC questionnaire is extremely important for two reasons. We will be able to judge on the relative strength of the 2 new factors and validate the original Maslow factors and their relative importance compared to the new factors.

Reviewing the overall sample, Challenge & Experience one of the 2 new factors was chosen by 75 managers as the first need followed by Self-Esteem with 39 managers. Surprisingly, Money the other new factor came next with 31 responses followed by Security at 27 managers. Basic Needs scored 12 responses, while Power & Prestige received support from only 8 managers. Friendship was the weakest factor receiving only 1% of support. The following **Chart (2)** reflects this picture of the Need # 1 variable frequency.

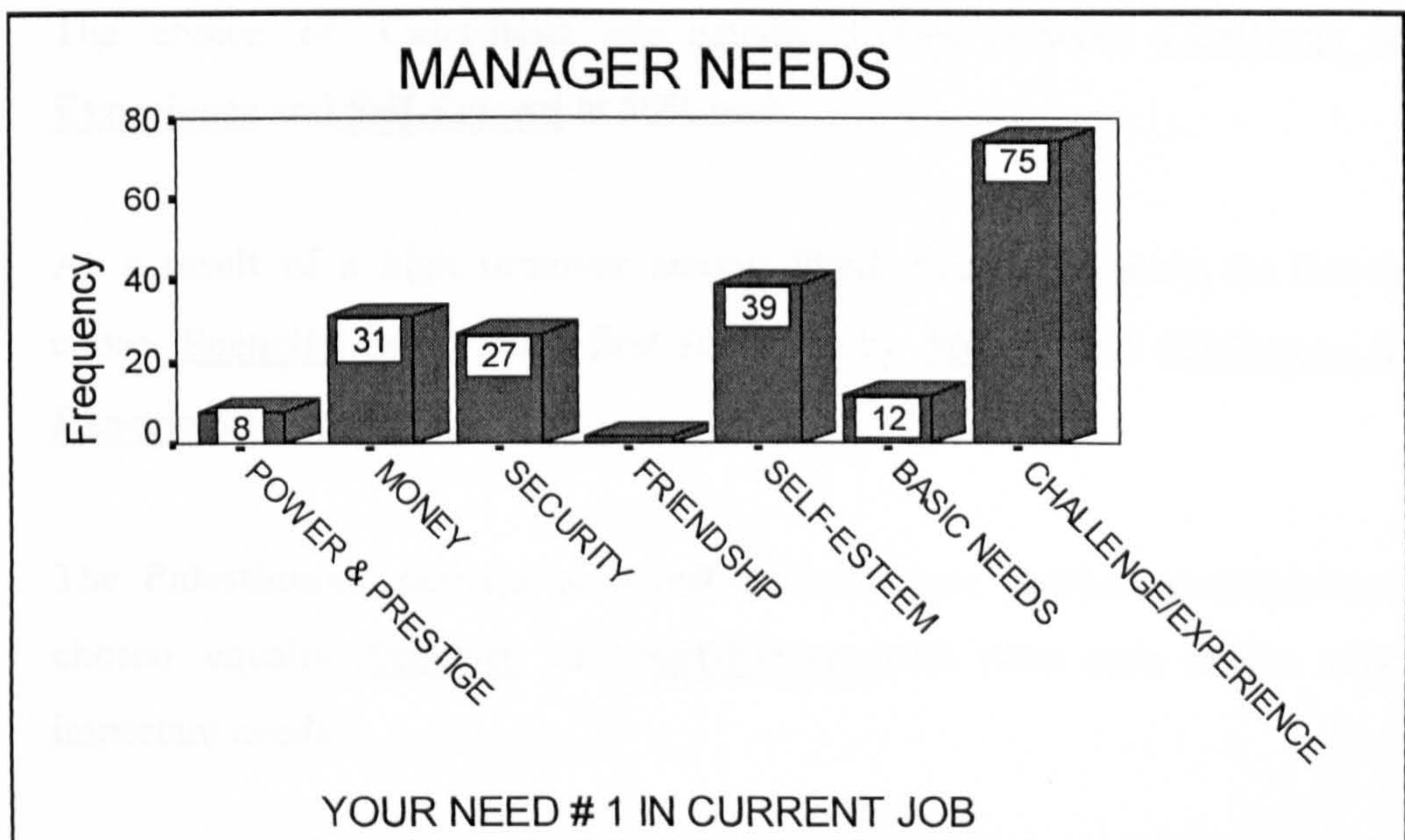


Chart (2)

The same first 4 factors were still showing strength in **NEED # 2** with different order of preference. The order in **NEEDS # 2** was: **Challenge & Experience**, **Money**, **Security** and **Self-Esteem**. It was noted that **Security** came first with 21.6% as **NEEDS # 3** followed by **Self-Esteem** at 17.5%, **Money** at 15.5% and **Power & Prestige** at 13.9%. **Self-Esteem** came first at 21.6% in **NEEDS # 4** followed by **Money** at 19.1% and **Security** at 17%.

Friendship came first in **NEEDS # 5** and **NEEDS # 6** indicating its low relative importance. Similarly, **Power & Prestige** came first in **Needs # 7** at 46.4% indicating its very low preference.

Using **Nationalities** as a control variable revealed some important facts. Twelve different nationalities chose **Challenge & Experience** as their first Need.

The **British** chose **Money** as the first need at 29.7% with equal percentage to **Challenge & Experience**.

The choice of **Canadians** was equally divided between **Challenge & Experience** and **Self-Esteem** at 50% each.

As a result of a high turnover among Shell Secondees lately, the **Dutch** chose **Security** with 50% first followed by **Money** and **Challenge & Experience** with 25% each.

The **Palestinians**, perhaps as a reflection of their political situation have chosen equally **Security** and **Self-Esteem** with 50% each as the most important needs.

The **French** choice went to **Challenge & Experience** with strong 75% followed by **Self-Esteem** at 25%.

Qataris choice was for **Challenge & Experience** first at 52% followed by **Self-Esteem** at 18.8%. **Power & Prestige** and **Money** came next equally at 10.4%.

Egyptians chose **Challenge & Experience** at 42.9% followed by **Self-Esteem** at 19%; and **Security** and **Money** equally at 14.3% each.

Lebanese chose **Security** as their first Need at 66.6% may be as a reflection to their sensitive political situation. **Money** came second for them at 33.3%.

Challenge & Experience as the most important Need was chosen by 12 nationalities out of 17 namely: **Americans; British, Canadians; Egyptians; French; Algerians; Indians; Jordanians; Pakistanis; Qataris; Iraqis; and Tunisians**. It was also chosen as a second factor by two further nations namely: **Dutch; and Srilankan**.

Self-Esteem was chosen as first factor by 6 nations namely: **American, Canadians, Jordanians, Pakistanis, Palestinians, and Sudanese**; and as a second factor by 6 other nations: **Egyptians, Indians, Srilankans, Qataris, and Iraqis**.

Security was chosen as first factor by 4 nations namely: **Dutch, Lebanese, Palestinian and Sudanese**.

The results obviously highlight the importance of those 3 factors as common Needs for all our 17 Nationalities. We added **Money** to ensure coverage of all nationalities' Needs. The following **Table C.2.1** reflects the results:

Manager Need #1 in Current Job							
Nationality	Power & prestige	Money	Security	Friendship	Self-Esteem	Basic Needs	Challenge & Experience
American		1	1		2	2	2
British		11	9		4	2	11
Canadian					3		3
Dutch		1	2				1
Egyptian	1	3	3		4	1	9
French					1		3
Algerian			1			1	2
Indian	1	2			5	1	9
Jordanian		2	2		3	2	3
Pakistani		1			2		2
Lebanese		1	2				
Srilankan		2		1			1
Palestinian			3		3		
Qatari	5	5	2		9	2	25
Iraqi	1				1		2
Sudanese		1	2	1	2		
Tunisian		1				1	2
Total	8	31	27	2	39	12	75

Number of missing observations out of 196 is 2 cases.

Table (C.2.1)

The view from the different **Nationality Groups (NAT.GRP)** is showing minor variation in preference for those four Needs factors. The **Arab African, Arab Asian, European, Asian and North American** chose **Challenge & Experience** as their first Need with 37%, 41%, 33.3%, 44.4% and 35.7% respectively.

The only remark here is that this need seems stronger in developing countries than developed countries as **Arab African**, **Arab Asian** and **Asian** scored higher than **European** and **North American** groups which is the reverse of what was expected.

The other 3 need factors **Self-Esteem**, **Money** and **Security** were present in all nationality groups at different strengths e.g. **Self-Esteem** came second for **Arab African**, **Arab Asian** and **Asian** at 17%, 21.9% and 25.9% respectively. For **North American** **Self-Esteem** was chosen by 35.7% in first place equally with **Challenge & Experience**. The **European** chose **Money** as their second factor at 26.6%. **Money** came in third place for **Asian** at 18.5%. **Security** came in third place for **Arab African**, **Arab Asian** and **European** at 17%, 12.3% & 24.4% respectively. It came second in Needs #2 for **Asian** at 25% and first in Needs # 2 for **North American** at 28.5%. **Table C.2.2** indicates the relative needs for **Nationality Groups**.

Manager Need #1 in Current Job								
Group Nationality	Power & Prestige	Money	Security	Friendship	Self-Esteem	Basic Needs	Challenge & Experience	Total
Arab African	1	5	6	1	6	3	13	35
Arab Asian	6	8	9		16	4	30	73
European		12	11		5	2	15	45
Asian	1	5		1	7	1	12	27
North American		1	1		5	2	5	14
Total	8	31	27	2	39	12	75	194

Number of missing observations out of 196 is 2 cases.

Table (C.2.2)

The cross tabulation of Needs first factor (NEEDS # 1) vs. Religion revealed that Challenge & Experience was still the factor preferred by Moslems, Christians and Hindus at 40.3%, 34.9% and 44.4% respectively. However, Money came second for Christians at 22.2% followed by Security at 20.6% and Self-Esteem at 14.3%.

For Moslems, Self-Esteem came second at 22.7% followed by Security at 11.8% and Money at 10.9%. Hindus Self-Esteem came second at 33.3% and Money last at 22.2%. Table C.2.3 reflects the cross tabulation of Religion vs. Needs # 1:

Needs#1	Religion				Total
	Christianity	Hindu	Islam	Others	
Power & Prestige	1(1.6%)		7(5.9%)		8
Money	14(22.2%)	2(22.2%)	13(10.9%)	2(66.6%)	31
Security	13(20.6%)		14(11.7%)		27
Friendship			2(1.7%)		2
Self-Esteem	9(14.2%)	3(33.3)	27(22.7%)		39
Basic Needs	4(6.3%)		8(6.7%)		12
Challenge & Experience	22(34.9%)	4(44.4%)	48(40.3%)	1(33.3%)	75
Total	63(100%)	9(100%)	119(100%)	3(100%)	194

Number of missing observations out of 196 cases is 2.

Table (C.2.3)

Important difference was noted in Money preference where **Christians** and **Hindus** gave it an equal preference of 22.2% each vs. 10.9% for **Moslems** with less than 50% of **Christians/Hindus** preference.

However, when only expatriates were considered, we found that Money preference increased from 16% to 17.7% indicating an expected higher preference for Money among expatriates as it is one of the factors for seeking employment in QGPC. The difference is minimum but the Qataris high preference for Money (third factor at 10.4%) is one possible explanation.

The need for Power & Prestige among Qataris is more than 5 times the expatriates where it was chosen at 10.2% by Qataris at equal ratio with Money while expatriates preference was only 2% for this factor.

The sample order of preference for the 4 most important needs is: Challenge & Experience > Self-Esteem > Money > Security. However, from the Religion perspective we have the following order: For Moslems (Challenge & Experience > Self-Esteem > Security > Money) but for Christians (Challenge & Experience > Money > Security > Self-Esteem) and for Hindus (Challenge & Experience > Self-Esteem > Money > Security). We have again 3 different clusters for the three religions.

I believe based on my interviews and research results that all the factors tried are present with varying strengths/forces at the same time for all cases and the sum of all these forces form the individual need of each person.

In brief, only 2 of Maslow's factors were supported by this research and 2 new factors emerged. Moreover, Friendship preference (one of Maslow factors) was very weak. The presence of Challenge & Experience and Money introduced as new separate need factors were conspicuous and hence confirmed the existence of the seven factors used in QGPC research to represent the employees and managers needs as well as the relative strength of each factor.

However, The vital importance of the strongest four needs (Challenge & Experience, Self-Esteem, Money, and Security); should not be underestimated with the obvious commensurate managerial implications in multinational corporations to meet the needs of the different nationalities in order to maximize their work force motivation.

3 Motivation Factors:

Herzberg's Theory, modified by adding new factors as indicated in the previous Chapter, was verified in question 9. The relative importance of the following 10 Motivators were tested: Achievement; Promotion; Monetary Reward; Work Itself; Recognition; Company Policy & Procedures; Consultation & Keeping You Informed; Challenging Responsibilities; Speedy Reward; and Equity & Fair Treatment. Chart (3) indicates the frequency of these 10 factors for the overall sample.

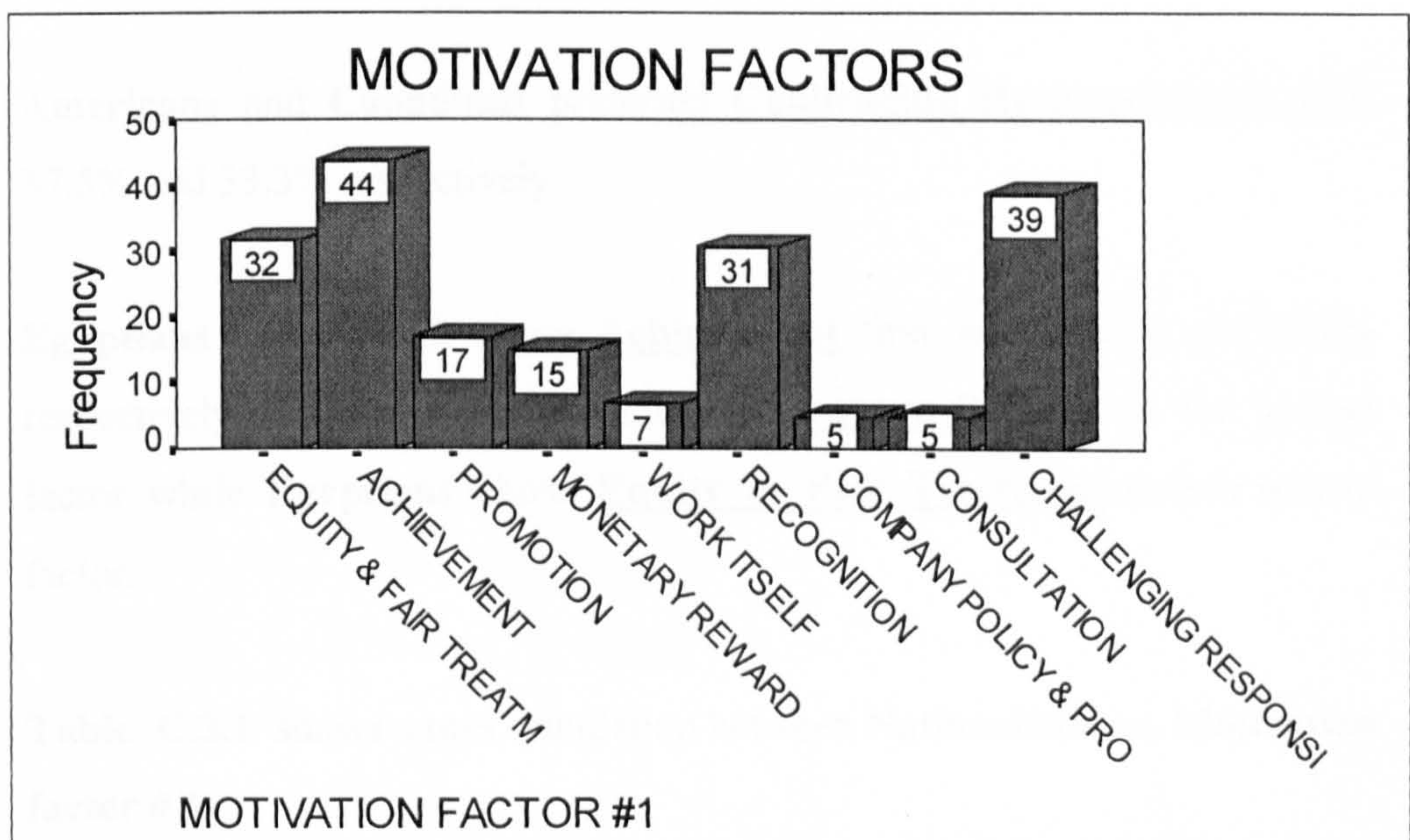


Chart (3)

The overall sample indicated **Achievement** as the strongest motivator for 44 managers at 22.6% followed by **Challenging Responsibilities** for 39 managers at 20%. **Equity & Fair Treatment** came third by 32 managers with 16.4% and **Recognition** followed by 31 managers at 15.9% in fourth place. **Promotion** came fifth at 8.7%.

From **Nationalities** perspective many intriguing factors emerged. **Equity & Fair Treatment** was given only 8.1% by Qataris vs. average of 16.4% and hence, when Qataris were excluded and we looked at the expatriate's perspective **Equity & Fair Treatment** scored second to **Achievement** with 19.2%.

Monetary Reward among expatriates also went higher to the fifth place with 10.3% vs. 7.7% for the whole sample including Qataris.

The French gave equal importance to **Challenging Responsibilities** and **Achievement** with 50% each.

Americans and Canadians preferred **Challenging Responsibilities** with 37.5% and 33.3% respectively.

Egyptians and British chose **Achievement** first with 28.6% and 29.7% respectively. However, British chose **Monetary Reward** as the second factor while Egyptians chose **Equity & Fair Treatment** as their second factor.

Table C.3.1 shows cross tabulation between **Nationalities vs. Motivation factor # 1.**

Motivation Factor #1										
Nationality	Equity & Fair Treatment	Achievement	Promotion	Monetary Reward	Work Itself	Recognition	Company Policy	Consultation	Challenging Responsibilities	Speedy Reward
American	2			2		1			3	
British	5	11	1	7	2	4		1	6	
Canadian	1					2		1	2	
Dutch		1	2		1					
Egyptian	5	6	3	1	2	3			1	
French		2							2	
Algerian		1	1			1			1	
Indian	4	4	1	2		3			4	
Jordanian	3	3	3			1		1	1	
Pakistani	1	1		1			1		1	
Lebanese			1	1				1		
Srilankan		1	1	1		1				
Palestinian	2	1				2			1	
Qatari	4	9	4		2	12	2	1	15	
Iraqi	2	1					1			
Sudanese	1	2				1	1		1	
Tunisian	2	1							1	
Total	32	44	17	15	7	31	5	5	39	

Number of missing observations out of 196 cases is 1 case.

Table (C.3.1)

Iraqis and Tunisians chose Equity & Fair Treatment as the first factor with 50% each.

Palestinians chose Equity & Fair Treatment and Recognition with equal percentage of 33.3% each as the prime factors for motivation.

From **Nationality Groups** (NAT.GRP) view; **Achievement** was chosen as the first motivator by **Arab African**, **European** and **Asian** at 28.5%, 31.1% and 22.2% respectively. **Achievement** came in third place for **Arab Asian** at 18.9%, while **Challenging Responsibilities** came first for **Arab Asian** and **North American** at 22.9% and 35.7% respectively. **Challenging Responsibilities** came second for **European** and **Asian** at 17.7% and 18.5% respectively and came fourth for **Arab African** at 11.4%.

Equity & Fair Treatment scored second for **Arab African**, **Asian** and **North American** at 22.8%, 18.5% and 21.4% respectively while it came in fourth place for the other two clusters namely **Arab Asian** and **European** at 14.8% and 11.1% respectively. Hence, this factor came third for the whole sample. **Table C.3.2** reflects this picture:

Motivation Factor # 1	Nationality Groups					Total
	Arab African	Arab Asian	European	Asian	North American	
Equity & Fair Treatment	8	11	5	5	3	32
Achievement	10	14	14	6		44
Promotion	4	8	3	2		17
Monetary Reward	1	1	7	4	2	15
Work Itself	2	2	3			7
Recognition	5	15	4	4	3	31
Company Policy	1	3		1		5
Consultation		3	1		1	5
Challenging Responsibility	4	17	8	5	5	39
Total	35	74	45	27	14	195

Number of missing observations out of 196 cases is 1 case.

Table (C.3.2)

Recognition which came fourth for the whole sample scored second for **Arab Asian** and **North American** at 17.7% and 21.4% respectively, third for **Arab African** at 14%, fourth for **Asian** at 14.8% and fifth for **European** at 8.8%.

Monetary Reward came in fourth place at equal percentage with **Recognition** for **Asian** at 14.8% and came in third place for **European** at 15.6%.

From the **Religion** perspective the choice of **Moslems** was close to **Christians** and **Hindus** but with three exceptions:

First, the **Moslems** preference for **Monetary Reward** was very low at 1.6% vs. 16% or 10 times for **Christians** and 22% for **Hindus**. Excluding **Moslems** from the average raised this factor from 7.7% to 17.3% and pushed this factor to fourth place after the first 3 factors of **Achievement**; **Challenging Responsibilities** and **Equity & Fair Treatment**. Hence, **Monetary Reward** should not be ignored as a Motivator for non-Moslems.

Secondly, **Moslems** gave **Equity & Fair Treatment** 18.3% vs. 14.3% by **Christians** and 11.1% by **Hindus**. As all the **Qataris** (49) are **Moslems** and their **Equity** preference was low at 8.1%; **the preference, excluding Qataris, among Moslem expatriates went up to 31% scoring the highest factor for motivation for non-Qatari Moslems or expatriate Moslems.**

Thirdly, **Company Policy & procedures** (one of the hygiene factors in Herzberg's theory) was tested to see its strength as a motivator but it scored 0% with both **Christians** and **Hindus**. With **Moslems** it scored 4.2% equally with **Work Itself** to take the six and the seven places. **Table C.3.3** shows the cross-tabulation of **Religion vs. Motivation factor # 1**:

Motivation Factor #1	Religion				Total
	Christianity	Hindu	Islam	Others	
Equity & Fair Treatment	9(14.3%)	1(11%)	22(18%)		32
Achievement	14(22%)	2(22%)	27(23%)	1	44
Promotion	5(8%)	1(11%)	10(8%)	1	17
Monetary Reward	10(16%)	2(22%)	2(1.6%)	1	15
Work Itself	2		5		7
Recognition	7(11%)	2(22%)	22(18%)		31
Company Policy			5		5
Consultation	1		4		5
Challenging Responsibility	15(24%)	1(11%)	23(19%)		39
Total	63	9	120	3	195

Number of missing observations out of 196 cases is 1 case.

Table (C.3.3)

It is interesting to note that **Monetary Reward** scored 10 folds for Christians (16%) compared to Moslems (1.6%).

In conclusion, the factors' percentages could not be compared with Herzberg's factors as we added 5 new factors to his original ones. **Achievement; Recognition; and Challenging Responsibility** achieved high scores supporting relatively his theory but **Work Itself** scored low compared to Herzberg's third position. **Equity & Fair Treatment**, which is a new factor in QGPC research occupied third place and even came first for Moslem expatriates. More analysis on both **Motivators** and **Demotivators** and **Herzberg's Theory** will be detailed at the end of the next section on Demotivators.

4 Demotivation Factors:

Herzberg's Hygiene (**Demotivators**) factors were modified in question 10 as detailed in Chapters 5 & 6. **Unexpected strong result noted with 60 managers out of 195 at a ratio of 30.8% choosing Inequity, one of my 6 newly introduced factors in QGPC research, as the strongest Demotivator.** Surprisingly, even Qataris quoted this factor at **26.5%** second to **lack of Recognition** at 46.9%. When Qataris were excluded, the expatriates choosing **Inequity** percentage rose slightly to **32.2%**.

The second factor was **Lack of Recognition**, which is also one of our newly introduced factors, at **25.6%** chosen by **50** respondents.

Salary, one of Herzberg's factors came in third place selected by 20 managers at 10.3%.

Working Conditions was selected next in **DEMOT # 1** at **8.7%** and **Monotony & Routine** at 7.2%. **Lack Of Information** scored low at 3.6% but in **DEMOT # 2** went suddenly up to second place equally with **Inequity** at 14.4% second to **Lack Of Recognition** at 16.4%. In **DEMOT # 3** and **DEMOT # 4** **Lack Of Information** even occupied the **first place** with 30 respondents each time at 15.4%. Therefore, **Lack of Information** is considered the fourth **Demotivator** after **Inequity**, **Lack of Recognition** and **Salary**.

Delayed Promotion came first as the seven factor in **DEMOT # 7** and **Delayed Reward** was chosen first in **DEMOT # 8**. **Chart (4)** reflects frequency of **Demotivators**.

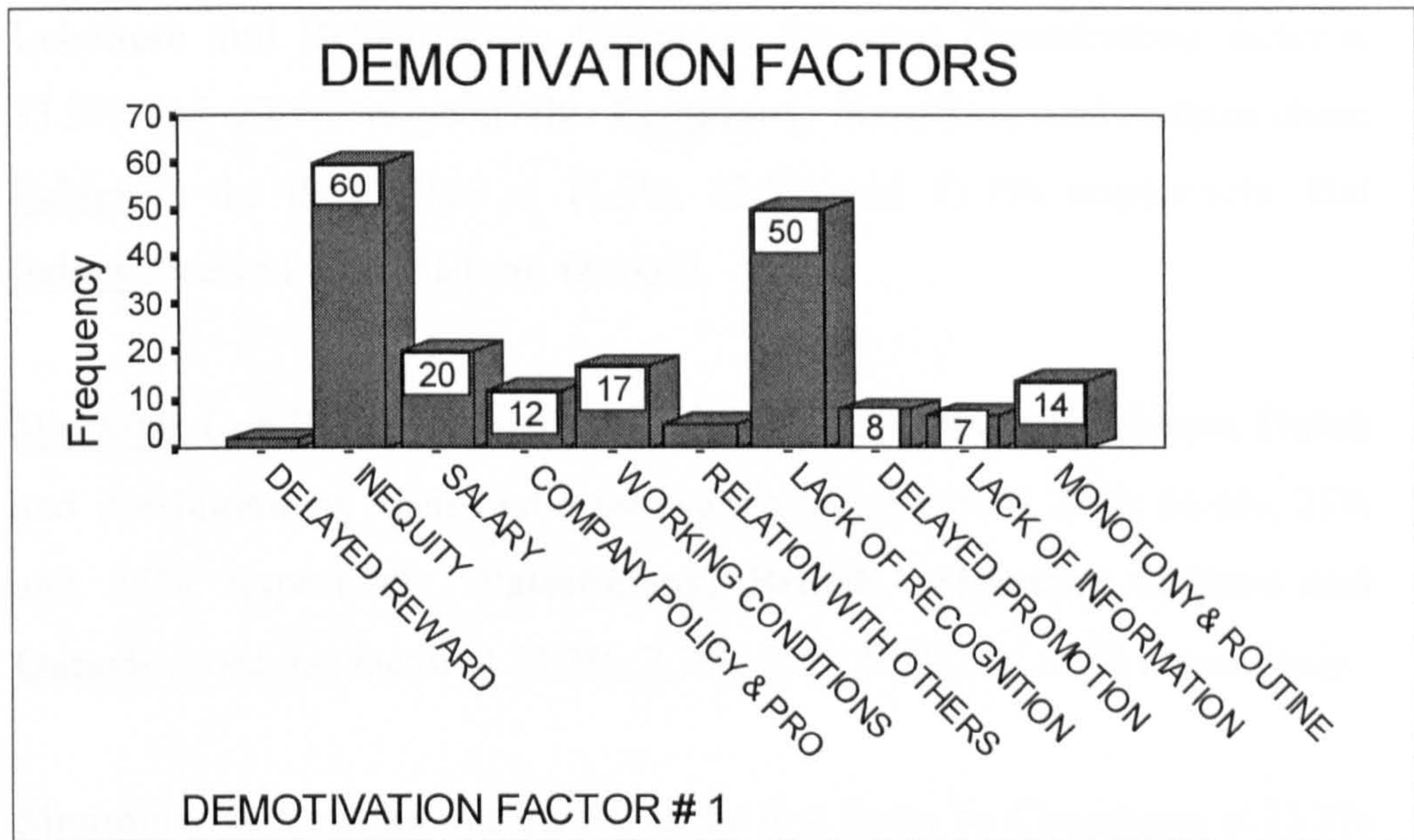


Chart (4)

From the Nationalities perspective, eleven countries chose **Inequity** as the strongest demotivating factor e.g. **Iraqis** at 100%; **Egyptians** at 52.3%; **Palestinians** at 50%, **Indians** at 44.4%; **Canadians and Sudanese** at 33.3%; **Americans, Dutch, French, Jordanians, and Srilankans** at 25%.

Four more countries quoted **Inequity** as their second demotivating factors. Those are **British** at 18.9%, **Tunisians** at 33.3%, **Qataris** at 26.5% and **Algerians** at 25%.

Lack of Recognition was chosen by 4 countries as the first demotivating factor. These are **Algerian** at 50%, **Qatari** at 46.9%, **Dutch and Srilankans** at 25%. **Indians and Egyptians** chose **Lack of Recognition** as their second demotivating factor at 33.3% and 23.8% respectively while **British, Canadians and Jordanians** chose this factor as their third demotivating factor at 16.2%, 16.6% and 16.6% respectively.

Lebanese and British chose Salary as the most Demotivating factor at 33.3% and 29.7% respectively. **Egyptians, American and Indians** chose Salary in the third place at 14.3%, 12.5% and 11.1% respectively. But Salary received only 2% from **Qataris**.

Working Conditions was quoted by **Pakistanis, French, Tunisians, Dutch and Jordanian** as their first demotivating factor at 50%, 25%, 66.6%, 25% and 25% respectively. **Palestinians, British, Algerians, Indians and Qataris** chose this factor at 33.3%, 2.7%, 25%, 5.5% and 4.1% respectively.

Monotony & Routine was quoted as the first factor by **Canadians** at 33.3% equally with Inequity reflecting their boredom and possibly some kind of **Culture Shock**, which they had expressed within my interview during the pilot research due to many factors. The weather variation alone between Calgary in Canada (snow & greenery) and Dukhan in Qatar (desert) is formidable. **Lebanese** selected this factor as their first demotivating factor at 33.3% equally with Salary and Company Policy & Procedures. **British** gave Monotony & Routine and Lack of Information 10.8% equally as their fourth and fifth factors.

The following **Table C.4.1** indicates the cross tabulation in QGPC research of our seventeen **Nationalities** versus the ten Demotivators in **Demotivation #1 factor**. It is clear from the table and the previous chart (4) that the factors should not be given numerical values assuming fixed spacings between factors, which is our approach in QGPC research.

Demotivation Factor # 1										
Nationality	Delayed Reward	Inequity	Salary	Company Policy	Working Conditions	Relations With Others	Lack of Recognition	Delayed Promotion	Lack of Information	Monotony & Routine
American		2	1	2		1	1			1
British		7	11	2	1	1	6	1	4	4
Canadian		2		1			1			2
Dutch	1	1			1		1			
Egyptian		11	3				5	2		
French		1		1	1					1
Algerian		1			1		2			
Indian		8	2		1		6			1
Jordanian		3	1		3		2	1	1	1
Pakistani				2	3					1
Lebanese			1	1						1
Srilankan		1				1	1	1		
Palestinian		3			2		1			
Qatari	1	13	1	2	2	1	23	3	2	1
Iraqi		4								
Sudanese		2		1		1	1			1
Tunisian		1			2					
Total	2	60	20	12	17	5	50	8	7	14

Number of missing observations out of 196 cases is 1 case.

Table (C.4.1)

Viewing Demotivation factors from **Nationality Groups (NAT.GRP)** perspective, we found that **Inequity** was selected as first factor by **Arab African, Asian** and **North American** at 44.1%, 32.1% and 28.6% respectively. **Inequity** came second for **European** and **Arab Asian** at 20% and 31.1% respectively.

Table C.4.2 shows Demotivator # 1 vs. Nationality Groups:

Demotivation Factor # 1	Nationality Groups					Total
	Arab African	Arab Asian	European	Asian	North American	
Delayed Reward		1	1			2
Inequity	15	23	9	9	4	60
Salary	3	3	11	2	1	20
Company Policy	1	3	3	2	3	12
Working Conditions	3	7	3	4		17
Relation With Others	1	1	1	1	1	5
Lack of Recognition	8	26	7	7	2	50
Delayed Promotion	2	4	1	1		8
Lack of Information		3	4			7
Monotony & Routine	1	3	5	2	3	14
Total	34	74	45	28	14	195

Number of missing observations out of 196 cases is 1 case.

Table (C.4.2)

Lack of recognition came first for **Arab Asian**, second for **Arab African** and **Asian**, third for **European** and fourth for **North American** at 35.1%, 23.5%, 25%, 15.6% and 14.3% respectively. **Salary** was selected as first demotivator factor for **Europeans** at 24.4%. **Working Condition** came third for **Arab Asians** and **Asians** at 9.5% and 14.3% respectively. For **North American** **Monotony & Routine** and **Company Policy & procedures** came as second and third factor equally at 21.4%.

From the Religion perspective the three religions selected **Inequity** as the first Demotivator. Moslems chose it at higher ratio of **35%** vs. average of **30.8%**, Christians at **22.2%** equally with **Salary**, and **Hindus** at **33.3%**.

Lack of Recognition came second at **30.8%** for Moslems vs. average of **25.6%**, third for **Christians** at **17.5%**, and second for **Hindus** at **22.2%** equally with **Salary**.

Working Conditions was chosen as the third factor by Moslems at **11.6%** vs. **8.7%** average, **Christians** at **3.2%** only and **Hindus** at **11.1%**.

Monotony & Routine was chosen by Moslems respondents at **4.2%** vs. 3 folds at **12.7%** for **Christians** reflecting the rhythm of life in western countries compared to Qatar.

Company Policy & Procedures scored only **4.2%** with Moslems vs. **11.1%** for **Christians** as the fifth Demotivator reflecting may be more disappointment than Moslems with QGPC policy.

Salary showed large variations with Moslems choosing it at **3.3%** only as the seventh factor while **Christians** choosing it as the first factor equally to **Inequity** at **22.2%** or 6.7 times the Moslems. For comparison, the expatriate's sample chose **Salary** at slightly higher ratio of **13%** vs. the total average of **10.3%**.

The following cross tabulation in **Table C.4.3** reflects the **Religion** perspective for **Demotivator Factor # 1**:

Demotivation Factor #1	Religion				Total
	Christianity	Hindu	Islam	Others	
Delayed Reward	1		1		2
Inequity	14	3	42	1	60
Salary	14	2	4		20
Company Policy	7		5		12
Working Conditions	2	1	14		17
Relations With Others	2		2	1	5
Lack of Recognition	11	2	37		50
Delayed Promotion	1		6	1	8
Lack of Information	3		4		7
Monotony & Routine	8	1	5		14
Total	63	9	120	3	195

Number of missing observations out of 196 cases is 1 case.

Table (C.4.3)

Although; some of the factors chosen by **Herzberg** found some support namely: **Salary**, **Working Conditions**, **Company Policy & procedures**, and **Relations with others**; their relative importance except **Salary** came well below our anticipations.

The strongest three factors among the first four factors: Inequity, Lack of Recognition, and Lack of Information were introduced as new factors in QGPC research. Salary was the only Herzberg's factor among the first four factors. Working conditions; Monotony & Routine; Company policy & procedures; Delayed Promotion; Relations with others; and Delayed rewards came next.

Lack of Information came first in DEMOT # 3 and DEMOT # 4 to occupy the fourth factor from this perspective after Inequity and Lack Of Recognition and Salary.

Ninety-five managers chose **Lack of Information** factor among their first four Demotivators. The fifth and sixth factors are **Working Conditions** and **Monotony & Routine**. However, it should be emphasized that the first four factors include **Inequity**, **Lack of Recognition** and **Lack of Information** that are new factors introduced by us in QGPC research.

Having **Equity & Fair Treatment** as the third Motivator and **Inequity** as the strongest Demotivator; **Recognition** as the fourth motivator and **Lack of recognition** as the second Demotivator; and **promotion** as fifth Motivator and **Delayed promotion** as seventh Demotivator; indicate clearly that these factors **are working on the same continuum and scale and certainly are neither separate nor distinct from each other as claimed by Herzberg.**

5 **Work Stress and Domestic / Work Integration:**

Work stress can be both positive and negative. Stress is a consequence of or a response to an action or situation that places special physical or psychological demands or both on a person (employee in our case here). Stress may cause the **Fight or Flight** response.

In general, **stress** can be caused by change(s) in the surrounding environment or by failure to cope with approaching deadlines or due to differences between ambitions and realities. From the work perspective **stress** can be a result of **role ambiguity**, **role conflict**, **role overload**, **career development**, and **responsibility for people and resources**.

Managers should understand that employee's stress may stem from their **personal lives (Life Stressors)** and affect their work. Much of the stress in employee's personal life is caused by **major changes** such as divorce, marriage, death of family member, accidents, minor violation of law or even vacation.

However, what is important is how to cope with stress. Methods proven to reduce stress include: **Therapy; Exercise; Planning ahead; A proper diet; Adequate sleep; Meditation including Transcendent Meditation (TM) ; Relaxation; and Recreational activity.**

It was noted that **the relation between level of performance and amount of stress** takes the shape of **a sine wave**. Too little or excess stress will result in low performance and excess stress can cause cracking or burnout; **Hellriegel (1986).**

Optimum performance requires moderate level of stress, which varies from one person to another and depends on the nature of the job itself.

Two Questions numbers 2 & 14 of part (B) on Stress were included in the questionnaire. A direct one to the total sample and the other to expatriates only to compare stress in QGPC with their home / previous jobs.

The total sample indicated that job stress level is high at 40.8% or extremely high at 9.7%, totaling 99 managers or 50.5% i.e. **more than half the work force indicated high and extremely high stress in their jobs in QGPC.**

This is expected in QGPC in view of the nature of the jobs, the uncertainty of environment, unreliability and instability of supply and demand market, the risks associated with the oil and petrochemical industry in general and the demanding overseas work requirement where a skeleton work force is utilized to control substantial resources.

From the **Nationality** perspective, the **Palestinians** came first at 100% choosing high and extremely high levels; followed by **Dutch and Algerians** at 75%; **Americans** at 62.5%; **Egyptians** at 61.9%; **Qataris** at 53.1%; **French, Indian, Pakistanis, Srilankans, and Iraqis** at 50%; **Jordanians** at 41.7%; **British** at 35%; **Canadian and Lebanese** at 33.3%; and finally **Tunisians** at 25%.

From **Nationality Groups (NAT.GRP)** view **High Stress** was selected as highest factor in case of **Arab African, Arab Asian, and North American** by 16 managers (45.7%), 32 managers (43.2%) and 5 managers (35.7%) respectively. **European and Asian** supported the **High Stress** by 16 managers (35.5%) and 11 managers (39.2%) respectively. This indicated higher stress among **Arabs** in spite of the fact that relatively the work culture is closer to their own culture compared to other nationality groups.

From the **Religion** perspective **Moslems** came first at 56.2%, **Hindus** followed at 55.5%, and **Christians** last at 38.1%. This indicated higher level of stress among **Moslems** compared to **Christians** although all the 49 **Qataris** are **Moslems** and they are living in their country and within their culture.

In Question 14 about comparing stress in QGPC with home/previous job 34.8% of the expatriates indicated that QGPC is **more** stressful Vs 25.5% said that QGPC is **less** stressful while 31.9 % voted for **same** level of stress and 7.8% chose **Not Applicable**. The variable in this case was named "**PRESSURE**" as the variable in the first Question was named "**STRESS**".

It should be noted here that many of those expatriates are in the Petroleum business and may be their previous job was in more risky areas e.g. North Sea or Alaska.

From the Religion perspective Moslems came also highest in this Question among expatriates by 28 managers at 42.4% indicating more stress and **Hindus** 33.3% while **Christians** came last at 23.8% in the same order of Question 2. I could not find any explanation for 78.1% more stress level among **Moslems** compared to their **Christian** colleagues.

It should be noted that in this Question Qataris as non-expatriates were excluded and hence the number of **Christians, Moslems** and **Hindus** were 63, 69 and 9 managers respectively i.e. the number of **Christian** and **Moslem** managers were very close.

From Nationalities perspective Pakistanis were the highest with 66.7% followed by **Egyptians** at 52.3%; **Jordanians, Srilankans, Sudanese,** and **Tunisians** at 50%; **British** at 29.7%; and **American, French, Algerians,** and **Palestinians** at 25%.

The impact of personal life on working life was addressed in Question 15 of part (B). Variable was named "INTEGRAT". About 44% of the expatriate's sample confirmed that there is more integration between domestic and working life in QGPC compared to home/previous job. Employees share the same recreational facilities and the same clubs in all the operational areas which is comparable to Quality Circles in Japan. But 20.6% said the integration level is the same and 35.5% said NO/NOT APPLICABLE.

From the Religion perspective Christians chose 'YES' with 60.3% vs. 44% average, 33.3% by Hindus and 30.3% by Moslems.

From the Nationalities point of view some countries were strongly supporting the idea e.g. Palestinians and Tunisians at 75%; British at 73%; Jordanians at 60%; Americans and Dutch at 50%; Indians at 38.9%; Pakistanis at 33.3%; French and Algerians at 25%; and Egyptians at 23.8%.

6 Decision-Making, Consultation and MBO:

One of the controversial issues in multinational corporations operating in Third World countries is the style of decision-making. Many third world countries in view of their limited managerial experience and lack of trust in their subordinates tend to prefer centralization in all their decision-making with the associated autocratic behavior which complicates the unstructured problems solutions through decision making techniques such as intuition, creativity and innovation. This obviously impacts on the corporation efficiency and hinders its responsiveness.

The defenders of this policy claim that it is more cost effective but due to the current size of Multinational Corporations inefficiency is inevitable. **However, the high profitability in Arabian Gulf corporations where the cost of a crude oil barrel is \$2, and the selling cost is nearly \$16 i.e. with 700% profitability; may shade the current inefficiencies.** Hofstede raised the same issue.

In answering Question 7 of part 'B', the overall sample chose **“Consultation followed by decision making by Manager”** with 52.6%; followed by **“Taking decision as a group”** at 22.4%, and **“Receiving explanation at decision making from Manager”** in third place at 11.2%.

From the nationalities perspective Pakistanis came first in choosing **Consultation** with 83.3%; followed by **Tunisian** at 75%; **Canadians** and **Lebanese** at 66.7%; **British** at 64.9%; **American** at 62.5%; **Qataris** at 57.1%; **French, Jordanians** and **Sudanese** at 50%; **Egyptians** at 47.6%; **Indians** at 38.9%; **Dutch, Algerians, Iraqis** at 25% and finally **Palestinians** with 16.7%. Only **Palestinians, Iraqis** and **Srilankans** gave preference to **Group Decision** over **Consultation** with 66.7%, 50% and 50% respectively. **French** choice was equally split between the two with 50% each.

All **Nationality Groups** selected **Consultation** first and **Group Decision** second. The percentage ratio was higher among **North American** and **European** at 64% and 60% compared with **Arab African, Arab Asian** and **Asian** at 48.5%, 51% and 43% respectively. As expected **Asian** selected **Group Decision** higher than others did at 28.5%.

From the Religion point of view, Consultation was stronger among **Christians** with 61.9% vs. 49.6% for **Moslems** and 44.4% for **Hindus**. **Group Decision** was preferred by **Moslems** at 24% followed by **Hindus** at 22.2% and finally **Christians** at 17.5%. Autocratic managers prefer centralization and democratic managers prefer decentralization. **Democracy prevailed here in all cases.**

One of the arguments of those adopting an autocratic or authoritarian approach is their claim that **consultation** indicates weakness and will be met with disrespect from subordinates. **This fallacy was defeated clearly in the responses of Question 4 part 'B' where 86.5% of total sample confirmed that employees respect managers adopting consultative approaches.** Hofstede raised the same issue.

From **Nationalities** perspective **Dutch, French, Jordanians, Pakistanis, Palestinians** and **Sudanese** gave 100% to support the principle that employees respect managers adopting consultative approach followed by **British** at 97.3%; **Egyptians** at 85.7%; **Qataris** at 83.7%; **American, Iraqis, Tunisians,** and **Srilankans** at 75%; and **Canadians, Algerians,** and **Lebanese** at 66.7%.

From **Nationality Groups** view **European** supported this principle at 97.8%, **North American** at 71.4%, **Arab African** at 84.8%, **Arab Asian** at 86.3%, and finally **Asian** at 78.6%

From **Religion** perspective **Christians** supported this notion with strong 92.1%, followed by **Moslems** at 87.3% and **Hindus** at 44.4% only!!

It is of utmost importance to integrate the efforts of all Departments and individuals into common objectives. All employees should be part of this process in a Top-Down and Bottom-Up approach. Goals selected should be clear, realistic, attainable, measurable and moderately challenging. **Management By Objectives (MBO) is a system to achieve selected goals coupled with regular feedback and rewards to inform employees about their effort and results.**

I personally could not see any contradiction between **MBO** and **Total Quality Management (TQM)**. In fact the two policies can be integrated together. The term MBO was coined by Peter Drucker between 1948 and 1951. The MBO is a reflection of participative management style and the system should be integrated with proper appraisal or incentive system to **trigger and enhance productivity and motivation.** QGPC adopts MBO but without feedback or incentive system.

Question 5 of part 'B' attempted to evaluate the **success of MBO in QGPC** offering 4 choices only to avoid center answer biases.

The overall sample selected '**Average**' for the degree of MBO success in QGPC at 39%, '**Below Average**' at 18.5%, '**Successful**' at 37.4% and '**Very Successful**' at 5.1% i.e. **Average and below average indicating large room for improvement were chosen by 57.5% of the sample.**

The expatriates showed nearly similar percentages (57.1%). **During the interviews there was nearly general agreement that feedback is weak and the absence of incentive system to link the MBO with the annual performance appraisal, in addition to bureaucracy and autocratic management are the main reasons for impeding MBO success in QGPC.**

Job Satisfaction, Culture Shock, and Corporate Culture:

In Question 1 some 7.7% of the total sample indicated that their job satisfaction is “Below Average” and 17.3% said that their satisfaction is “Average”. Nearly, 59.7% indicated they are “Satisfied” and 15.3% chose “Very Satisfied”.

The above means that for 25% or quarter of the Work Force satisfaction is average or below average.

From Nationalities perspective Canadians came first in dissatisfaction with 67.6%. This was coupled with high turnover after employing 40 Canadians for the first time in QGPC. This high turnover during the first year is obviously a result of culture shock. **French** came second at 50% followed by **British** at 34.1% and **Indians** and **Sudanese** at 33.4%.

From Nationality Groups view European scored **Below Average** Satisfaction at 46.7% of sample followed by **Arab Asian** at 20% of sample. **Average** Satisfaction was higher among **Arab Asian** at 26.5% followed by **European** at 23.5%.

From the Religion perspective Christians came first showing satisfaction **Below Average** at more than **three folds** the Moslems at 14.3% versus 4.1% for Moslems and 11.1% for **Hindus**. This may be another indication of culture shock. Similarly, Christians chose **Average** satisfaction at 23.8% vs. 13.2% for Moslems and 22.2% for **Hindus**.

Adding the two sectors of dissatisfaction together, Christians came first at 38.1% vs. only 17.3% for Moslems and 33.3% for Hindus.

Question 16 address the Culture Shock or the phases expatriates normally pass through over a period of time when they commence working in different culture; which was considered by many authors in the last few years; Hofstede (1991), Phillips (1992), and Ronen (1986).

We could not ignore the impact of morale on job satisfaction and hence Motivation. In the total sample 37.4% of expatriate managers gave strong support to the idea that morale goes in different phases (Excited > Frustrated > Coping > Normal). However, the strongest support was for Partially True at 46.3%, Not True was supported only by 9.8% and Seldom True received 6.5%.

From the Nationalities perspective Algerians came first supporting Very True with 100% followed by British at 52.9%; Americans, Jordanians, Pakistanis, and Palestinians at 50%; Egyptians at 42.1%; Dutch and Tunisians at 33.3%, and Indians at 12.5%.

From Nationality Groups view European chose Very True at 48.7% followed by Arab Asian at 42.1%, Arab African at 36.7%, North American at 36.4% and finally Asian at 16.7%. Partially True was selected by North American at 54.5%, Asian at 54.2%, European at 46.2%, Arab African at 43.3% and finally Arab Asian at 36.8%.

From the Religion point of view Christians chose both Very True and Partially True at higher ratios of 42.6% and 50% respectively vs. 37.3% and 40.7% from Moslems which is expected in a 100% Islamic country.

Question 3 on Corporate Culture was answered for “Mixture” by 72.4% of the respondents, “Islamic” by 10.7%, and “Arabic” by 8.7%.

From the Religion perspective Christians chose “Islamic” culture for QGPC by 20.6% of the respondents Vs 5.8% by Moslems which is more than four times as much. This is clear indication of the impact of Religion as an element of culture and how we can perceive the same idea in substantially different ways.

From the Nationalities perspective those who choose “Islamic” corporate culture were French and Srilankan at 50%, Dutch at 25%, British at 18.9% and Canadians at 16.7%.

9) **Motivation Steps:**

Question 12 is an open question aiming at finding out the most two important steps that QGPC can take to motivate its employees.

* **Step#1 Motivator:** The results are: Monetary / Salary Increase 16.5%; Recognition 15.9%; Equity & Fair Treatment 15.4%; Promotion 13.7%; Challenging Responsibilities 12.6%; Career Development 2.2%; Achievement 0.5%; and other various factors 22.5%.

Money factor seems higher and the rest are nearly similar to the previous question on motivators except **Achievement**. Here we are asking what QGPC could do to motivate you more, which is extrinsic and even exclude all external factors except QGPC, while **Achievement** is intrinsic self motivator depends on the person own effort, and therefore it was only mentioned by one respondent.

- * **Step#2 Motivator:** Similar results to Step#1 with **Monetary/Salary Increase** at 23%; **Recognition** at 14.6%; **Equity & Fair Treatment** at 12.4%; **Promotion** at 9.6%; **Challenging Responsibilities** at 7.3%; **Trust** at 2.2%; **Education Assistance** at 1.7%; **Career Development** at 1.7%; **Achievement** at 1.1%; and other various factors at 26.4%.

In spite of the above qualification on Question 12 and although it is open type; it was informative to see **what QGPC should do to Motivate its employees and how the answers correlate with question 9 on Motivators.**

The significant findings of our research and the impact of the Islamic Culture addressed in **Chapter 3** on implementation of the proposed system were blended together to construct our **Practical Model in Chapter 8.**

Chapter VIII

Conclusion and Recommendations

1) Overview:

Managerial practices in general and motivation techniques especially should match the cultural environment. This will guarantee the acceptance and support of all the cultural elements as well as their **commitment** to make it a success. Moreover, this will ensure that the resistance to change is by-passed. **The importance of motivation and its impact on productivity should be disseminated among all managers and employees.** Sharing information and goals create a similar vision and sense of direction.

Needs are of a relatively long term nature and represent the background stage for Motivation, while Motivators and Demotivators are normally of a short span.

Their integration in one model is essential for the successful optimization and implementation of any Motivation technique.

We have seen the **results of the analysis in Chapter 7** which will be used in **developing our practical model** for managers in industrial MNC's and is summarized here as follows:

- * **Needs** modified from Maslow are different for the various cultures and nationalities but for the majority the following 4 factors including 2 newly introduced ones (50% of the 4 factors) are: **Challenge & Experience; Self-Esteem; Security; and Money.**

- * **Motivator factors** came in the following order: **Achievement; Challenging Responsibilities; Equity & Fair Treatment; Recognition, and Promotion.** These were similar to Herzberg's except **Equity & Fair Treatment** which is newly introduced as we tried to blend **Herzberg and Equity theories** and find the relative importance of their factors. **Equity even came first for Moslems expatriates.**
- * **Demotivator factors** were: **Inequity; Lack of Recognition; Lack of Information, Working Conditions and Salary.** All the first three factors were newly introduced in our QGPC research. **Working Conditions and Salary** the only Herzberg original factors came at the end !!!.
- * QGPC research revealed that **Motivators and Demotivators are working on the same continuum which is the reverse of what Herzberg claims.**
- * **Culture Studies by England and Hofstede** while performed on multinational work forces in different countries (**Geocentric**) were supported in our case in QGPC research on multinational work force working under one environment (**Synergistic**).
- * The relative importance of **Work** among other life factors (**Family, Work, Religion, Leisure, and Community**) developed by England was found to take the form of **3 clusters** from the Religion perspective. This should be realized and used in developing the **Action Plan** to optimize employees motivation in line with the working environment and employees culture expressed in the main two culture elements: **Religions and Nationalities/Nationality Groups**. This will ensure commitment of the nationals, supporting of the political forces, meeting the requirement of the different multinational work force, and avoiding the resistance to change.

* Other issues such as Culture Shock, MBO, Consultation, Feedback, Stress, Positive Reinforcement, and Decision Making Style should be understood and utilized to enhance subordinates Motivation. These elements are vital when considering the practical steps in the **Action Plan** that are essential in forming the right environment for the work and their impact on meeting the employees **Needs**, enhancing the **Motivators** and eliminating the **Demotivators**.

All the above results of our research were used in constructing our Pyramid Of Motivation Practical Model, which can serve with its elements as a check list or as a management tool box for managers in MNC's to ensure the optimization of their employees Motivation, raising their morale, tapping their enormous unused potential and hence maximizing their Productivity.

2) Pyramid Of Motivation Practical Model:

In this practical model we need to integrate all the indisputable factors we tried in QGPC research in one simple model for all managers usage.

The Pyramid consists of a triangle base which include the three important elements: Motivators, Demotivators, and Needs. The apex of the Pyramid is the Action Plan, which stems all its elements from the Pyramid base. The Pyramid is surrounded with a sphere representing the Culture or the environment of operation. The message of this simple model to all managers is: We should meet the Needs of the employees, focus on the Motivators, and eliminate the Demotivators within the cultural environment.

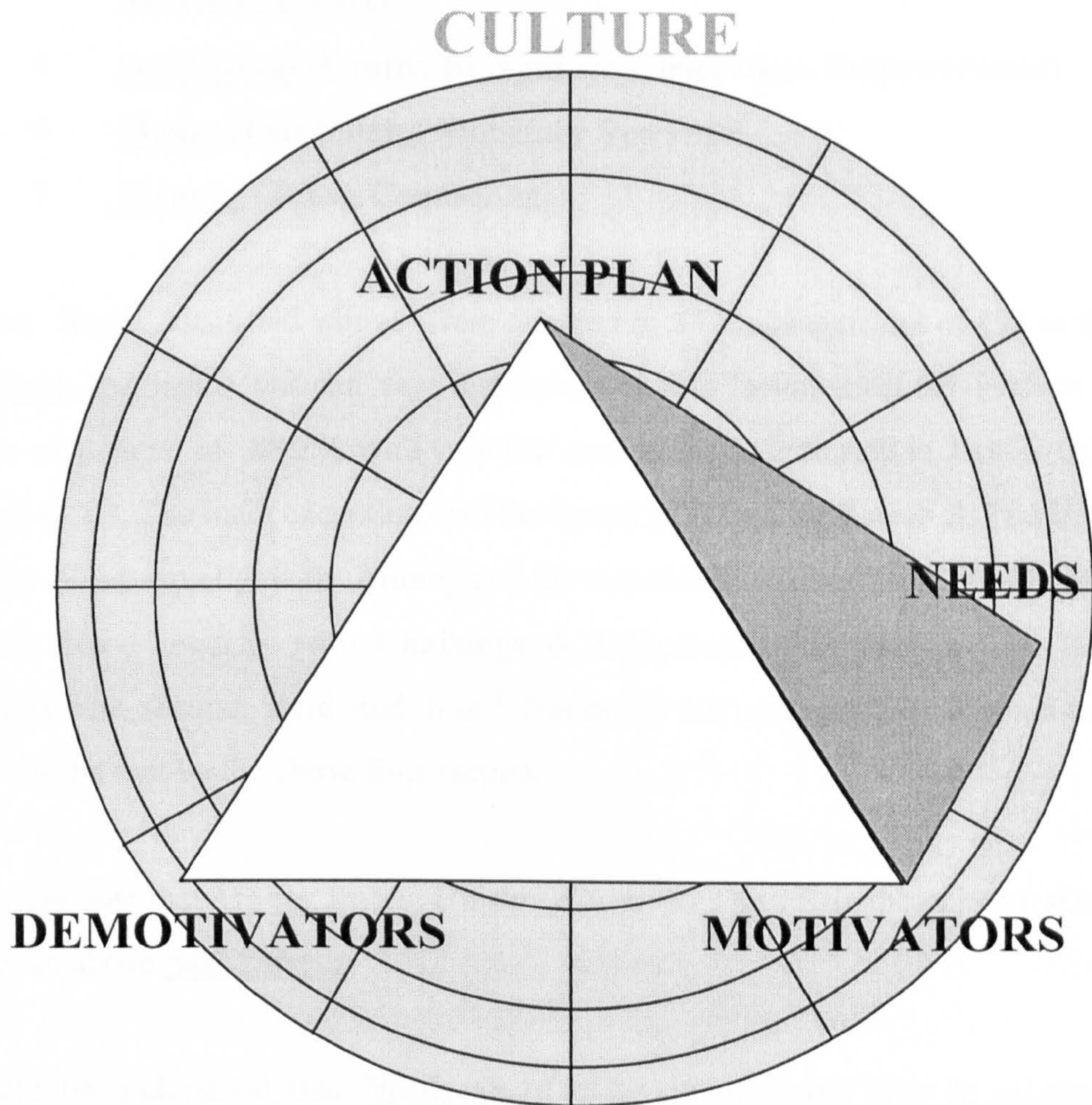
Based on the understanding of employees needs, the management can consider several courses of actions to motivate its employees in order to increase productivity; **AT-Twajri (1994)**. There is a growing realization that generic models of management success and individual achievement have at least to be translated into different behaviors in different culture settings.

It is imperative that everywhere there are **Needs, Motivators, and Demotivators** as well as a specific **Action Plan** if we wish to motivate the respective work force. **However, the elements of these will differ from one place to another depending on the culture and the environment.** Those elements could be even different for the same location or the same culture over certain span of time.

I did not include on the model on the following page all the factors of the **Needs, Motivators, Demotivators** and **Action Plan** for three main reasons:

1. It looked too complicated when I included on the graph 4 **Needs**, 5 **Motivators**, 5 **Demotivators** and nearly 14 **Action Plan** items.
2. Those **Needs, Motivators, and Demotivators** could change over time and from one nationality to another. If I include the average of our 17 nationalities it will be unique to this specific mixture of nationalities in QGPC.
3. I thought leaving it out will emphasize the general nature and **simplicity** of the model meant for managers usage everywhere so they can remember its elements as well as the elements link to the prevailing culture.

**MOTIVATION OF MULTINATIONAL
WORKFORCE IN Q.G.P.C. IN QATAR**



**PYRAMID OF MOTIVATION
PRACTICAL MODEL**

2.1 Needs:

The main Needs as deduced from our research are shown with the enhancing factors against each between brackets:

- * Challenge & Experience (Job Enrichment, Empowerment, MBO, Reasonable Stress).
- * Self-Esteem (Equity, Recognition, Delegation, Empowerment).
- * Money (Fair Salary, Monetary Rewards).
- * Security (Trust, Counseling).

The four Needs identified above were selected by 172 managers out of 194 as their first Need and hence we can say that the above four factors meet the needs of our clusters at a ratio of 88.7% with very few exceptions as indicated in Tables C.2.1, C.2.2 & C.2.3. The main exceptions are the Qatari selection for **Power & Prestige** as the third Need equally with **Money** and the American selection for **Basic Needs** as the first Need equally with **Challenge & Experience** and **Self-Esteem**. If we considered the second, third and fourth Needs, all our managers Needs at a ratio of 100% will be met by the above four factors.

We should note that Money among **Hindus, Christians and European** is the second Need even above Self-Esteem.

It should be understood that Needs are of relatively long term. They do not change suddenly or over night normally. Exceptions may be there at very low probability, as we do not expect someone who was feeling insecure for long period to feel secure in the middle of a working day. On the other hand, Motivators and Demotivators could occur and induce changes in an employee immediately e.g. a pat on the back or a recognition letter from your superior could have immediate effect on your morale and productivity in the same day.

2.2 Motivators:

Similarly, the main Motivators found in our research and the enhancement factors are:

- * Achievement (Environment, Counseling, MBO, feedback).
- * Challenging Responsibilities (Job Enrichment, Delegation, Empowerment, MBO, Reasonable Stress).
- * Equity & Fair Treatment (Justice, No Nepotism, Security, Trust).
- * Recognition (Counseling, Positive Reinforcement, Trust).
- * Promotion (Job Enrichment, Empowerment, Trust).

The above 5 factors were selected by 163 managers out of 195 at a ratio of 83.5% as their first Motivator and hence these five factors will motivate all our clusters as indicated in Tables C.3.1, C.3.2 & C.3.3. If we considered the second, third and fourth Motivators all our managers Motivators at a ratio of 100% will be covered.

However, other factors such as Monetary Reward should be used according to their impact strength. We have seen that Monetary Reward among expatriates took the fifth place with 10.3% and even came third for European. Moreover, Monetary Reward came second for the British and the American equally with Equity & Fair Treatment. It was selected first by the Lebanese equally with Consultation and Promotion.

Equity & Fair Treatment was the first motivator for Moslem expatriates. We should note that the environment of Equity, Justice, MBO, and Trust will encourage employees to perform as per the Expectancy Theory.

2.3 Demotivators:

The main Demotivators we should preclude and the factors to ensure their eradication are:

- * Inequity (Justice, No Nepotism, Security, Trust, Sharing Information).
- * Lack of Recognition (Positive Reinforcement, Trust, feedback).
- * Salary (Fair Scales, Monetary Rewards).
- * Lack of Information (Counseling, MBO, feedback, Sharing Information, TQM).
- * Working Conditions (Rewards, TQM, PP&P).

The above 5 factors were selected by 154 managers out of 195 at a ratio of 79% as their first Demotivator and hence these five factors will demotivate all our clusters as indicated in Tables C.4.1, C.4.2 & C.4.3. If we considered the second, third and fourth Demotivators, all our managers Demotivators at a ratio of 100% will be covered by the above factors.

We should remember here that other factors such as Monotony & Routine have greater impact for particular groups. Monotony & Routine scored high with expatriates, North American and were even the first quoted factor by Canadians equally with Inequity but scored low with Moslems. Working Conditions was chosen as the third factor by Moslems, first factor by Jordanians, Pakistanis and Tunisian and second factor by Palestinians. Christians chose Salary as first Demotivator equal to Inequity. British chose Salary as the first Demotivator higher even than Inequity. Moreover, Company Policy & Procedures was selected the first factor by Americans equally to Inequity and second factor by Pakistanis and Sudanese.

2.4 Action Plan:

We need to integrate the above factors in one Action Plan with the following factors:

- * TQM (feedback, Performance Indicators, Process Improvement, Re-Engineering).
- * MBO (Clear Goals, feedback, Incentives).
- * Positive Reinforcement (Recognition, Rewards, Empowerment).
- * Counseling (Consultation, feedback, Participative Management, MBO).
- * Leadership (Example, MBWA, Trust).

It should be noted here that some of these factors appear in more than one place under different categories. However, the above factors should be considered as dynamic and should be re-tested in different cultures and environments on a frequent basis to note their impact strength.

Management By Wandering Around (MBWA), a term coined by Tom Peters the Co-Author of "In Search Of Excellence", results in on site Counseling between management and the troops, immediate and direct Feed-Back, providing Example, and a good stage for Positive Reinforcement to excellent performance.

Other techniques of Total Quality Management (TQM) and Total Productive Maintenance (TPM), which is adopted by the Japan Institution of Plant Maintenance (JIPM), should be used with the above factors that meet the managers Needs, maximize their **Motivators** and eliminate their **Demotivators**.

2.5 Cultural Environment:

The sphere surrounding the pyramid in our model is the Cultural environment that surrounds the Needs, Motivators, Demotivators and the Action Plan.

In addition to maintaining this view and ensuring its reflection on all our managerial decisions and even the terminologies used, we should remember from QGPC research many issues.

Meaning of Work introduced by England (1985), and extended in the QGPC research to cover 17 nationalities, showed clearly the importance of the five life factors (Leisure, Religion, Family, Work, Community) in our lives for different employees depending on their Religion. The first factor for Moslems was Religion. This will ensure success of an Islamic Motivation system in Islamic culture. Arab African chose Religion at higher ratio than Arab Asian. The third factor for both Christians and Hindus is Leisure and managers should take these factors in their considerations. They should allow Leisure activities (parties, trips) for those employees. For Eastern societies Work is even more important than their families and hence criticizing their work in public could be fatal!!!

Younis (1993) reported research results of Arab and American managers to rate importance of “serving the public” or (community). Arab managers put this first while American put it next to last out of eleven factors.

Managers should remember the managerial implications of these different nationalities, groups and religions cultures requirements.

3) Applications:

The issue of managerial practices and their implications for **effectiveness** is very critical in the Arab world. The success of the efforts directed to the general and the economic development is contingent on improving the managerial practices in the Arabic organizations; **Elgamal (1993)**.

Effectiveness is defined as identifying the gap between the pre-set objectives and the actually achieved ones, **Mustapha (1993)**. **Drucker (1974)** notes that “**Efficiency is concerned with doing things right whilst effectiveness is doing the right things**”.

We have seen the effectiveness of the **Needs, Motivators and Demotivators** of our model that were supported by more than **88.7%, 83.5%** and **79%** of our managerial sample respectively for the **first factor only** indicating much higher ratios to **100%** if we consider subsequent factors.

However, in view of the prevailing Islamic culture in QGPC in Qatar, acceptance and support of Senior Management are unequivocal and emphatic to an Islamic system that is in line with their culture. Hence, selection of the **Action Plan** elements and even its terminologies are crucial for the success of any work force motivational system implementation.

There is a radical difference between **Moslems** and **Non-Moslems** on this issue. **Moslems** believe that **God** as creator of the whole universe and being the infinite super power has all the knowledge compared to the limited brain and knowledge of the man. Hence part of their belief is to follow the Islamic instructions not as (**lip service**) but as they are sure that the correctness of these instructions will be proved in future. This is a basic issue in the Islamic relation between **Belief and Action**, which is different from the Western thinking.

As an example, honey cures burns and other intestinal diseases as per the Quran and Hadith so Moslems will use it with other medicine and when science proves that Honey is good for curing these diseases this will be ratification to their expectations and belief. After all, Moslems always say, “Who knows more about man and his nature than his creator?”; **Abdul-Gader (1993)**.

The Islamist is not only accountable to his superiors but to Allah (God) as well. Praying five times daily (as a conference with Allah!!) constantly reminds the Moslem of God’s omnipotence even if his actions could escape the detection or control of his immediate human superior; **Abdul-Gader (1993)**.

Therefore, the terminology used should conform to their culture e.g. we should use **Counseling (SHURA)** instead of **participative management** and it should include **MBO, Feed-Back, Decision making**, and evaluation of previous experience and set goals in a closed continuous loop.

The ratio of **Positive Reinforcement** to negative one expected from managers **should be maintained at 10 times** similar to the treatment of good deeds and bad ones in Islam.

Rewards should be paid immediately after the outstanding deeds to increase the employee’s motivation as per the principle of immediate reinforcement and Islamic values. We should stress **Quality** and relate it to the Islamic principles.

Similarly, **Work and Knowledge importance** can be emphasized to workers as you will find wholehearted support when they feel that you are executing their own culture.

Team spirit to be related to brotherhood (bricks in one wall supporting each other). Be professional as (**Good loves the professional**)....etc.

4) **Recommendations:**

- * It is essential to consider the motivation techniques **within the prevailing culture** i.e. the application of motivation system in UK should be different from Qatar or Japan.
- * The **Needs, Motivators, Demotivators** identified in QGPC research with high acceptance percentage of **83.7%** on average for the **first factor** should be used as check list for managers dealing with heterogeneous work force in **Multinational Corporations (MNC's)**.
- * Similar research could be carried out in Middle East, North Africa or Gulf MNC's such as **Aramco** of Saudi Arabia which is more than 10 times as much as the size of QGPC. If all the 17 nationalities included in QGPC research or even some are covered, it will provide a good basis for anchor comparison especially as the mixture of nationalities in all the Gulf corporations are similar to great extent to QGPC.
- * The **Motivation, Demotivation, and Needs** factors are dynamic and should be tested on frequent basis to monitor any trends/changes over time.
- * **The Pyramid OF Motivation Practical Model factors should be verified in other environments** even among single nationality work forces to analyze any variation of **Needs, Motivators, and Demotivators** factors.

Results Frequency Tables
Questionnaire Part A (1-15)

Serial	Variable Description	Page
Table A.1	Sex	159
Table A.2	Age	159
Table A.3	Marital Status	160
Table A.4	Number of Children	161
Table A.6	Work Location	162
Table A.7	Job Grade	163
Table A.8	Salary	164
Table A.9	Highest Qualification	165
Table A.10	Years of Experience	165
Table A.11.1	Senior Staff Subordinates	166
Table A.11.2	Employee Level Staff Subordinates	166
Table A.12.1	Group Nationality	167
Table A.12.2	Nationality	168
Table A.12.3	Previous Nationality	169
Table A.12.4	Spouse Nationality	170
Table A.13	Manager Type (Line / Staff)	171
Table A.14	Religion	172
Table A.15	Linguistic Matching with Managers	173

Results Frequency Tables
Questionnaire Part B (1-8)

Serial	Variable Description	Page
Table B.1	Job Satisfaction	174
Table B.2	Stress Level	175
Table B.3	QGPC Culture	175
Table B.4	Respect for Consultative Managers	176
Table B.5	MBO Success in QGPC	177
Table B.6.1	Most Important Life Factor (LIFE # 1)	178
Table B.6.2	Second Important Life Factor (LIFE # 2)	178
Table B.6.3	Third Important Life Factor (LIFE # 3)	178
Table B.6.4	Fourth Important Life Factor (LIFE # 4)	179
Table B.6.5	Least Important Life Factor (LIFE # 5)	179
Table B.7.1	Decision Making Preference # 1	180
Table B.7.2	Decision Making Preference # 2	181
Table B.7.6	Decision Making Preference # 6	182
Table B.8.1	Most Important Manager Needs # 1	183
Table B.8.2	Second Important Manager Needs # 2	184
Table B.8.3	Third Important Manager Needs # 3	184
Table B.8.4	Fourth Important Manager Needs # 4	185
Table B.8.5	Fifth Important Manager Needs # 5	186
Table B.8.6	Sixth Important Manager Needs # 6	186
Table B.8.7	Least Important Manager Needs # 7	187

Results Frequency Tables
Questionnaire Part B (9-16)

Serial	Variable Description	Page
Table B.9.1	Most Important Motivation Factor # 1	189
Table B.9.2	Second Important Motivation Factor # 2	190
Table B.9.10	Least Important Motivation Factor # 10	191
Table B.10.1	Most Important Demotivation Factor # 1	193
Table B.10.2	Second Important Demotivation Factor # 2	194
Table B.10.3	Third Important Demotivation Factor # 3	195
Table B.10.4	Fourth Important Demotivation Factor # 4	196
Table B.10.10	Least Important Demotivation Factor # 10	197
Table B.11	Meaning of Work	199
Table B.12.1	Most Important Motivating Step # 1	200
Table B.12.2	Most Important Motivating Step # 2	201
Table B.13.1	Expatriates Multinational Experience	203
Table B.13.2	Expatriates Experience Location	203
Table B.14	Expatriates Stress Level Comparison	204
Table B.15	Integration of Work/Domestic Life	205
Table B.16	Expatriates Culture Shock	206

Frequency Charts

Chart (1) : Life Factors Importance (LIFE#1) 211

Chart (2) : Manager Needs (NEED#1) 217

Chart (3) : Motivation Factors (MOTIV#1) 224

Chart (4) : Demotivation Factors (DEMOT#1) 231

Analysis (Cross Tabulation) Tables

<u>Table C.1.1</u>	:	Nationality vs. Work Centrality (LIFE#1)	213
<u>Table C.1.2</u>	:	Religion vs. Work Centrality (LIFE#1)	214
<u>Table C.1.3</u>	:	Group Nationality vs. Work Centrality (LIFE#1)	216
<u>Table C.2.1</u>	:	Nationality vs. Managers Need #1	220
<u>Table C.2.2</u>	:	Group Nationality vs. Managers Need #1	221
<u>Table C.2.3</u>	:	Religion vs. Managers Need #1	222
<u>Table C.3.1</u>	:	Nationality vs. Motivator #1	226
<u>Table C.3.2</u>	:	Group Nationality vs. Motivator #1	227
<u>Table C.3.3</u>	:	Religion vs. Motivator #1	229
<u>Table C.4.1</u>	:	Nationality vs. Demotivator #1	233
<u>Table C.4.2</u>	:	Group Nationality vs. Demotivator #1	234
<u>Table C.4.3</u>	:	Religion vs. Demotivator #1	236

Appendices

Appendix (A) :

- * University of Stirling Letter to QGPC Managing Director.
- * Research Questionnaire complete with covering memo.

Appendix (B) :

- * QGPC SENIOR STAFF GRADES BY NATIONALITY:
OIL & GAS OPERATIONS (TOTAL), ONSHORE, OFFSHORE,
HEADQUARTER AND NORTH FIELD (Tables 1, 2, 3, 4, & 5).

Appendix (C) :

- * SAMPLE SELECTION FROM QGPC MANAGERS POPULATION:
Tables 6 & 7.
- * RESPONSE DATA FOR QGPC MANAGERS SAMPLE:
Tables 8 & 9.

Appendix (D) :

- * Frequencies of all 76 variables followed by high-resolution charts for variables.

Appendix (E) :

- * Cross Tabulation of 22 selected variables vs. **Nationality**.

Appendix (F) :

- * Cross Tabulation of Life Categories 5 variables vs. **Nationality Groups and Religion**.
- * Cross Tabulation of 21 selected variables vs. **Nationality Groups**.
- * Cross Tabulation of 26 selected variables vs. **Religion**.

Appendix (G) :

- * References and Bibliography.

Appendix (A)

UNIVERSITY OF STIRLING
SCHOOL OF MANAGEMENT

Department of
BUSINESS
STUDIES

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The School of Management
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SB/PLD

22 July 1991

Dr Jaber Al-Merri,
Managing Director,
Qatar General Petroleum Corporation,
Post Box No. 3212,
Doha,
State of Qatar.

After greetings.

Dear Sir,

It is a pleasure to advise that Mr. HANY M. EL-HIFNAWI, Head of Utilities in QGPC (Onshore Operations) is pursuing a Ph.D degree by research on part-time basis with Stirling University (UK). The subject of the degree is "Motivation of Multinational Workforce". A questionnaire on the subject will be sent to a sample of Senior Staff employees in HQ, Offshore and Onshore.

We seek your support in ensuring a good response of those selected via their department managers.

The results of the research could be made available to QGPC free of charge which we sought may be of use to your Personnel Departments and line managers.

Please accept our highest regards.

for STIRLING UNIVERSITY



DR STEWART BUTTS

cc: Mr H.M. El-Hifnavi
Administration Manager (HQ)
DEM (Onshore Operations)

Dear Sir,

The attached questionnaire is part of research degree requirement with University of Stirling (Scotland-UK). The degree subject is "Motivation of Multinational Workforce".

In Part A you are kindly requested to tick the relevant box or fill in the data as appropriate.

In Part B for questions 1, 2, 3, 4 & 5, please tick the appropriate box. For questions 6, 7, 8, 9 & 10, please indicate in descending order your preference in numbers:

eg.: 6 -> 4 -> 5 -> 3 -> 1 -> 2

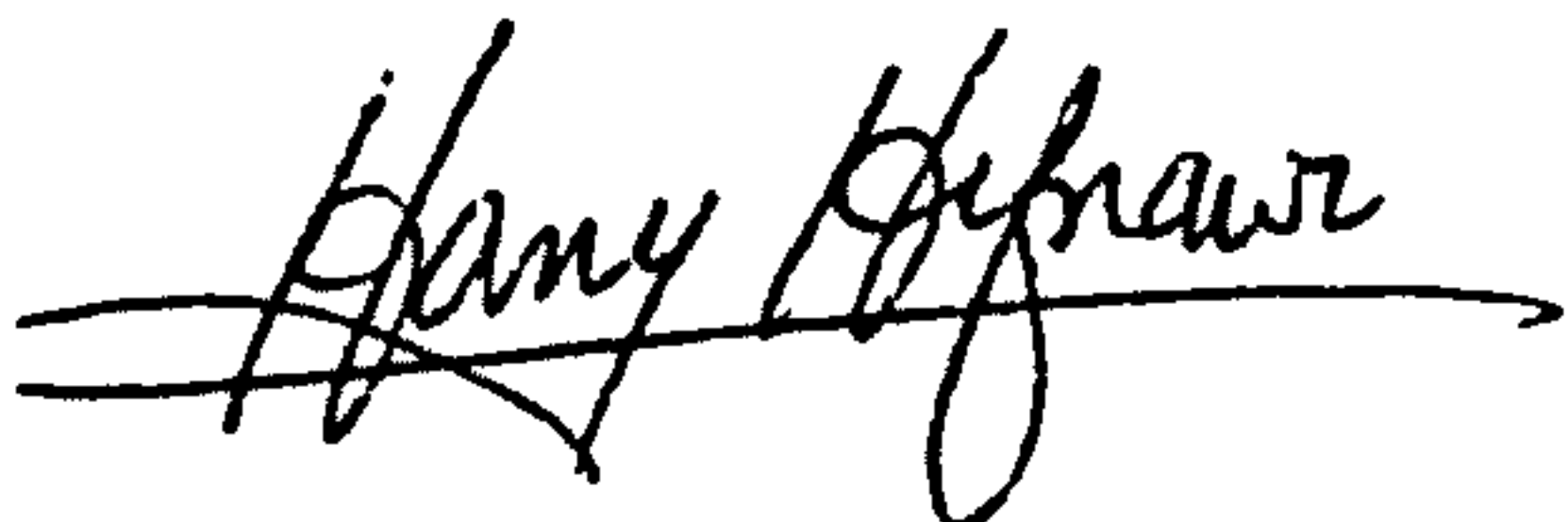
For question 11 please distribute the points according to their value and as the average is 10 points the more relevant ones will be > 10 points (eg. 15 or 20), while the less relevant < 10 points (eg. 5 or zero). Question 12 is open ended one but require specifying two steps only.

For questions 13, 14, 15 & 16, please tick the appropriate box. These questions are relevant to expatriates only as they explore the impact of cultural changes on behaviour.

It is estimated that it will take less than 25 minutes to answer the attached questionnaire. The results of the research will be made available to QGPC, free of charge, which may be of use to our Personnel Departments and line managers.

Please extend your co-operation to the undersigned by answering and returning the attached questionnaire through our internal mail system.

Thank you in anticipation.



[Hany M. El-Hifnawi]
Head of Utilities
QGPC (Onshore Operations)
Dukhan.
Tel. 342207/711986 (Off.)

Encl.: As above (3 sheets)

Serial No.

MULTINATIONAL WORKFORCE MOTIVATION IN
QGPC IN QATAR

QUESTIONNAIRE

Part A

- 1. Sex : Male Female
- 2. Age : Year Months
- 3. Marital status : Single Married Divorced Widowed
- 4. No. of children :
- 5. Position in QGPC :
- 6. Work location : Doha Dukhan Umm Said Hallul
- 7. Grade : U A B C D E F GT
- 8. Salary closer to : Top half Mid point Lower half

For grade 'U' skip this question

- 9. Highest qualification : Ph.D M.Sc/MBA/MA B.Sc/BA
C.Eng/Profess.Eng. HND/HNC ONC/GSC None
- 10. Years of experience : Over 30 20 - 30 15 - 20
10 - 15 5 - 10 2 - 5 0 - 2
- 11. Number of subordinates : SS ELS SLS None
- 12. Nationality: Previous nationality:

If married spouse nationality :

- 13. Line managers are those working in Operations and Technical Groups while Staff managers are those working in Personnel, Finance, Safety, Security and Services.
Are you Line or Staff manager ?
Line Staff

- 14. Religion: Islam Christianity Hindu Others
- 15. English is used as the business language in QGPC. How do you rate the linguistic matching between yourself and your manager ?
Perfect V.Good Good Average Less than average

10. Please indicate in descending order the factors that can demotivate you more:
1. Inequity
 2. Salary
 3. Company policy and procedures
 4. Working conditions
 5. Relations with others
 6. Lack of recognition
 7. Delayed promotion
 8. Lack of information
 9. Monotony and routine
 10. Delayed reward.

-> -> -> -> -> -> -> -> -> ->

11. Please distribute (70 pts.) on the following seven statements according to their value and relevance in your case:
1. Work provide you with needed income pts.
 2. Work is interesting and satisfactory to you pts.
 3. Work permit contact with other people pts.
 4. Work is a useful way to serve society/community pts.
 5. Work keeps you occupied and secured pts.
 6. Work gives you status and prestige pts.
 7. Work allow you challenge and learning opportunity pts.
12. What are the most important two steps QGPC could take to motivate you more ?
1.
 2.

Expatriates only to answer Questions 13, 14, 15 & 16:

13. How long have you been in QGPC or other similar multinational firms in the Middle East/Third world ?
- 0-1 year 1-3 years 3-5 years 5-7 years > 7 years
- Middle east Third world Both
14. Do you feel in QGPC that there is more or less stress in your job compared to home/previous job ?
- more less Same Not Applicable
15. Do you feel in QGPC that there is more integration between domestic and working life compared to home/previous job ?
- Yes No Same Not Applicable
16. If you have been in QGPC more than 2/3 years, please indicate whether or not your morale has been going in different phases, eg. excited -> frustrated -> coping and adjusting -> normal .
- very true partially true Seldom true Not true

Appendix (B)

QATAR GENERAL PETROLEUM CORPORATION

OIL & GAS OPERATION

SENIOR STAFF GRADES BY NATIONALITY

S. NO	Nationality	U	A	B	C	D	E	F	GT	SZ	TOTAL
1	QATARI	13	22	31	33	94	124	133	76	-	526
2	BRITISH	-	1	7	18	43	79	24	-	56	228
3	INDIAN	-	-	2	6	15	36	37	-	3	99
4	EGYPTIAN	1	1	8	10	21	33	12	-	2	88
5	JORDANIAN	-	2	3	7	8	22	13	1	1	57
6	AMERICAN	1	2	-	7	14	3	2	-	4	33
7	PALESTINIAN	-	1	-	3	6	3	16	1	-	30
8	CANADIAN	-	-	-	6	10	9	-	-	4	29
9	PAKISTANI	-	-	1	1	4	10	9	-	2	27
10	SUDANESE	2	1	3	3	2	4	6	-	3	24
11	DUTCH	-	-	1	1	1	-	3	-	6	12
12	TUNISIAN	-	-	-	1	6	3	1	-	-	11
13	ALGERIAN	-	-	-	4	1	3	3	-	-	11
14	LEBANESE	-	-	1	1	3	3	2	-	-	10
15	FRENCH	-	-	-	-	-	-	-	-	9	9
16	SRILANKAN	-	-	-	3	1	2	1	-	-	7
17	IRAQI	1	-	-	1	-	2	-	-	1	5
18	PORTUGUESE	-	-	-	-	-	-	-	-	4	4
19	FILIPINO	-	-	-	-	-	3	1	-	-	4
20	SYRIAN	-	-	-	-	-	2	-	-	1	3
21	SOMALI	-	-	-	1	-	-	2	-	-	3
22	SAKIN	-	-	-	-	-	1	1	1	-	3
23	GERMAN	1	-	-	-	1	-	-	-	1	3
24	AUSTRALIAN	-	-	1	1	-	-	1	-	-	3
25	YEMENI	-	-	-	-	-	1	1	-	-	2
26	TURKISH	-	-	-	-	1	1	-	-	-	2
27	TRINDADIAN	-	-	-	-	1	-	1	-	-	2
28	BANGLADESHI	-	-	-	-	-	2	-	-	-	2
29	SPANISH	-	-	-	-	-	-	-	-	1	1
30	SAUDI ARABIAN	-	-	-	-	-	1	-	-	-	1
31	POLISH	-	-	-	-	-	-	-	-	1	1
32	NORWEGIAN	-	-	-	-	1	-	-	-	-	1
33	NORTH KOREAN	-	-	-	-	-	-	-	-	1	1
34	NEW ZEALANDER	-	-	-	-	-	1	-	-	-	1
35	MALAYSIAN	-	-	-	-	-	1	-	-	-	1
36	KUWAITI	-	-	-	-	-	1	-	-	-	1
37	GUYANAN	-	-	-	-	-	-	-	-	1	1
38	BAHRAINI	-	-	-	-	-	1	-	-	-	1
39	UAE NATIONAL	-	-	-	-	-	-	-	-	-	0
40	TANZANIAN	-	-	-	-	-	-	-	-	-	0
41	SWISS	-	-	-	-	-	-	-	-	-	0
42	OMANI	-	-	-	-	-	-	-	-	-	0
43	MORROCCAN	-	-	-	-	-	-	-	-	-	0
44	KENYAN	-	-	-	-	-	-	-	-	-	0
45	IRANIAN	-	-	-	-	-	-	-	-	-	0
46	ETHIOPAN	-	-	-	-	-	-	-	-	-	0
47	DJIBOUTEAN	-	-	-	-	-	-	-	-	-	0
48	CYPRIOT	-	-	-	-	-	-	-	-	-	0
Total		19	30	58	107	233	351	269	79	101	1247

AS OF 25.9.1992.

TABLE (1)

QATAR GENERAL PETROLEUM CORPORATION

ONSHORE OPERATION

SENIOR STAFF GRADES BY NATIONALITY

S. NO	Nationality	U	A	B	C	D	E	F	GT	SZ	TOTAL
1	QATARI	1	11	8	14	37	56	56	35	-	218
2	BRITISH	-	1	3	10	18	38	10	-	29	109
3	INDIAN	-	-	1	3	11	16	8	-	2	41
4	EGYPTIAN	-	-	6	1	12	13	2	-	2	36
5	CANADIAN	-	-	-	5	7	5	-	-	3	20
6	AMERICAN	1	1	-	3	10	1	-	-	2	18
7	JORDANIAN	-	1	1	2	1	4	-	-	-	9
8	PAKISTANI	-	-	-	1	1	3	2-	-	-	7
9	LEBANESE	-	-	1	1	1	3	-	-	-	6
10	SRILANKAN	-	-	-	2	-	1	1	-	-	4
11	PORTUGUESE	-	-	-	-	-	-	-	-	3	3
12	PALESTINIAN	-	-	-	-	1	1	1	-	-	3
13	TURKISH	-	-	-	-	1	1	-	-	-	2
14	SUDANESE	-	-	-	-	-	1	-	-	1	2
15	FRENCH	-	-	-	-	-	-	-	-	2	2
16	YEMENI	-	-	-	-	-	-	1	-	-	1
17	TUNISIAN	-	-	-	-	1	-	-	-	-	1
18	SYRIAN	-	-	-	-	-	-	-	-	1	1
19	SAKIN	-	-	-	-	-	-	-	1	-	1
20	POLISH	-	-	-	-	-	-	-	-	1	1
21	NORTH KOREAN	-	-	-	-	-	-	-	-	1	1
22	NEW ZEALANDER	-	-	-	-	-	1	-	-	-	1
23	IRAQI	-	-	-	-	-	1	-	-	-	1
24	GERMAN	-	-	-	-	1	-	-	-	-	1
25	FILIPINO	-	-	-	-	-	1	-	-	-	1
26	BANGLADESHI	-	-	-	-	-	1	-	-	-	1
27	AUSTRALIAN	-	-	-	-	-	-	1	-	-	1
28	ALGERIAN	-	-	-	1	-	-	-	-	-	1
29	UAE NATIONAL	-	-	-	-	-	-	-	-	-	0
30	TRINDADIAN	-	-	-	-	-	-	-	-	-	0
31	TANZANIAN	-	-	-	-	-	-	-	-	-	0
32	SWISS	-	-	-	-	-	-	-	-	-	0
33	SPANISH	-	-	-	-	-	-	-	-	-	0
34	SOMALI	-	-	-	-	-	-	-	-	-	0
35	SAUDI ARABIAN	-	-	-	-	-	-	-	-	-	0
36	OMANI	-	-	-	-	-	-	-	-	-	0
37	NORWEGIAN	-	-	-	-	-	-	-	-	-	0
38	MORROCCAN	-	-	-	-	-	-	-	-	-	0
39	MALAYSIAN	-	-	-	-	-	-	-	-	-	0
40	KUWAITI	-	-	-	-	-	-	-	-	-	0
41	KENYAN	-	-	-	-	-	-	-	-	-	0
42	IRANIAN	-	-	-	-	-	-	-	-	-	0
43	GUYANAN	-	-	-	-	-	-	-	-	-	0
44	ETHIOPAN	-	-	-	-	-	-	-	-	-	0
45	DUTCH	-	-	-	-	-	-	-	-	-	0
46	DJIBOUTEAN	-	-	-	-	-	-	-	-	-	0
47	CYPRIOT	-	-	-	-	-	-	-	-	-	0
48	BAHRAINI	-	-	-	-	-	-	-	-	-	0
Total		2	14	20	43	102	147	82	36	47	493

AS OF 25.9.1992.

TABLE (2)

QATAR GENERAL PETROLEUM CORPORATION
OFFSHORE OPERATION

SENIOR STAFF GRADES BY NATIONALITY

S. NO	Nationality	U	A	B	C	D	E	F	GT	SZ	TOTAL
1	QATARI	3	7	10	10	36	41	55	37	-	199
2	BRITISH	-	-	1	7	19	35	5	-	17	84
3	INDIAN	-	-	-	3	4	16	24	-	-	47
4	JORDANIAN	-	1	1	2	5	15	4	-	-	28
5	EGYPTIAN	-	-	-	3	4	9	6	-	-	22
6	PALESTINIAN	-	-	-	1	4	1	11	-	-	17
7	PAKISTANI	-	-	1	-	2	6	5	-	-	14
8	DUTCH	-	-	-	1	1	-	3-	-	6	11
9	TUNISIAN	-	-	-	1	4	3	1	-	-	9
10	ALGERIAN	-	-	-	1	1	3	3	-	-	8
11	SUDANESE	1	-	1	2	2	1	-	-	-	7
12	AMERICAN	-	-	-	2	2	1	1	-	1	7
13	FRENCH	-	-	-	-	-	-	-	-	6	6
14	CANADIAN	-	-	-	-	2	3	-	-	1	6
15	LEBANESE	-	-	-	-	2	-	1	-	-	3
16	TRINDADIAN	-	-	-	-	1	-	1	-	-	2
17	SOMALI	-	-	-	-	-	-	2	-	-	2
18	SAKIN	-	-	-	-	-	1	1	-	-	2
19	IRAQI	1	-	-	-	-	1	-	-	-	2
20	YEMENI	-	-	-	-	-	1	-	-	-	1
21	SYRIAN	-	-	-	-	-	1	-	-	-	1
22	SRILANKAN	-	-	-	-	1	-	-	-	-	1
23	SAUDI ARABIAN	-	-	-	-	-	1	-	-	-	1
24	NORWEGIAN	-	-	-	-	1	-	-	-	-	1
25	MALAYSIAN	-	-	-	-	-	1	-	-	-	1
26	GERMAN	-	-	-	-	-	-	-	-	1	1
27	FILIPINO	-	-	-	-	-	1	-	-	-	1
28	AUSTRALIAN	-	-	1	-	-	-	-	-	-	1
29	UAE NATIONAL	-	-	-	-	-	-	-	-	-	0
30	TURKISH	-	-	-	-	-	-	-	-	-	0
31	TANZANIAN	-	-	-	-	-	-	-	-	-	0
32	SWISS	-	-	-	-	-	-	-	-	-	0
33	SPANISH	-	-	-	-	-	-	-	-	-	0
34	PORTUGUESE	-	-	-	-	-	-	-	-	-	0
35	POLISH	-	-	-	-	-	-	-	-	-	0
36	OMANI	-	-	-	-	-	-	-	-	-	0
37	NORTH KOREAN	-	-	-	-	-	-	-	-	-	0
38	NEW ZEALANDER	-	-	-	-	-	-	-	-	-	0
39	MORROCCAN	-	-	-	-	-	-	-	-	-	0
40	KUWAITI	-	-	-	-	-	-	-	-	-	0
41	KENYAN	-	-	-	-	-	-	-	-	-	0
42	IRANIAN	-	-	-	-	-	-	-	-	-	0
43	GUYANAN	-	-	-	-	-	-	-	-	-	0
44	ETHIOPAN	-	-	-	-	-	-	-	-	-	0
45	DJIBOUTEAN	-	-	-	-	-	-	-	-	-	0
46	CYPRIOT	-	-	-	-	-	-	-	-	-	0
47	BANGLADESHI	-	-	-	-	-	-	-	-	-	0
48	BAHRAINI	-	-	-	-	-	-	-	-	-	0
Total		5	8	15	33	91	141	123	37	32	485

AS OF 25.9.1992.

TABLE (3)

QATAR GENERAL PETROLEUM CORPORATION

HEADQUARTER

SENIOR STAFF GRADES BY NATIONALITY

S. NO	Nationality	U	A	B	C	D	E	F	GT	SZ	TOTAL
1	QATARI	9	4	13	6	21	26	22	4	-	105
2	BRITISH	-	-	3	1	6	6	9	-	6	31
3	EGYPTIAN	1	1	2	5	5	11	4	-	-	29
4	JORDANIAN	-	-	-	3	2	3	9	1	1	19
5	SUDANESE	1	1	2	1	-	1	6	-	2	14
6	INDIAN	-	-	1	-	-	4	5	-	-	10
7	PALESTINIAN	-	-	-	2	1	1	4	1	-	9
8	AMERICAN	-	-	-	2	2	1	1	-	1	7
9	PAKISTANI	-	-	-	-	1	1	2	-	2	6
10	CANADIAN	-	-	-	1	1	1	-	-	-	3
11	SRILANKAN	-	-	-	1	-	1	-	-	-	2
12	FILIPINO	-	-	-	-	-	1	1	-	-	2
13	ALGERIAN	-	-	-	2	-	-	-	-	-	2
14	TUNISIAN	-	-	-	-	1	-	-	-	-	1
15	SYRIAN	-	-	-	-	-	1	-	-	-	1
16	SOMALI	-	-	-	1	-	-	-	-	-	1
17	PORTUGUESE	-	-	-	-	-	-	-	-	1	1
18	LEBANESE	-	-	-	-	-	-	1	-	-	1
19	KUWAITI	-	-	-	-	-	1	-	-	-	1
20	IRAQI	-	-	-	1	-	-	-	-	-	1
21	GUYANAN	-	-	-	-	-	-	-	-	1	1
22	GERMAN	1	-	-	-	-	-	-	-	-	1
23	FRENCH	-	-	-	-	-	-	-	-	1	1
24	DUTCH	-	-	1	-	-	-	-	-	-	1
25	BANGLADESHI	-	-	-	-	-	1	-	-	-	1
26	BAHRAINI	-	-	-	-	-	1	-	-	-	1
27	AUSTRALIAN	-	-	-	1	-	-	-	-	-	1
28	YEMENI	-	-	-	-	-	-	-	-	-	0
29	UAE NATIONAL	-	-	-	-	-	-	-	-	-	0
30	TURKISH	-	-	-	-	-	-	-	-	-	0
31	TRINDADIAN	-	-	-	-	-	-	-	-	-	0
32	TANZANIAN	-	-	-	-	-	-	-	-	-	0
33	SWISS	-	-	-	-	-	-	-	-	-	0
34	SPANISH	-	-	-	-	-	-	-	-	-	0
35	SAUDI ARABIAN	-	-	-	-	-	-	-	-	-	0
36	SAKIN	-	-	-	-	-	-	-	-	-	0
37	POLISH	-	-	-	-	-	-	-	-	-	0
38	OMANI	-	-	-	-	-	-	-	-	-	0
39	NORWEGIAN	-	-	-	-	-	-	-	-	-	0
40	NORTH KOREAN	-	-	-	-	-	-	-	-	-	0
41	NEW ZEALANDER	-	-	-	-	-	-	-	-	-	0
42	MORROCCAN	-	-	-	-	-	-	-	-	-	0
43	MALAYSIAN	-	-	-	-	-	-	-	-	-	0
44	KENYAN	-	-	-	-	-	-	-	-	-	0
45	IRANIAN	-	-	-	-	-	-	-	-	-	0
46	ETHIOPAN	-	-	-	-	-	-	-	-	-	0
47	DJIBOUTEAN	-	-	-	-	-	-	-	-	-	0
48	CYPRIOT	-	-	-	-	-	-	-	-	-	0
Total		12	6	22	27	40	61	64	6	15	253

AS OF 25.9.1992.

TABLE (4)

QATAR GENERAL PETROLEUM CORPORATION
NORTH FIELD GAS

SENIOR STAFF GRADES BY NATIONALITY

S. NO	Nationality	U	A	B	C	D	E	F	GT	SZ	TOTAL
1	QATARI	-	-	-	3	-	1	-	-	-	4
2	BRITISH	-	-	-	-	-	-	-	-	4	4
3	SUDANESE	-	-	-	-	-	1	-	-	-	1
4	SPANISH	-	-	-	-	-	-	-	-	1	1
5	PALESTINIAN	-	1	-	-	-	-	-	-	-	1
6	JORDANIAN	-	-	1	-	-	-	-	-	-	1
7	IRAQI	-	-	-	-	-	-	-	-	1	1
8	INDIAN	-	-	-	-	-	-	-	-	1	1
9	EGYPTIAN	-	-	-	1	-	-	-	-	-	1
10	AMERICAN	-	1	-	-	-	-	-	-	-	1
Total		0	2	1	4	0	2	0	0	7	16

AS OF 25.9.1992.

TABLE (5)

Appendix (C)

**MOTIVATION OF MULTINATIONAL WORK FORCE
IN QGPC IN QATAR**

SAMPLE SELECTION FROM QGPC MANAGERS POPULATION

NO	NATIONALITY	CD											SAMPLE				POPULATION			
			U	A	B	C	D	E	F	SZ	X	%	ON	OF	HQ	TT.	ON	OF	HQ	TT.
1	QATARI	Q	-	4	6	9	7	5	2	-	-	15	33	30	16	79	218	199	105	522
			2	5	5	4	6	5	4	-	+1									
			3	3	4	3	4	2	-	-	+3									
2	BRITISH	B	-	1	1	5	4	6	5	-	-	20	22	17	6	45	109	84	31	224
			-	-	1	5	6	4	4	-	+3									
			-	-	1	1	-	2	1	1	-									
3	INDIAN	I	-	-	1	2	2	2	1	-	-	20	8	10	2	20	41	47	10	98
			-	-	-	2	3	2	3	-	-									
			-	-	1	-	-	-	2	-	+1									
4	EGYPTIAN	E	-	-	3	1	2	5	2	-	+5	20	8	4	6	18	36	22	29	87
			-	-	-	1	3	-	1	-	+1									
			1	1	2	-	2	-	1	-	+1									
5	JORDANIAN	J	-	1	-	-	1	1	-	-	+1	20	2	6	4	12	9	28	19	56
			-	1	1	1	1	2	-	-	-									
			-	-	1	1	1	1	1	-	+1									
6	AMERICAN	A	1	1	-	1	1	-	-	-	+1	20	3	2	2	7	18	7	7	32
			-	-	-	2	1	-	-	-	+1									
			-	-	-	1	1	-	-	-	-									
7	CANADIAN	C	-	-	-	2	1	1	-	-	-	20	4	1	1	6	20	6	3	29
			-	-	-	-	1	-	-	-	-									
			-	-	-	1	-	-	-	-	-									
8	PALESTINIAN	P	-	-	-	-	1	-	-	-	-	20	1	3	2	6	3	17	9	29
			-	-	-	1	2	-	-	-	-									
			-	-	-	1	1	-	-	-	-									
9	PAKISTANI	K	-	-	-	-	-	1	-	-	-	20	1	3	1	5	7	14	6	27
			-	-	1	-	1	1	-	-	-									
			-	-	-	-	1	-	1	-	+1									

TABLE (6)

NO	NATIONALITY	CD	U	A	B	C	D	E	F	SZ	X	%	SAMPLE				POPULATION				
													ON	OF	HQ	TT.	ON	OF	HQ	TT.	
10	SUDANESE	S	-	-	-	-	-	1	-	-	-		20	1	1	3	5	2	7	14	23
			-	-	1	1	1	-	-	-	+2										
			1	1	1	-	-	-	-	-	-										
11	DUTCH	D	-	-	-	-	-	-	-	-	-		35	-	4	-	4	-	11	1	12
			-	-	-	-	1	-	3	-	-										
			-	-	-	-	-	-	1	-	+1										
12	TUNISIAN	T	-	-	-	-	1	-	-	-	-		40	1	3	-	4	1	9	1	11
			-	-	-	1	2	-	-	-	-										
			-	-	-	-	-	-	-	-	-										
13	ALGERIAN	G	-	-	-	1	-	-	-	-	-		40	1	2	1	4	1	8	2	11
			-	-	-	-	1	1	-	-	-										
			-	-	-	1	-	-	-	-	-										
14	LEBANESE	L	-	-	-	-	1	1	-	-	-		40	2	1	1	4	6	3	1	10
			-	-	-	-	1	-	-	-	-										
			-	-	-	-	-	-	-	1	-										
15	FRENCH	F	1	-	1	-	-	-	-	-	+1		45	1	2	1	4	2	6	1	9
			-	-	-	-	-	-	-	2	+1										
			-	-	-	-	-	-	-	1	-										
16	SRILANKAN	N	-	-	-	1	-	1	1	-	-		60	3	-	1	4	4	1	2	7
			-	-	-	-	-	-	-	-	-										
			-	-	-	1	-	-	-	-	-										
17	IRAQI	R	-	-	-	-	-	1	-	-	-		100	1	2	1	4	1	2	1	4
			1	-	-	-	-	1	-	-	-										
			-	-	-	1	-	-	-	1	+1										
TOTAL												+8	20	92	91	48	231	478	471	242	1191
			+8																		
			+9																		

TABLE (7)

* POPULATION GROSS TOTAL INCLUDING 28 OTHER NATIONALITIES (NOT INCLUDED IN OUR RESEARCH) AND NORTH FIELD EMPLOYEES: 1191 + 40 + 16 = 1247 MANAGERS.

* SAMPLE GROSS TOTAL: 231 + 25 (ADDITIONAL MARKED X IN ABOVE TABLE) = 256 MANAGERS. HENCE, PERCENTAGE RATIO OF SAMPLE TO POPULATION:
 $256/1247 \times 100 = 20.53\%$.

MOTIVATION OF MULTINATIONAL WORK FORCE IN QGPC IN QATAR

RESPONSE DATA FOR QGPC MANAGERS SAMPLE

NO	NATIONALITY	CD											SAMPLE				RESPONSE			
			U	A	B	C	D	E	F	SZ	X	%	ON	OF	HQ	TT.	ON	OF	HQ	TT.
1	QATARI	Q	-	4	6	9	7	5	2	-	-	15	33	30	16	79	25 76%	13 43%	11 69%	49 62%
			2	5	5	4	6	5	4	-	+1									
			3	3	4	3	4	2	-	-	+3									
2	BRITISH	B	-	1	1	5	4	6	5	-	-	20	22	17	6	45	19 86%	12 71%	6 100%	37 82%
			-	-	1	5	6	4	4	-	+3									
			-	-	1	1	-	2	1	1	-									
3	INDIAN	I	-	-	1	2	2	2	1	-	-	20	8	10	2	20	8 100%	7 70%	3 150%	18 90%
			-	-	-	2	3	2	3	-	-									
			-	-	1	-	-	-	2	-	+1									
4	EGYPTIAN	E	-	-	3	1	2	5	2	-	+5	20	8	4	6	18	12 150%	3 75%	6 100%	21 117%
			-	-	-	1	3	-	1	-	+1									
			1	1	2	-	2	-	1	-	+1									
5	JORDANIAN	J	-	1	-	-	1	1	-	-	+1	20	2	6	4	12	2 100%	5 83%	5 125%	12 100%
			-	1	1	1	1	2	-	-	-									
			-	-	1	1	1	1	1	-	+1									
6	AMERICAN	A	1	1	-	1	1	-	-	-	+1	20	3	2	2	7	4 133%	2 100%	2 100%	8 114%
			-	-	-	2	1	-	-	-	+1									
			-	-	-	1	1	-	-	-	-									
7	CANADIAN	C	-	-	-	2	1	1	-	-	-	20	4	1	1	6	4 100%	1 100%	1 100%	6 100%
			-	-	-	-	1	-	-	-	-									
			-	-	-	1	-	-	-	-	-									
8	PALESTINIAN	P	-	-	-	-	1	-	-	-	20	1	3	2	6	1 100%	3 100%	2 100%	6 100%	
			-	-	-	1	2	-	-	-										-
			-	-	-	1	1	-	-	-										-
9	PAKISTANI	K	-	-	-	-	-	1	-	-	20	1	3	1	5	1 100%	3 100%	2 150%	6 120%	
			-	-	1	-	1	1	-	-										-
			-	-	-	-	1	-	1	-										+1

TABLE (8)

NO	NATIONALITY	CD											SAMPLE				RESPONSE							
			U	A	B	C	D	E	F	SZ	X	%	ON	OF	HQ	TT.	ON	OF	HQ	TT.				
10	SUDANESE	S	-	-	-	-	-	1	-	-	-		20	1	1	3	5	1	2	3	6			
			-	-	1	1	1	-	-	-	+2	100%										150%	100%	120%
			1	1	1	-	-	-	-	-	-													
11	DUTCH	D	-	-	-	-	-	-	-	-	-	35	-	4	-	4	-	3	1	4				
			-	-	-	-	1	-	3	-	-										75%	-%	100%	
			-	-	-	-	-	-	1	-	+1													
12	TUNISIAN	T	-	-	-	-	1	-	-	-	-	40	1	3	-	4	1	3	-	4				
			-	-	-	1	2	-	-	-	-										100%	100%	-	100%
			-	-	-	-	-	-	-	-	-													
13	ALGERIAN	G	-	-	-	1	-	-	-	-	-	40	1	2	1	4	1	2	1	4				
			-	-	-	-	1	1	-	-	-										100%	100%	100%	100%
			-	-	-	1	-	-	-	-	-													
14	LEBANESE	L	-	-	-	-	1	1	-	-	-	40	2	1	1	4	2	-	1	3				
			-	-	-	-	1	-	-	-	-										100%	0%	100%	75%
			-	-	-	-	-	-	-	1	-													
15	FRENCH	F	1	-	1	-	-	-	-	-	+1	45	1	2	1	4	2	1	1	4				
			-	-	-	-	-	-	-	2	+1										150%	50%	100%	100%
			-	-	-	-	-	-	-	1	-													
16	SRILANKAN	N	-	-	-	1	-	1	1	-	-	60	3	-	1	4	3	-	1	4				
			-	-	-	-	-	-	-	-	-										100%	-	100%	100%
			-	-	-	1	-	-	-	-	-													
17	IRAQI	R	-	-	-	-	-	1	-	-	-	100	1	2	1	4	1	2	1	4				
			1	-	-	-	-	1	-	-	-										100%	100%	100%	100%
			-	-	-	1	-	-	-	1	+1													
TOTAL			231+25								+8	20	92	91	48	231	87	62	47	196				
											+8										94.6%	68.1%	97.9%	84.8%
											+9													

TABLE (9)

* PERCENTAGE RATIO OF RESPONSES TO QUOTA SAMPLE = $196/231 \times 100 = 84.8\%$.

* PERCENTAGE RATIO OF RESPONSES TO SAMPLE GROSS TOTAL = $196/256 \times 100 = 76.6\%$.

* PERCENTAGE RATIO OF RESPONSES TO POPULATION: $196/1247 \times 100 = 15.7\%$.

Appendix (D)

AGE AGE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	40	13	6.6	6.6	6.6
	45	13	6.6	6.6	13.3
	50	13	6.6	6.6	19.9
	42	12	6.1	6.1	26.0
	43	11	5.6	5.6	31.6
	36	9	4.6	4.6	36.2
	39	9	4.6	4.6	40.8
	35	8	4.1	4.1	44.9
	32	7	3.6	3.6	48.5
	34	7	3.6	3.6	52.0
	47	7	3.6	3.6	55.6
	49	7	3.6	3.6	59.2
	31	6	3.1	3.1	62.2
	37	6	3.1	3.1	65.3
	41	6	3.1	3.1	68.4
	44	6	3.1	3.1	71.4
	52	6	3.1	3.1	74.5
	38	5	2.6	2.6	77.0
	56	5	2.6	2.6	79.6
	30	4	2.0	2.0	81.6
	33	4	2.0	2.0	83.7
	48	4	2.0	2.0	85.7
	29	3	1.5	1.5	87.2
	51	3	1.5	1.5	88.8
	53	3	1.5	1.5	90.3
	58	3	1.5	1.5	91.8
	46	2	1.0	1.0	92.9
	54	2	1.0	1.0	93.9
	55	2	1.0	1.0	94.9
	57	2	1.0	1.0	95.9
	59	2	1.0	1.0	96.9
	60	2	1.0	1.0	98.0
	25	1	.5	.5	98.5
	28	1	.5	.5	99.0
	61	1	.5	.5	99.5
	70	1	.5	.5	100.0
	Total	196	100.0	100.0	

Hi-Res Chart # 1:Bar chart of age

Valid cases 196 Missing cases 0

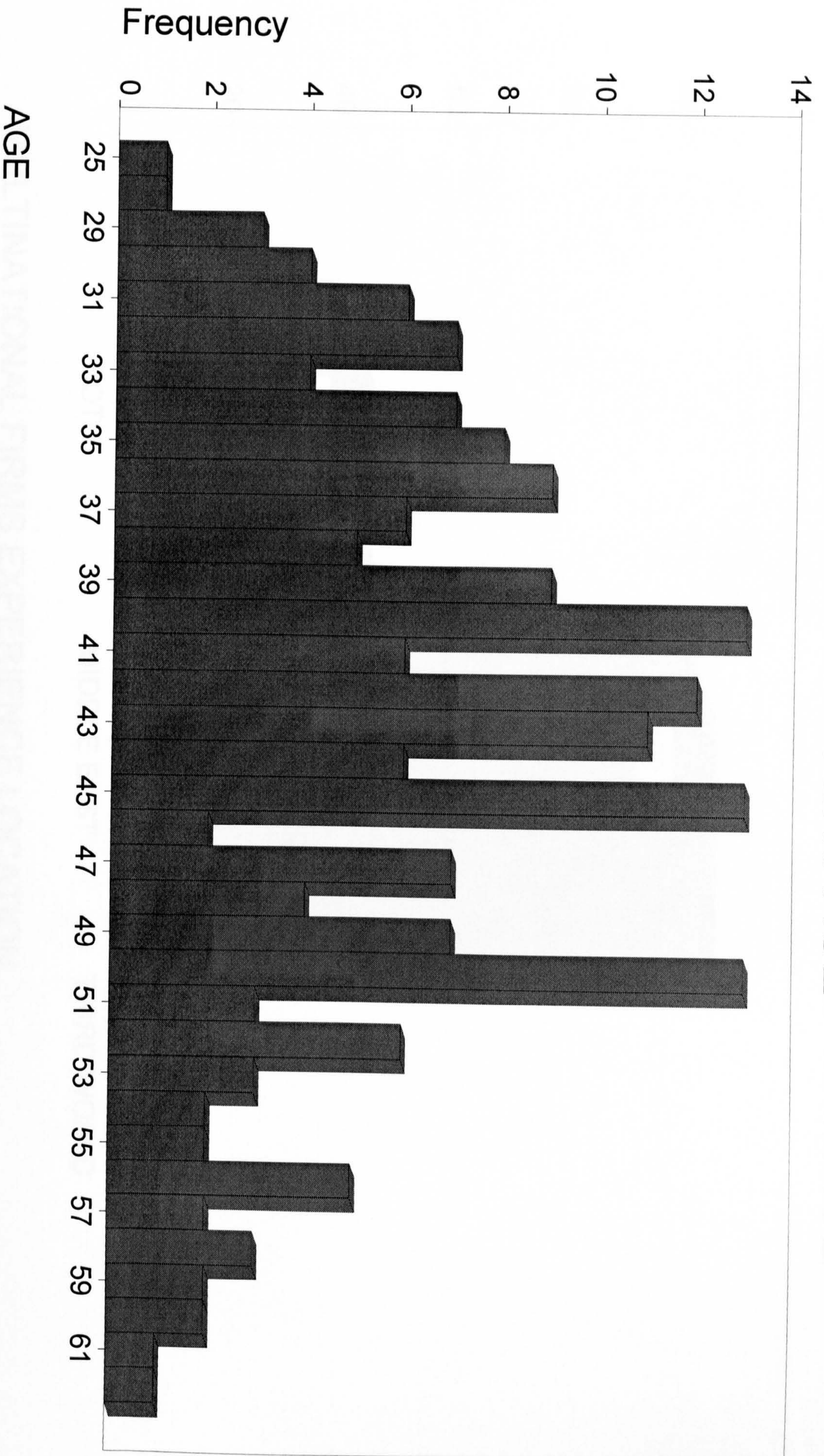
AREA MULTINATIONAL FIRMS EXPERIENCE LOCATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MIDDLE EAST	M	100	51.0	70.9	70.9
BOTH	B	39	19.9	27.7	98.6
THIRD WORLD	T	2	1.0	1.4	100.0
	X	55	28.1	Missing	
	Total	196	100.0	100.0	

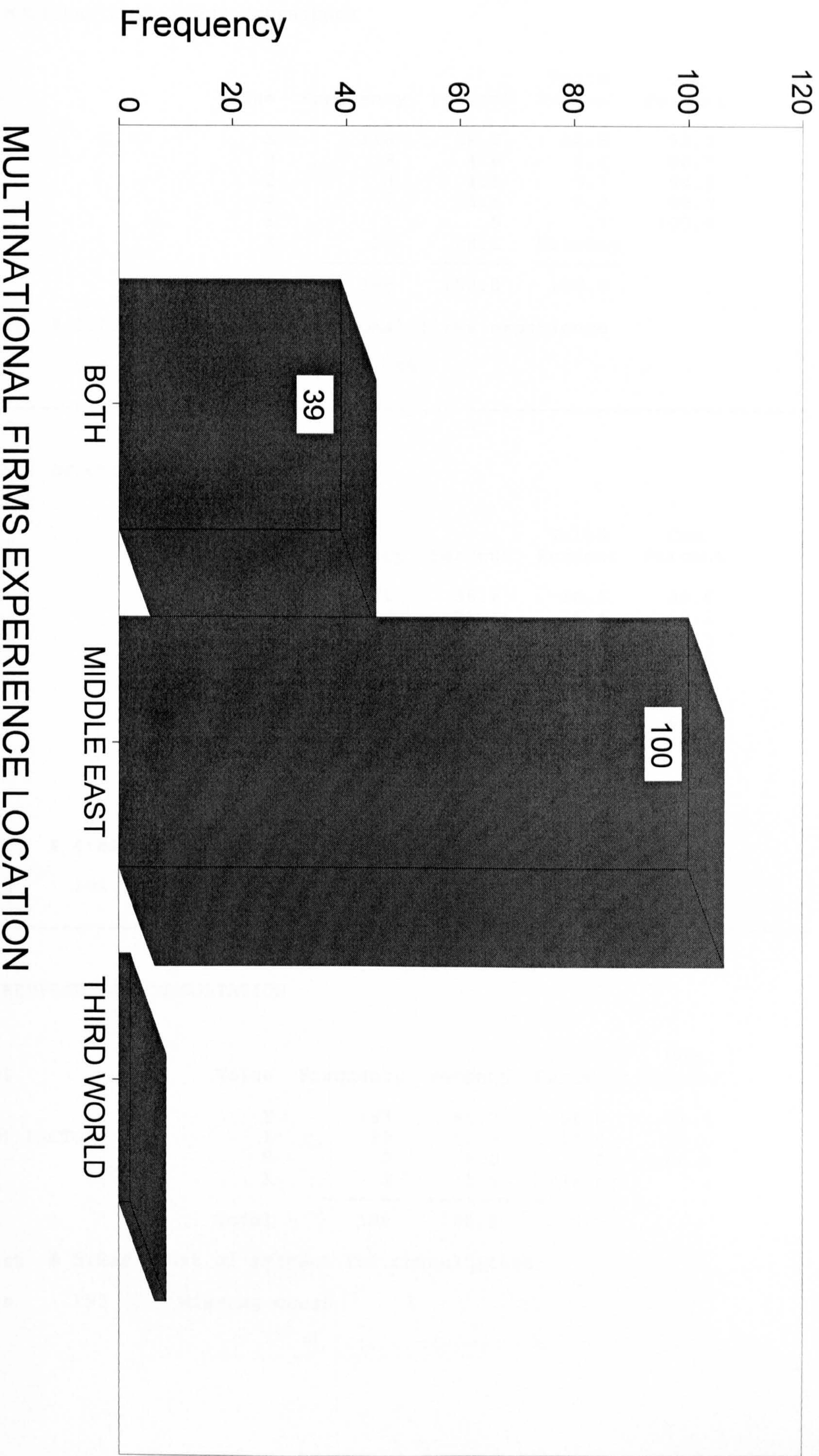
Hi-Res Chart # 2:Bar chart of multinational firms experience location

Valid cases 141 Missing cases 55

MANAGERS AGE



EXPATRIATE MNC AREA EXPERIENCE



AREAEXP MULTINATIONAL FIRMS EXPERIENCE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
>7 YEARS	5	116	59.2	82.3	82.3
3-5 YEARS	3	9	4.6	6.4	88.7
1-3 YEARS	2	8	4.1	5.7	94.3
5-7 YEARS	4	7	3.6	5.0	99.3
0-1 YEAR	1	1	.5	.7	100.0
	X	55	28.1	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 3: Bar chart of multinational firms experience

Valid cases 141 Missing cases 55

CHILDREN NO. OF CHILDREN

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	2	71	36.2	36.6	36.6
	3	42	21.4	21.6	58.2
	4	35	17.9	18.0	76.3
	1	18	9.2	9.3	85.6
	0	9	4.6	4.6	90.2
	5	9	4.6	4.6	94.8
	6	9	4.6	4.6	99.5
	7	1	.5	.5	100.0
	-1	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 4: Bar chart of no. of children

Valid cases 194 Missing cases 2

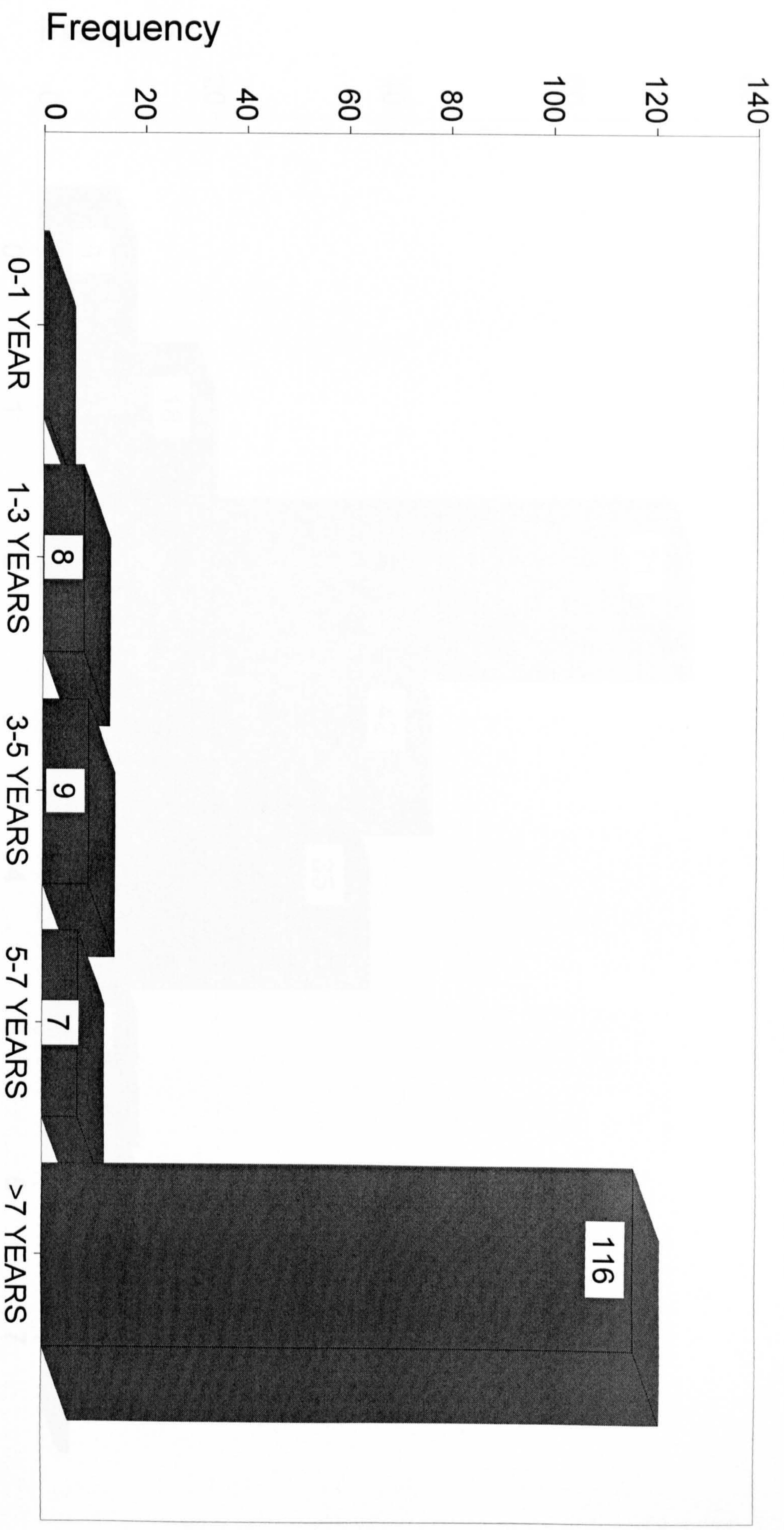
CONSULT RESPECT FOR CONSULTATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	Y	167	85.2	86.5	86.5
INDIFFERENT FACTOR	I	24	12.2	12.4	99.0
NO	N	2	1.0	1.0	100.0
	X	3	1.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 5: Bar chart of respect for consultation

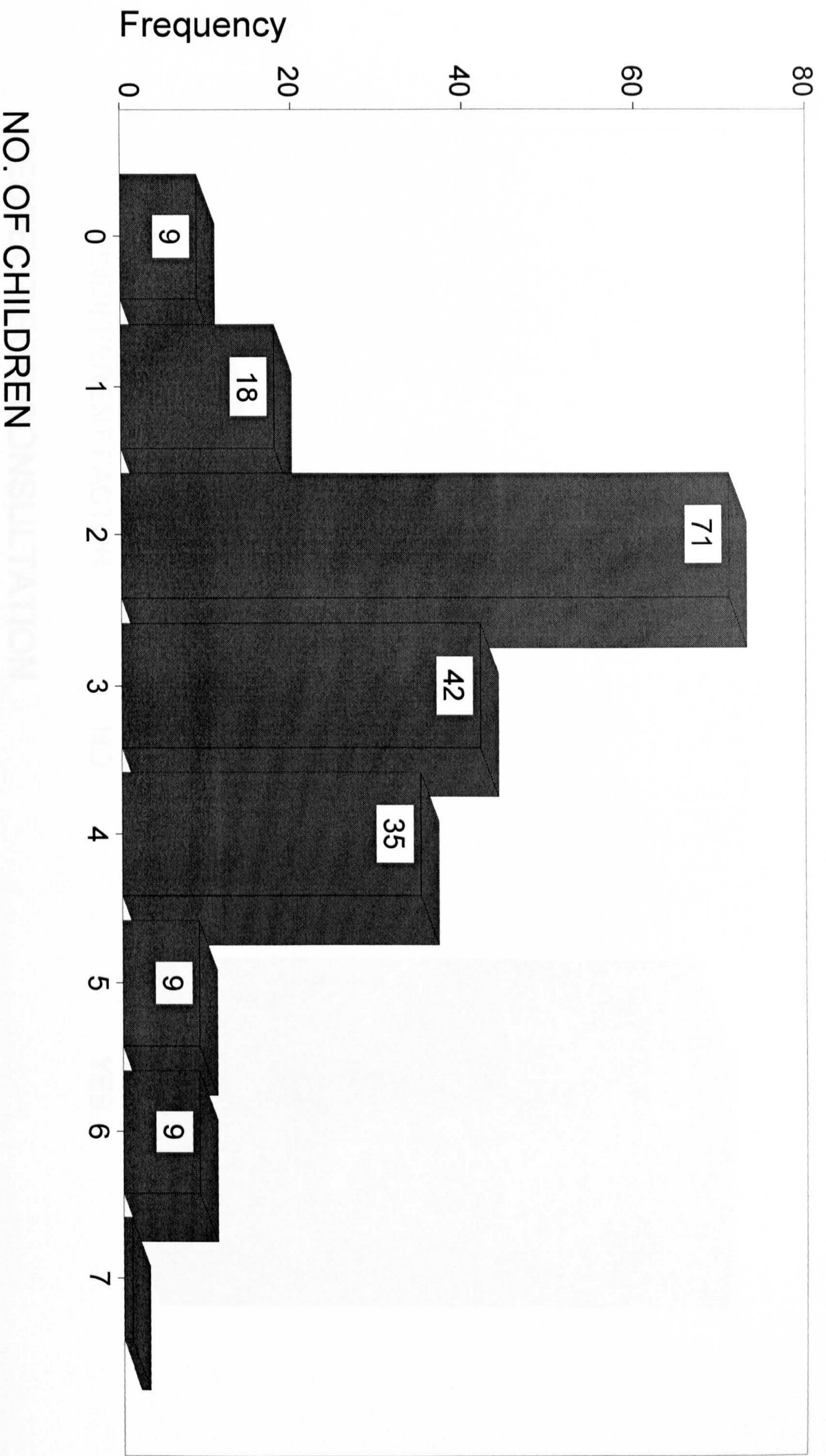
Valid cases 193 Missing cases 3

EXPATRIATE MNC EXPERIENCE

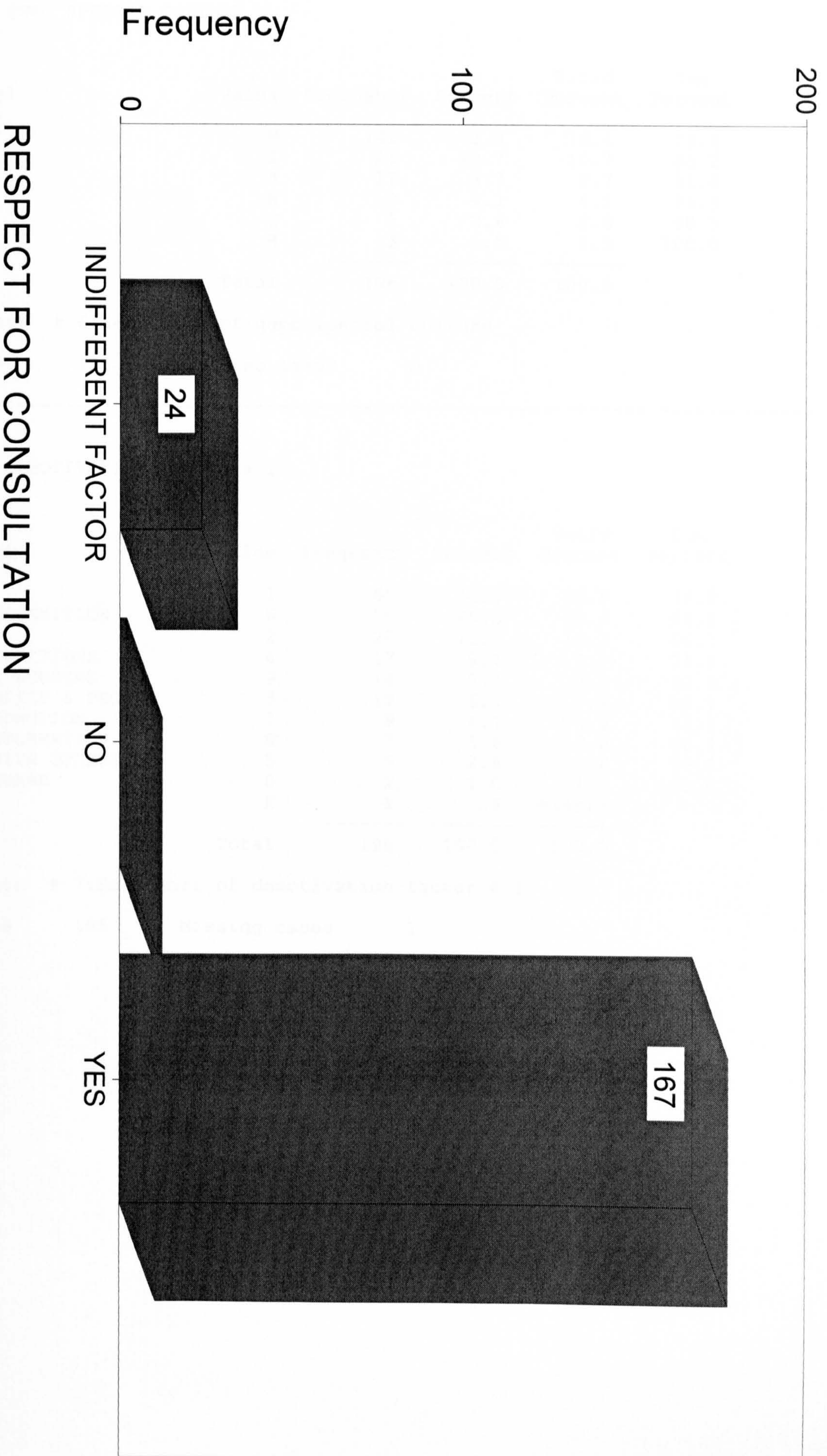


MULTINATIONAL FIRMS EXPERIENCE

MANAGERS NUMBER OF CHILDREN



RESPECT FOR CONSULTATIVE MANAGERS



RESPECT FOR CONSULTATION

CULTURE QGPC SPECIAL CULTURE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MIXTURE	M	142	72.4	72.4	72.4
ISLAMIC	I	21	10.7	10.7	83.2
ARABIC	A	17	8.7	8.7	91.8
WESTERN	W	8	4.1	4.1	95.9
OTHERS	O	5	2.6	2.6	98.5
ORIENTAL	R	3	1.5	1.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 6:Bar chart of qgpc special culture

Valid cases 196 Missing cases 0

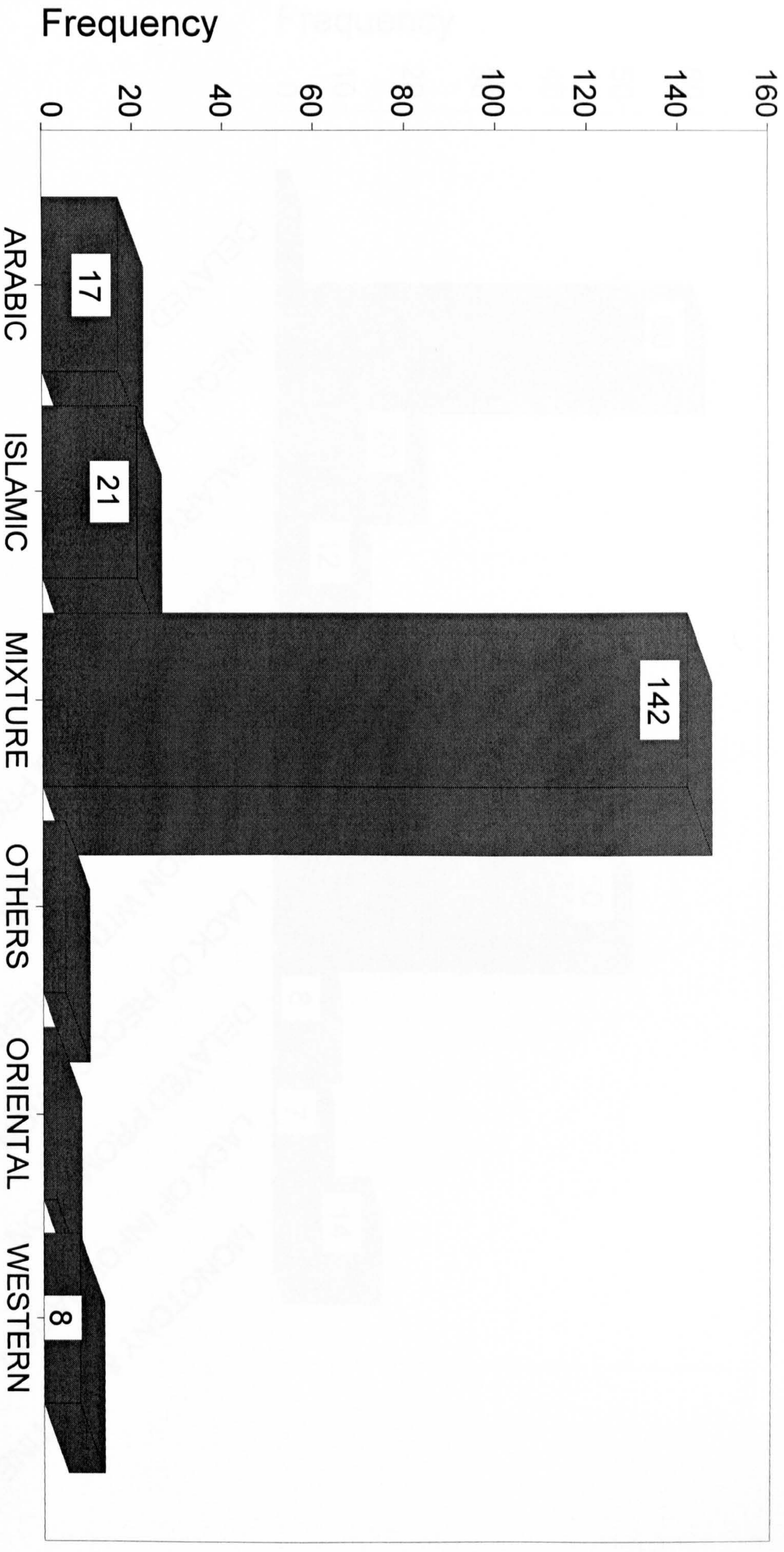
DEMOT#1 DEMOTIVATION FACTOR # 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
INEQUITY	1	60	30.6	30.8	30.8
LACK OF RECOGNITION	6	50	25.5	25.6	56.4
SALARY	2	20	10.2	10.3	66.7
WORKING CONDITIONS	4	17	8.7	8.7	75.4
MONOTONY & ROUTINE	9	14	7.1	7.2	82.6
COMPANY POLICY & PRO	3	12	6.1	6.2	88.7
DELAYED PROMOTION	7	8	4.1	4.1	92.8
LACK OF INFORMATION	8	7	3.6	3.6	96.4
RELATION WITH OTHERS	5	5	2.6	2.6	99.0
DELAYED REWARD	0	2	1.0	1.0	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 7:Bar chart of demotivation factor # 1

Valid cases 195 Missing cases 1

QGPC CULTURE FROM MANAGERS VIEW



QGPC SPECIAL CULTURE

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 1

DEMOT#10 DEMOTIVATION FACTOR # 10

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DELAYED REWARD	0	41	20.9	21.0	21.0
RELATION WITH OTHERS	5	38	19.4	19.5	40.5
COMPANY POLICY & PRO	3	26	13.3	13.3	53.8
DELAYED PROMOTION	7	22	11.2	11.3	65.1
MONOTONY & ROUTINE	9	18	9.2	9.2	74.4
LACK OF RECOGNITION	6	13	6.6	6.7	81.0
SALARY	2	11	5.6	5.6	86.7
WORKING CONDITIONS	4	11	5.6	5.6	92.3
LACK OF INFORMATION	8	10	5.1	5.1	97.4
INEQUITY	1	5	2.6	2.6	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 8:Bar chart of demotivation factor # 10

Valid cases 195 Missing cases 1

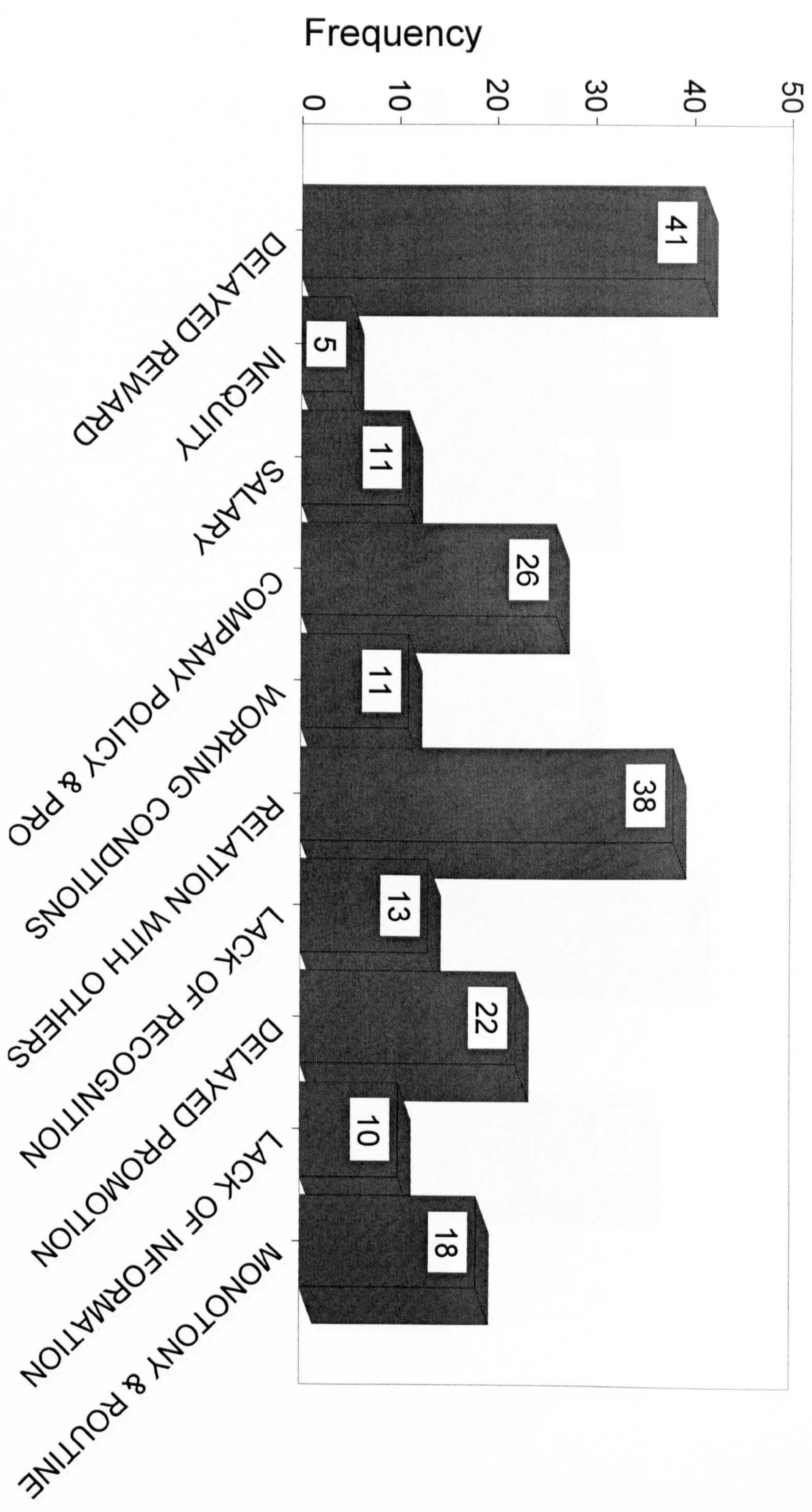
DEMOT#2 DEMOTIVATION FACTOR # 2

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LACK OF RECOGNITION	6	32	16.3	16.4	16.4
INEQUITY	1	28	14.3	14.4	30.8
LACK OF INFORMATION	8	28	14.3	14.4	45.1
SALARY	2	24	12.2	12.3	57.4
WORKING CONDITIONS	4	23	11.7	11.8	69.2
DELAYED PROMOTION	7	17	8.7	8.7	77.9
COMPANY POLICY & PRO	3	16	8.2	8.2	86.2
MONOTONY & ROUTINE	9	11	5.6	5.6	91.8
DELAYED REWARD	0	9	4.6	4.6	96.4
RELATION WITH OTHERS	5	7	3.6	3.6	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 9:Bar chart of demotivation factor # 2

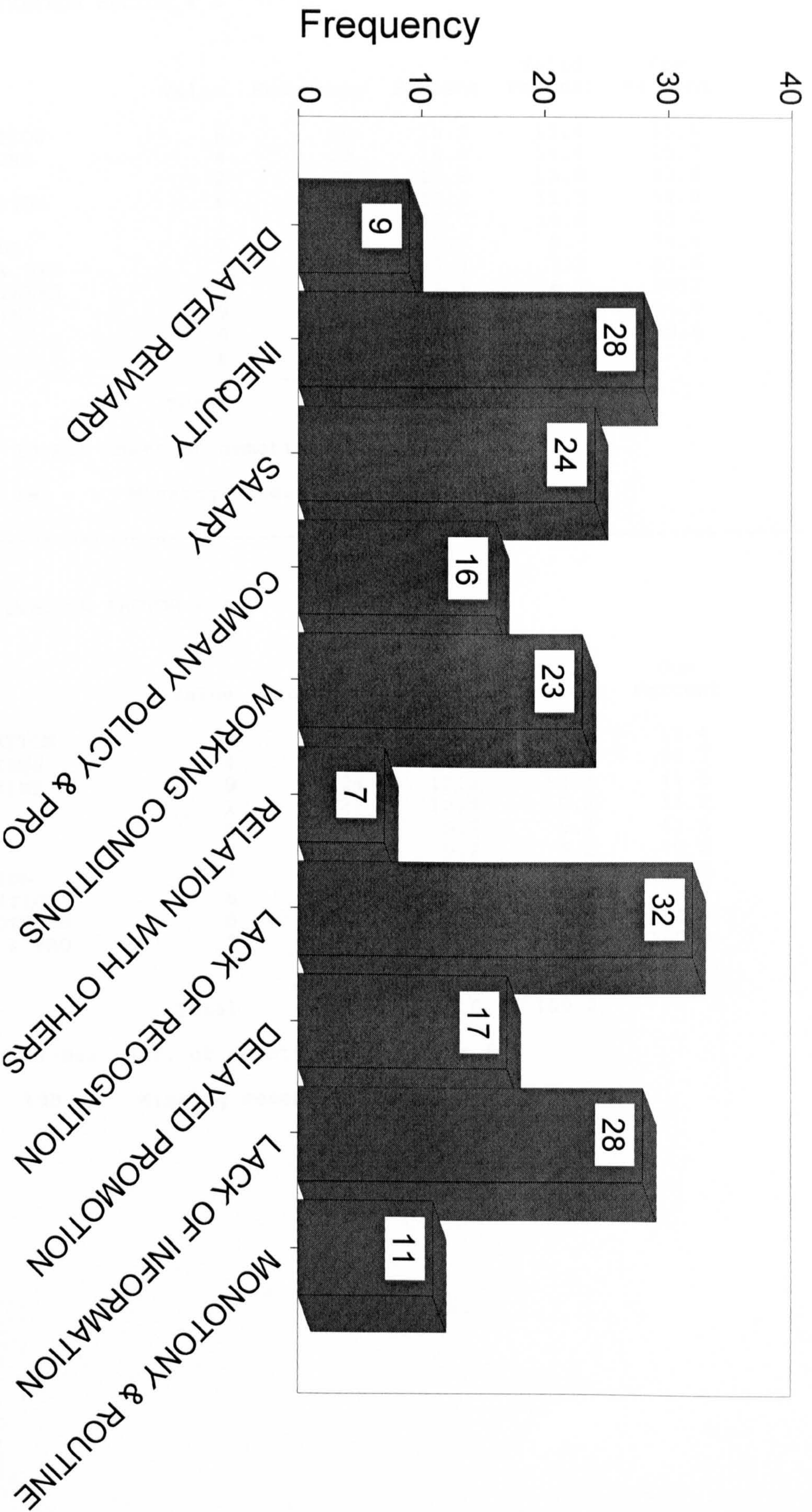
Valid cases 195 Missing cases 1

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 10

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 2

DEMOT#3 DEMOTIVATION FACTOR # 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LACK OF INFORMATION	8	30	15.3	15.4	15.4
WORKING CONDITIONS	4	28	14.3	14.4	29.7
SALARY	2	27	13.8	13.8	43.6
LACK OF RECOGNITION	6	22	11.2	11.3	54.9
INEQUITY	1	21	10.7	10.8	65.6
DELAYED PROMOTION	7	17	8.7	8.7	74.4
COMPANY POLICY & PRO	3	14	7.1	7.2	81.5
RELATION WITH OTHERS	5	13	6.6	6.7	88.2
MONOTONY & ROUTINE	9	13	6.6	6.7	94.9
DELAYED REWARD	0	10	5.1	5.1	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 10:Bar chart of demotivation factor # 3

Valid cases 195 Missing cases 1

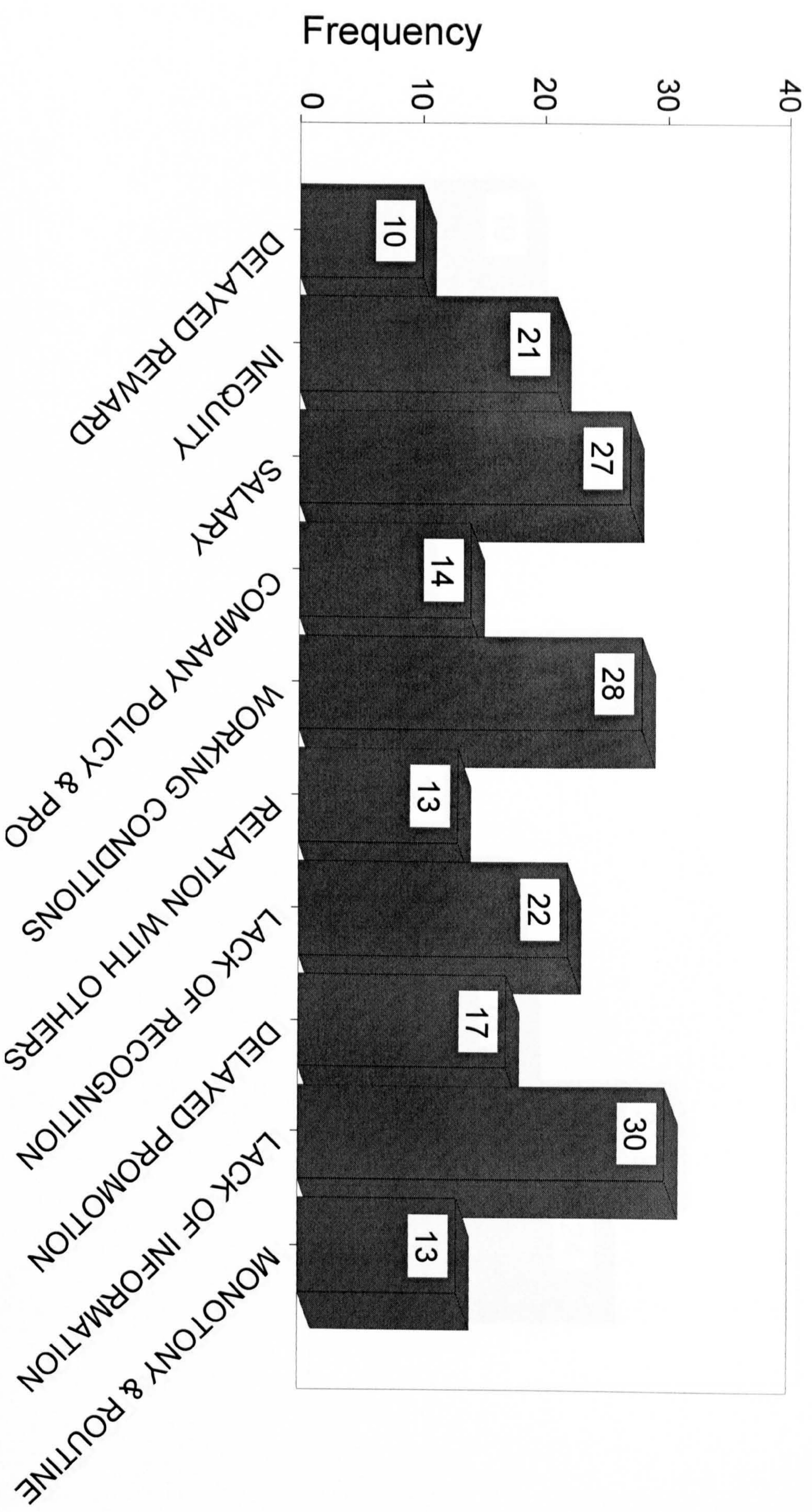
DEMOT#4 DEMOTIVATION FACTOR # 4

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LACK OF INFORMATION	8	30	15.3	15.4	15.4
WORKING CONDITIONS	4	26	13.3	13.3	28.7
MONOTONY & ROUTINE	9	24	12.2	12.3	41.0
INEQUITY	1	21	10.7	10.8	51.8
DELAYED REWARD	0	19	9.7	9.7	61.5
SALARY	2	18	9.2	9.2	70.8
DELAYED PROMOTION	7	18	9.2	9.2	80.0
LACK OF RECOGNITION	6	17	8.7	8.7	88.7
RELATION WITH OTHERS	5	12	6.1	6.2	94.9
COMPANY POLICY & PRO	3	10	5.1	5.1	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 11:Bar chart of demotivation factor # 4

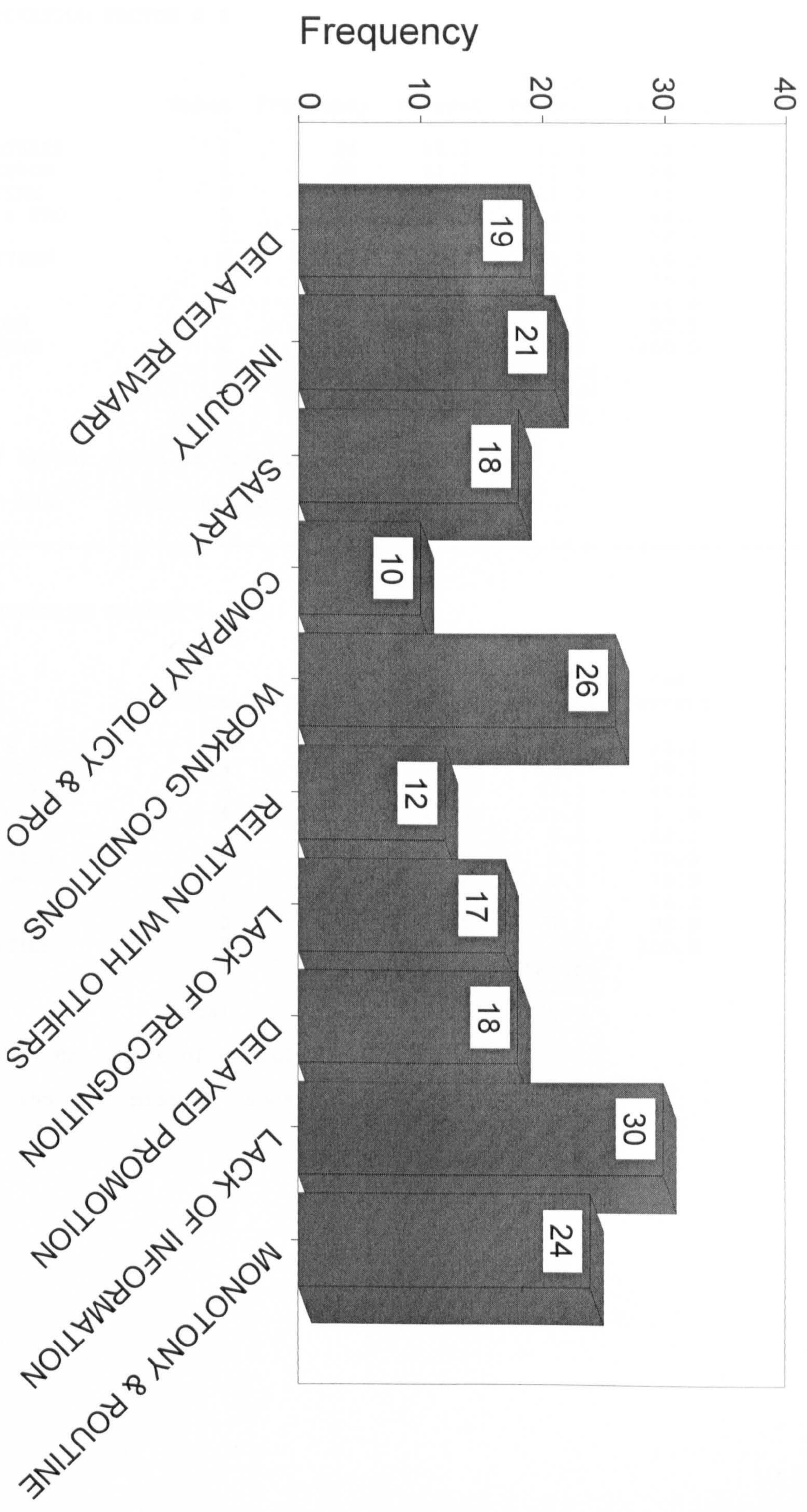
Valid cases 195 Missing cases 1

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 3

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 4

DEMOT#5 DEMOTIVATION FACTOR # 5

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
RELATION WITH OTHERS	5	24	12.2	12.3	12.3
LACK OF INFORMATION	8	23	11.7	11.8	24.1
MONOTONY & ROUTINE	9	22	11.2	11.3	35.4
COMPANY POLICY & PRO	3	21	10.7	10.8	46.2
INEQUITY	1	20	10.2	10.3	56.4
LACK OF RECOGNITION	6	19	9.7	9.7	66.2
DELAYED REWARD	0	18	9.2	9.2	75.4
SALARY	2	18	9.2	9.2	84.6
DELAYED PROMOTION	7	18	9.2	9.2	93.8
WORKING CONDITIONS	4	12	6.1	6.2	100.0
	X	1	.5	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 12:Bar chart of demotivation factor # 5

Valid cases 195 Missing cases 1

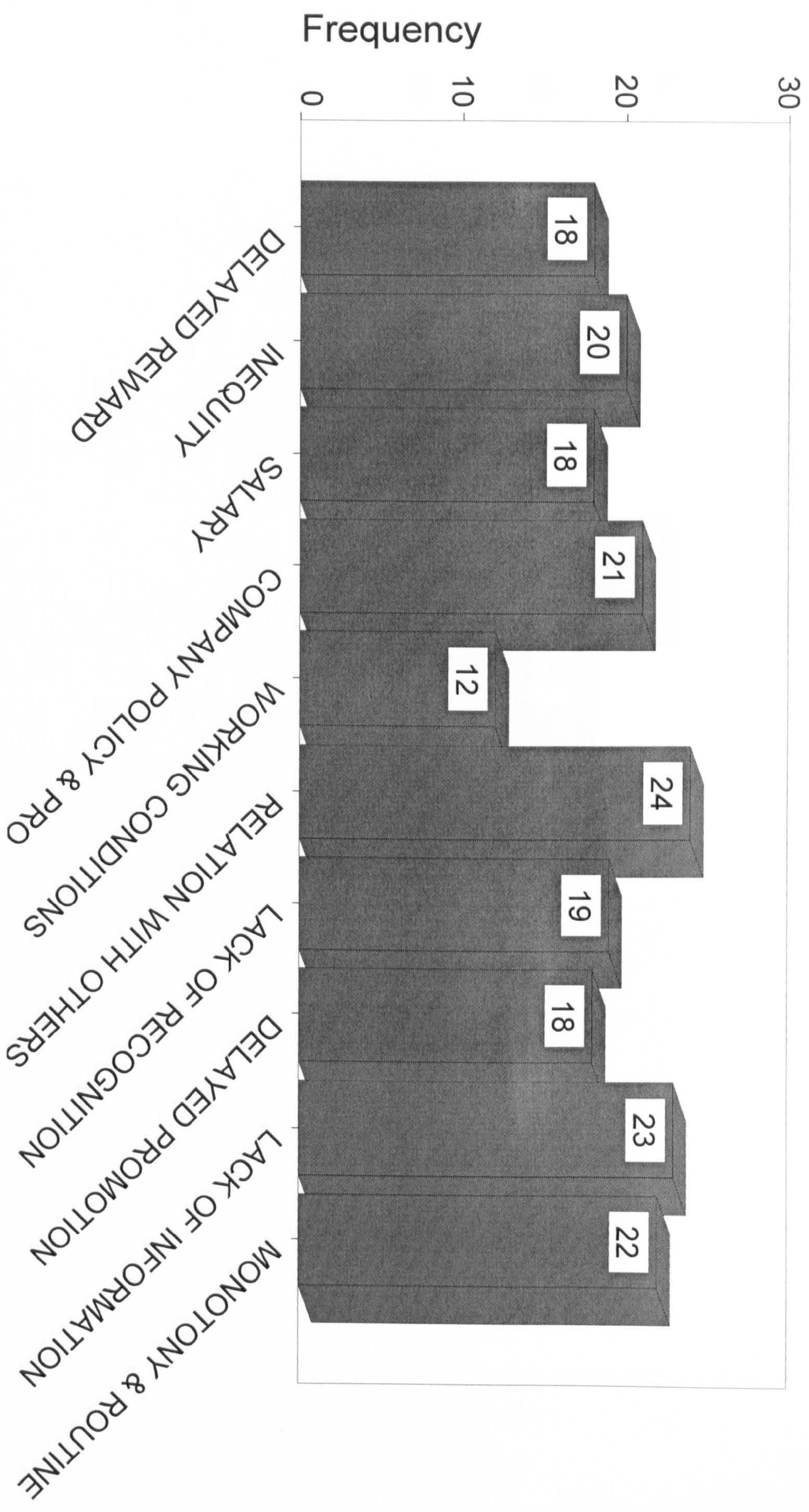
DEMOT#6 DEMOTIVATION FACTOR # 6

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
COMPANY POLICY & PRO	3	30	15.3	15.4	15.4
MONOTONY & ROUTINE	9	26	13.3	13.3	28.7
RELATION WITH OTHERS	5	24	12.2	12.3	41.0
WORKING CONDITIONS	4	23	11.7	11.8	52.8
SALARY	2	18	9.2	9.2	62.1
LACK OF RECOGNITION	6	16	8.2	8.2	70.3
DELAYED PROMOTION	7	16	8.2	8.2	78.5
INEQUITY	1	15	7.7	7.7	86.2
DELAYED REWARD	0	14	7.1	7.2	93.3
LACK OF INFORMATION	8	13	6.6	6.7	100.0
	X	1	.5	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 13:Bar chart of demotivation factor # 6

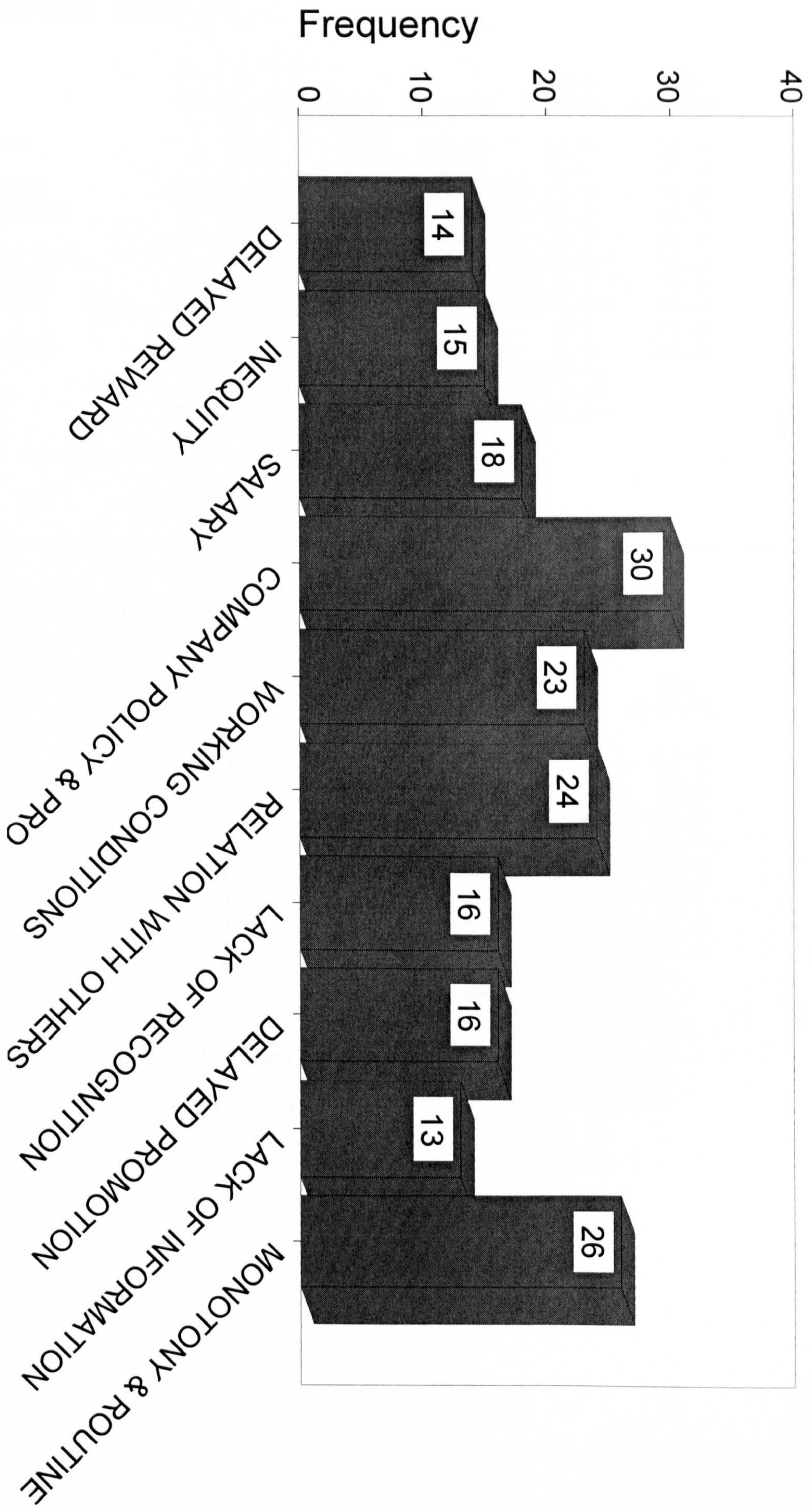
Valid cases 195 Missing cases 1

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 5

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 6

DEMOT#7 DEMOTIVATION FACTOR # 7

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DELAYED PROMOTION	7	29	14.8	14.9	14.9
DELAYED REWARD	0	25	12.8	12.8	27.7
WORKING CONDITIONS	4	22	11.2	11.3	39.0
RELATION WITH OTHERS	5	22	11.2	11.3	50.3
SALARY	2	19	9.7	9.7	60.0
COMPANY POLICY & PRO	3	19	9.7	9.7	69.7
LACK OF INFORMATION	8	19	9.7	9.7	79.5
MONOTONY & ROUTINE	9	16	8.2	8.2	87.7
INEQUITY	1	13	6.6	6.7	94.4
LACK OF RECOGNITION	6	11	5.6	5.6	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 14:Bar chart of demotivation factor # 7

Valid cases 195 Missing cases 1

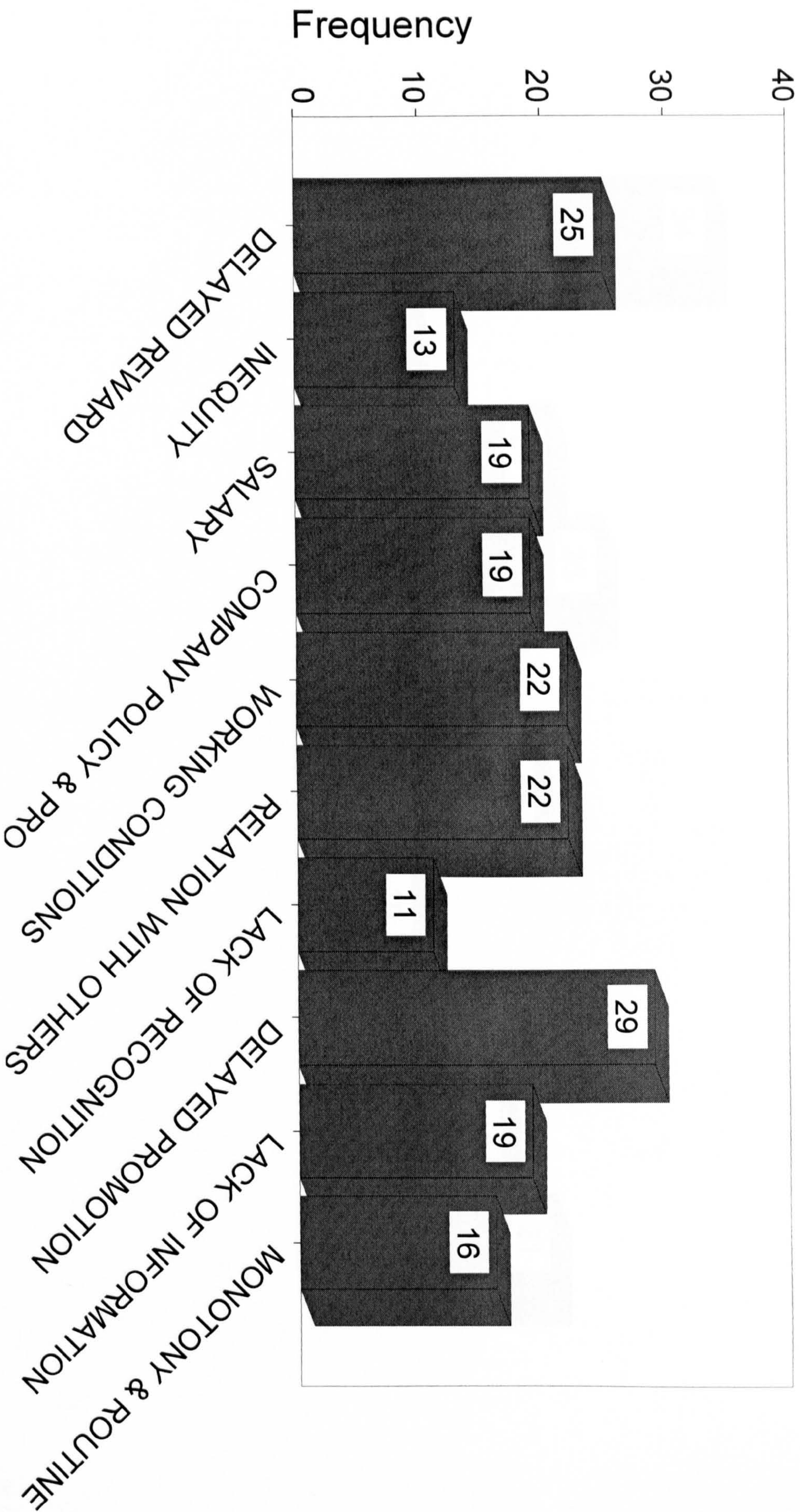
DEMOT#8 DEMOTIVATION FACTOR # 8

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DELAYED REWARD	0	34	17.3	17.4	17.4
COMPANY POLICY & PRO	3	25	12.8	12.8	30.3
SALARY	2	21	10.7	10.8	41.0
DELAYED PROMOTION	7	21	10.7	10.8	51.8
MONOTONY & ROUTINE	9	21	10.7	10.8	62.6
RELATION WITH OTHERS	5	20	10.2	10.3	72.8
LACK OF INFORMATION	8	17	8.7	8.7	81.5
WORKING CONDITIONS	4	16	8.2	8.2	89.7
INEQUITY	1	10	5.1	5.1	94.9
LACK OF RECOGNITION	6	10	5.1	5.1	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 15:Bar chart of demotivation factor # 8

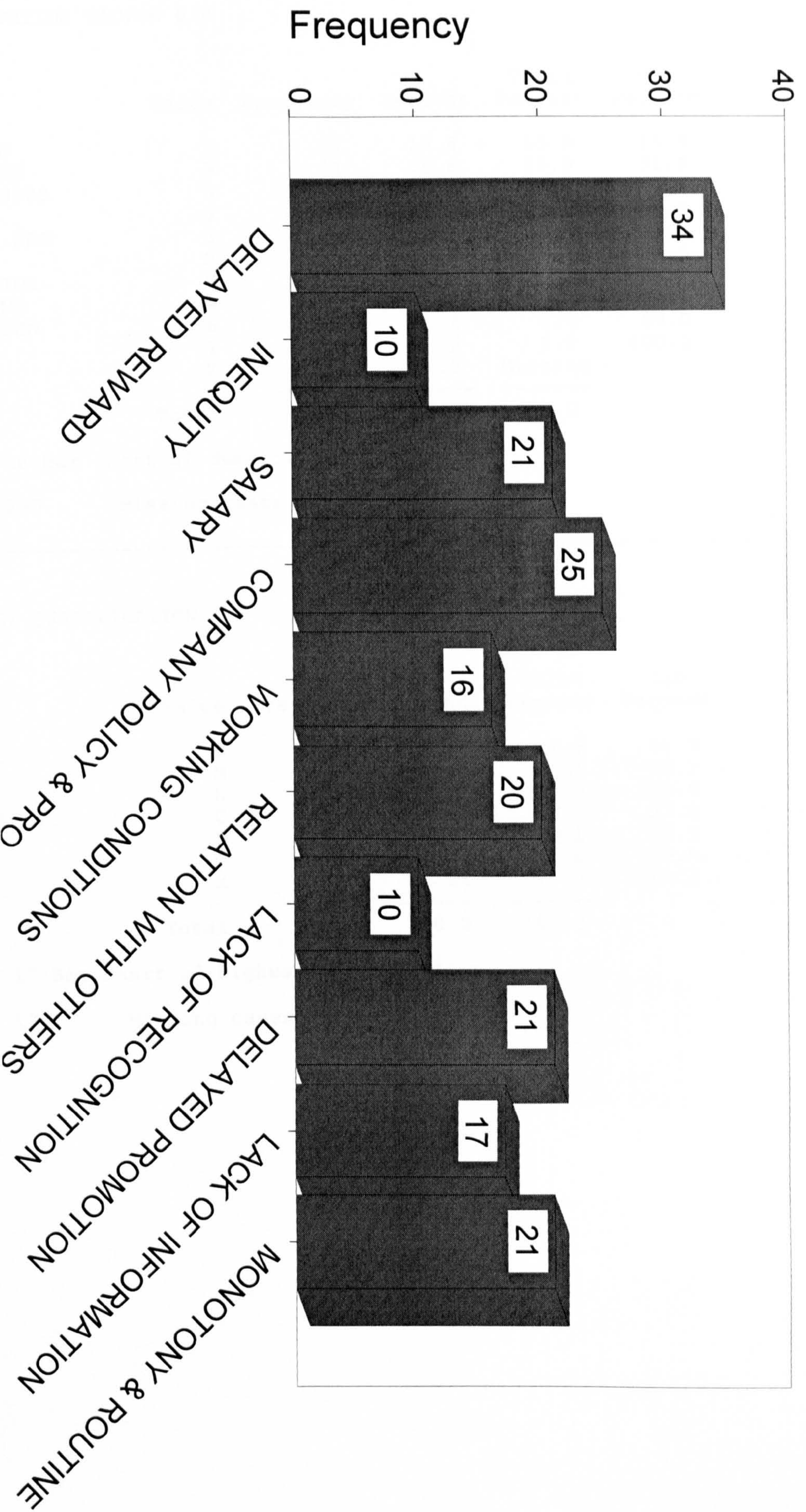
Valid cases 195 Missing cases 1

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 7

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 8

DEMOT#9 DEMOTIVATION FACTOR # 9

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DELAYED PROMOTION	7	31	15.8	15.9	15.9
MONOTONY & ROUTINE	9	31	15.8	15.9	31.8
RELATION WITH OTHERS	5	28	14.3	14.4	46.2
DELAYED REWARD	0	22	11.2	11.3	57.4
COMPANY POLICY & PRO	3	22	11.2	11.3	68.7
SALARY	2	20	10.2	10.3	79.0
LACK OF INFORMATION	8	18	9.2	9.2	88.2
WORKING CONDITIONS	4	16	8.2	8.2	96.4
LACK OF RECOGNITION	6	5	2.6	2.6	99.0
INEQUITY	1	2	1.0	1.0	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 16:Bar chart of demotivation factor # 9

Valid cases 195 Missing cases 1

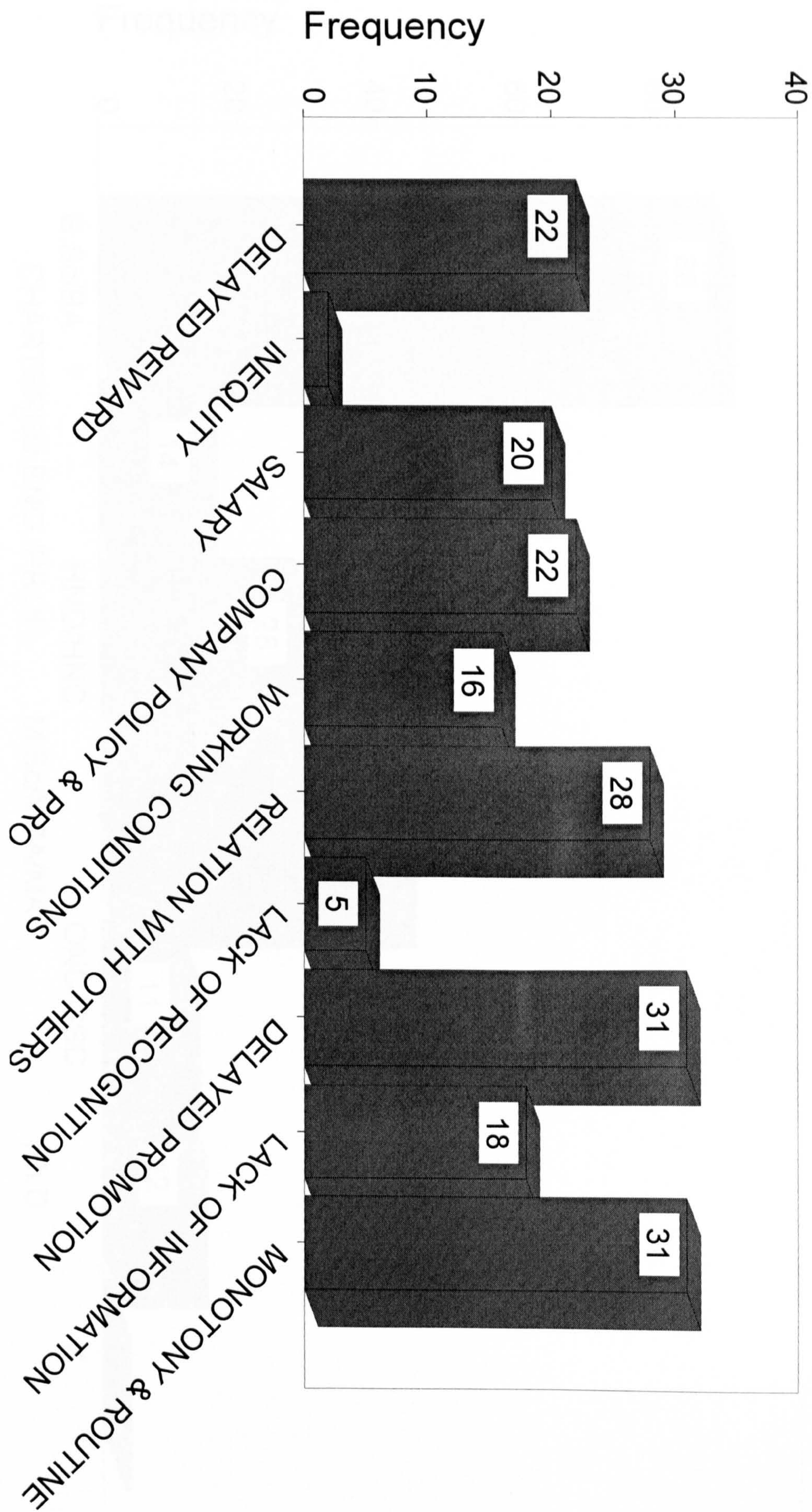
EDUCATN HIGHEST QUALIFICATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
B.Sc/BA	B	88	44.9	44.9	44.9
M.Sc/MBA/MA	M	42	21.4	21.4	66.3
HND/HNC	H	28	14.3	14.3	80.6
CHARTERED ENG./PROF.	C	14	7.1	7.1	87.8
Ph.D	P	12	6.1	6.1	93.9
ONC/GSC	O	11	5.6	5.6	99.5
	X	1	.5	.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 17:Bar chart of highest qualification

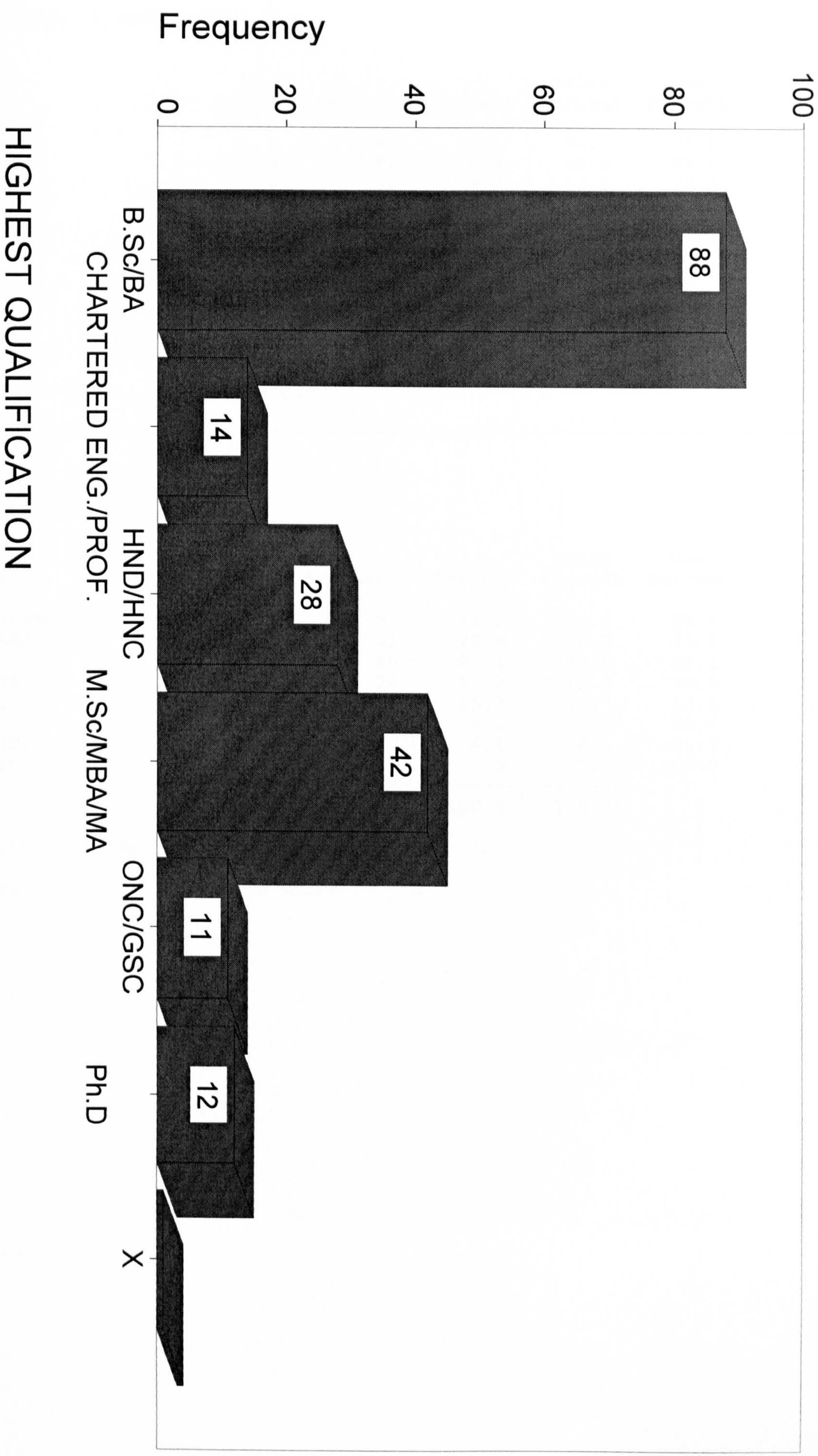
Valid cases 196 Missing cases 0

DEMOTIVATION FACTORS



DEMOTIVATION FACTOR # 9

MANAGERS HIGHEST QUALIFICATION



EXPERNCE YEARS OF EXPERIENCE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
20-30 YEARS	6	63	32.1	32.1	32.1
15-20 YEARS	5	41	20.9	20.9	53.1
10-15 YEARS	4	38	19.4	19.4	72.4
>30 YEARS	7	30	15.3	15.3	87.8
5-10 YEARS	3	19	9.7	9.7	97.4
2-5 YEARS	2	4	2.0	2.0	99.5
0-2 Years	1	1	.5	.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 18:Bar chart of years of experience

Valid cases 196 Missing cases 0

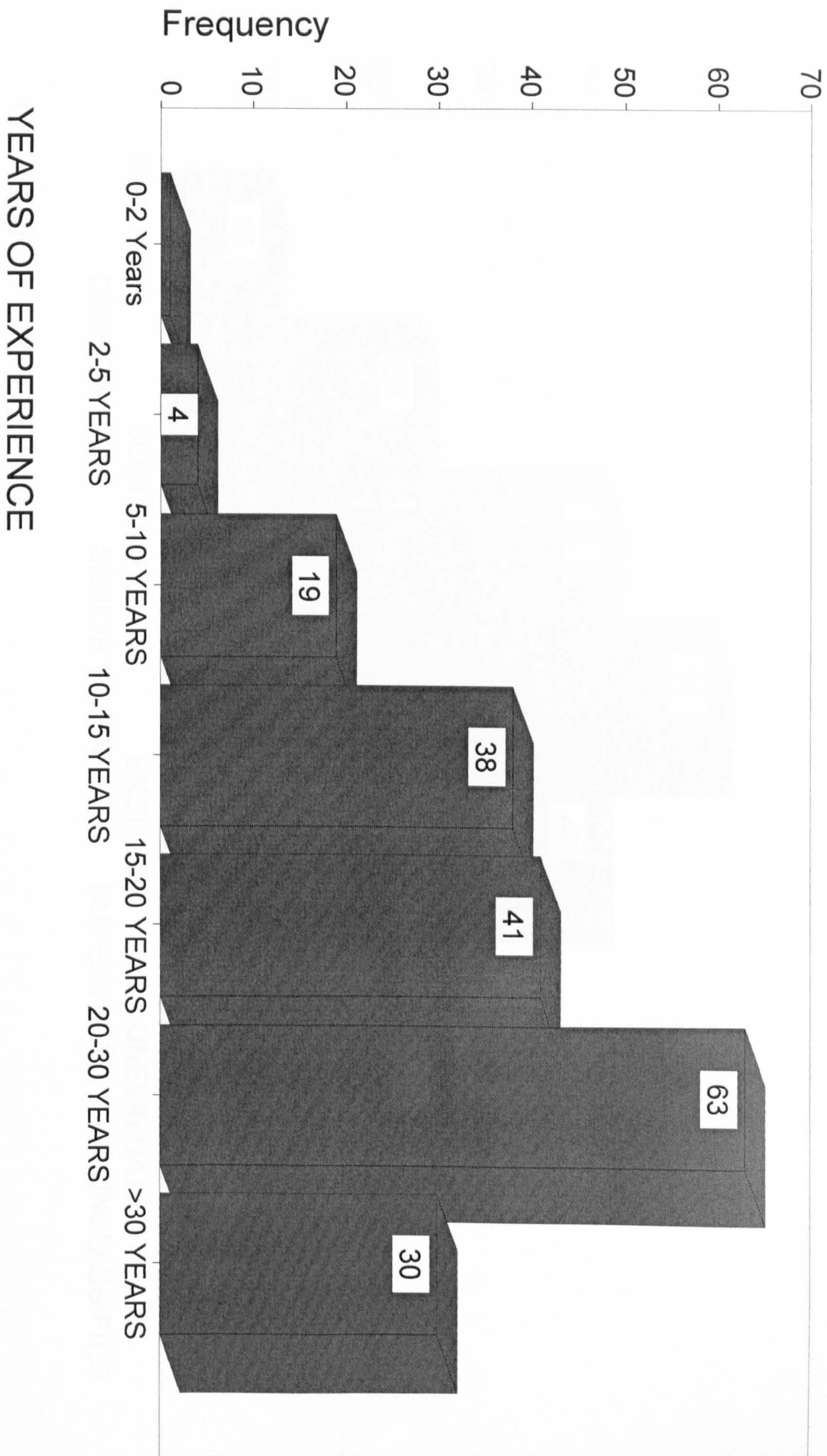
GRADE QGPC JOB GRADE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
SENIOR ENGINEER	D	51	26.0	26.0	26.0
SECTION HEAD	C	41	20.9	20.9	46.9
ENGINEER	E	40	20.4	20.4	67.3
DIVISION HEAD	B	24	12.2	12.2	79.6
SUPERVISOR	F	21	10.7	10.7	90.3
MANAGER	A	10	5.1	5.1	95.4
UNCLASSIFIED	U	8	4.1	4.1	99.5
UNEVALUATED	S	1	.5	.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

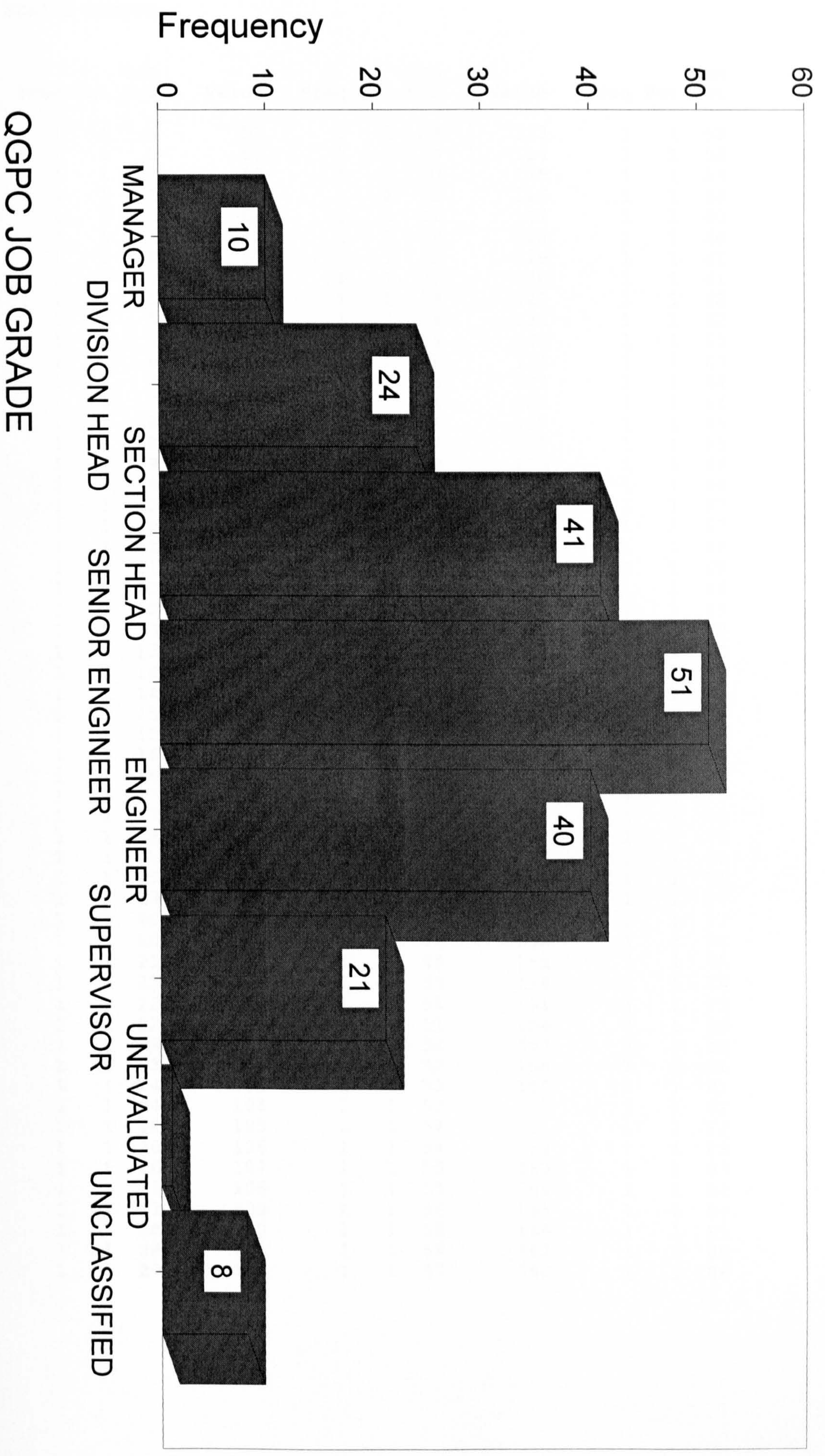
Hi-Res Chart # 19:Bar chart of qgpc job grade

Valid cases 196 Missing cases 0

MANAGERS YEARS OF EXPERIENCE



QGPC MANAGERS JOB GRADE



ID SERIAL NUMBER

Value	Freq	Pct	Cum Pct	Value	Freq	Pct	Cum Pct	Value	Freq	Pct	Cum Pct
1	1	1	1	57	1	1	29	113	1	1	58
2	1	1	1	58	1	1	30	114	1	1	58
3	1	1	2	59	1	1	30	115	1	1	59
4	1	1	2	60	1	1	31	116	1	1	59
5	1	1	3	61	1	1	31	117	1	1	60
6	1	1	3	62	1	1	32	118	1	1	60
7	1	1	4	63	1	1	32	119	1	1	61
8	1	1	4	64	1	1	33	120	1	1	61
9	1	1	5	65	1	1	33	121	1	1	62
10	1	1	5	66	1	1	34	122	1	1	62
11	1	1	6	67	1	1	34	123	1	1	63
12	1	1	6	68	1	1	35	124	1	1	63
13	1	1	7	69	1	1	35	125	1	1	64
14	1	1	7	70	1	1	36	126	1	1	64
15	1	1	8	71	1	1	36	127	1	1	65
16	1	1	8	72	1	1	37	128	1	1	65
17	1	1	9	73	1	1	37	129	1	1	66
18	1	1	9	74	1	1	38	130	1	1	66
19	1	1	10	75	1	1	38	131	1	1	67
20	1	1	10	76	1	1	39	132	1	1	67
21	1	1	11	77	1	1	39	133	1	1	68
22	1	1	11	78	1	1	40	134	1	1	68
23	1	1	12	79	1	1	40	135	1	1	69
24	1	1	12	80	1	1	41	136	1	1	69
25	1	1	13	81	1	1	41	137	1	1	70
26	1	1	13	82	1	1	42	138	1	1	70
27	1	1	14	83	1	1	42	139	1	1	71
28	1	1	14	84	1	1	43	140	1	1	71
29	1	1	15	85	1	1	43	141	1	1	72
30	1	1	15	86	1	1	44	142	1	1	72
31	1	1	16	87	1	1	44	143	1	1	73
32	1	1	16	88	1	1	45	144	1	1	73
33	1	1	17	89	1	1	45	145	1	1	74
34	1	1	17	90	1	1	46	146	1	1	74
35	1	1	18	91	1	1	46	147	1	1	75
36	1	1	18	92	1	1	47	148	1	1	76
37	1	1	19	93	1	1	47	149	1	1	76
38	1	1	19	94	1	1	48	150	1	1	77
39	1	1	20	95	1	1	48	151	1	1	77
40	1	1	20	96	1	1	49	152	1	1	78
41	1	1	21	97	1	1	49	153	1	1	78
42	1	1	21	98	1	1	50	154	1	1	79
43	1	1	22	99	1	1	51	155	1	1	79
44	1	1	22	100	1	1	51	156	1	1	80
45	1	1	23	101	1	1	52	157	1	1	80
46	1	1	23	102	1	1	52	158	1	1	81
47	1	1	24	103	1	1	53	159	1	1	81
48	1	1	24	104	1	1	53	160	1	1	82
49	1	1	25	105	1	1	54	161	1	1	82
50	1	1	26	106	1	1	54	162	1	1	83
51	1	1	26	107	1	1	55	163	1	1	83
52	1	1	27	108	1	1	55	164	1	1	84
53	1	1	27	109	1	1	56	165	1	1	84
54	1	1	28	110	1	1	56	166	1	1	85
55	1	1	28	111	1	1	57	167	1	1	85
56	1	1	29	112	1	1	57	168	1	1	86

ID	SERIAL NUMBER											
Value	Freq	Pct	Cum Pct	Value	Freq	Pct	Cum Pct	Value	Freq	Pct	Cum Pct	
169	1	1	86	179	1	1	91	189	1	1	96	
170	1	1	87	180	1	1	92	190	1	1	97	
171	1	1	87	181	1	1	92	191	1	1	97	
172	1	1	88	182	1	1	93	192	1	1	98	
173	1	1	88	183	1	1	93	193	1	1	98	
174	1	1	89	184	1	1	94	194	1	1	99	
175	1	1	89	185	1	1	94	195	1	1	99	
176	1	1	90	186	1	1	95	196	1	1	100	
177	1	1	90	187	1	1	95					
178	1	1	91	188	1	1	96					

Hi-Res Chart # 20: Bar chart of serial number

Valid cases 196 Missing cases 0

INTEGRAT DOMESTIC / WORK INTEGRATION COMPARISON

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
YES	Y	62	31.6	44.0	44.0
NO/NOT APPLICABLE	N	50	25.5	35.5	79.4
SAME LEVEL	S	29	14.8	20.6	100.0
	X	55	28.1	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 21: Bar chart of domestic / work integration comparison

Valid cases 141 Missing cases 55

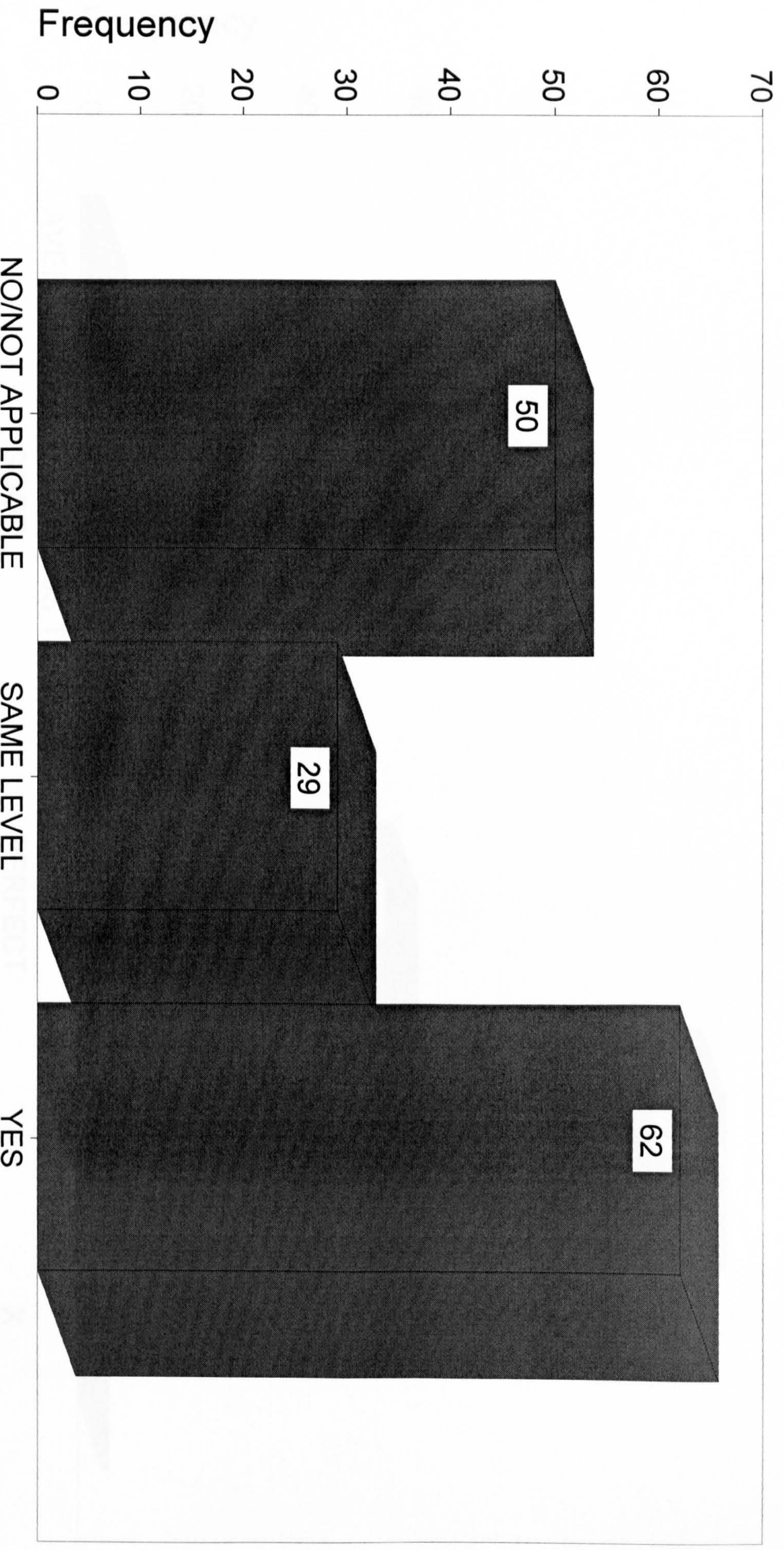
LANGUAGE LINGUISTIC MATCHING WITH MANAGER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
VERY GOOD	V	109	55.6	55.6	55.6
PERFECT	P	55	28.1	28.1	83.7
GOOD	G	25	12.8	12.8	96.4
AVERAGE	A	4	2.0	2.0	98.5
LESS THAN AVERAGE	L	2	1.0	1.0	99.5
	X	1	.5	.5	100.0
	Total	196	100.0	100.0	

Hi-Res Chart # 22: Bar chart of linguistic matching with manager

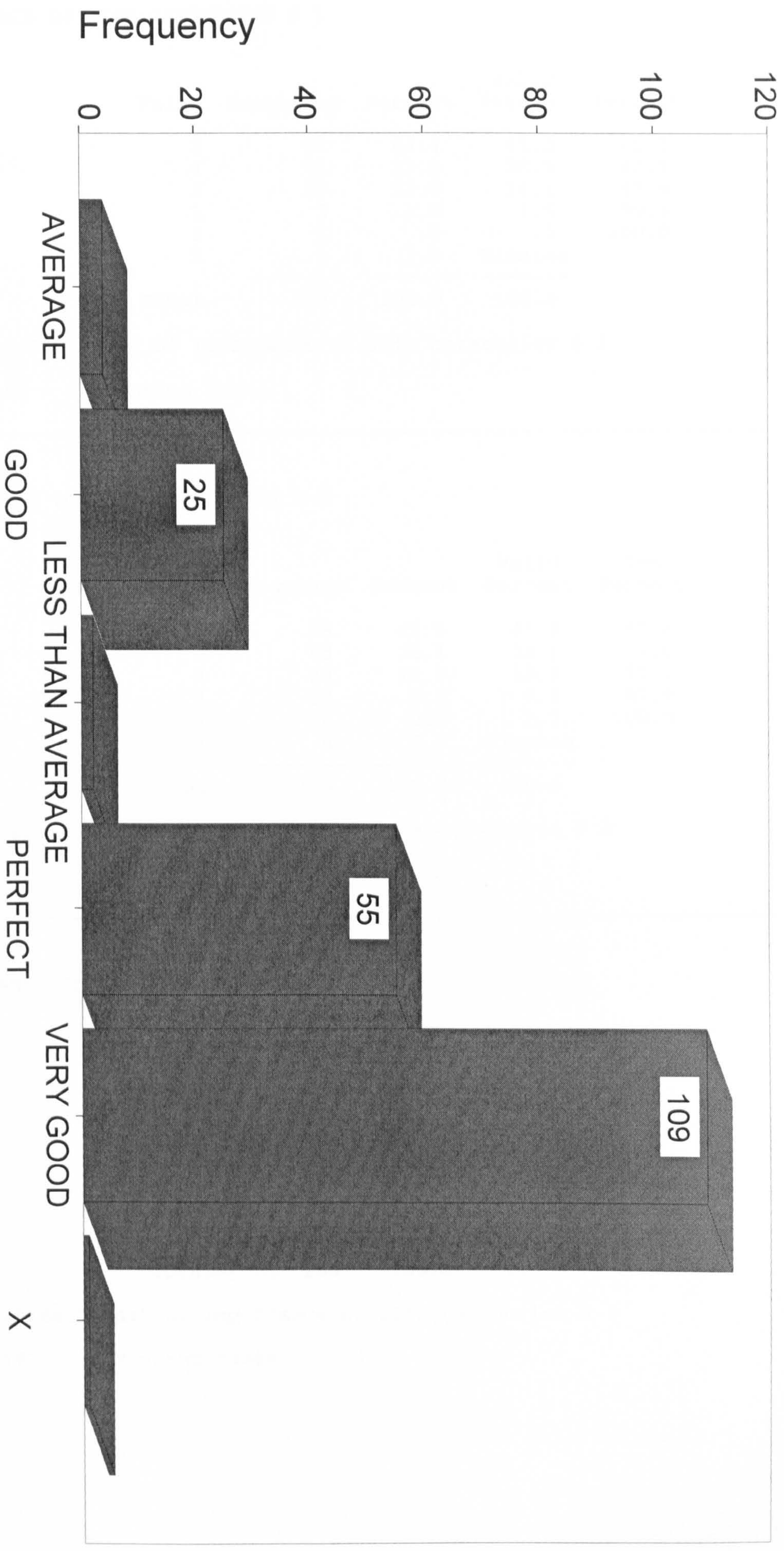
Valid cases 196 Missing cases 0

INTEGRATION OF HOME & WORK COMPARISON



DOMESTIC / WORK INTEGRATION COMPARISON

COMMUNICATION MATCHING WITH MANAGER



LINGUISTIC MATCHING WITH MANAGER

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
FAMILY	5	87	44.4	45.3	45.3
RELIGION	4	74	37.8	38.5	83.9
WORK	3	27	13.8	14.1	97.9
LEISURE	1	3	1.5	1.6	99.5
COMMUNITY	2	1	.5	.5	100.0
	X	4	2.0	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 23:Bar chart of importance of life categories # 1

Valid cases 192 Missing cases 4

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
FAMILY	5	88	44.9	45.8	45.8
WORK	3	63	32.1	32.8	78.6
RELIGION	4	25	12.8	13.0	91.7
LEISURE	1	12	6.1	6.3	97.9
COMMUNITY	2	4	2.0	2.1	100.0
	X	4	2.0	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 24:Bar chart of importance of life categories # 2

Valid cases 192 Missing cases 4

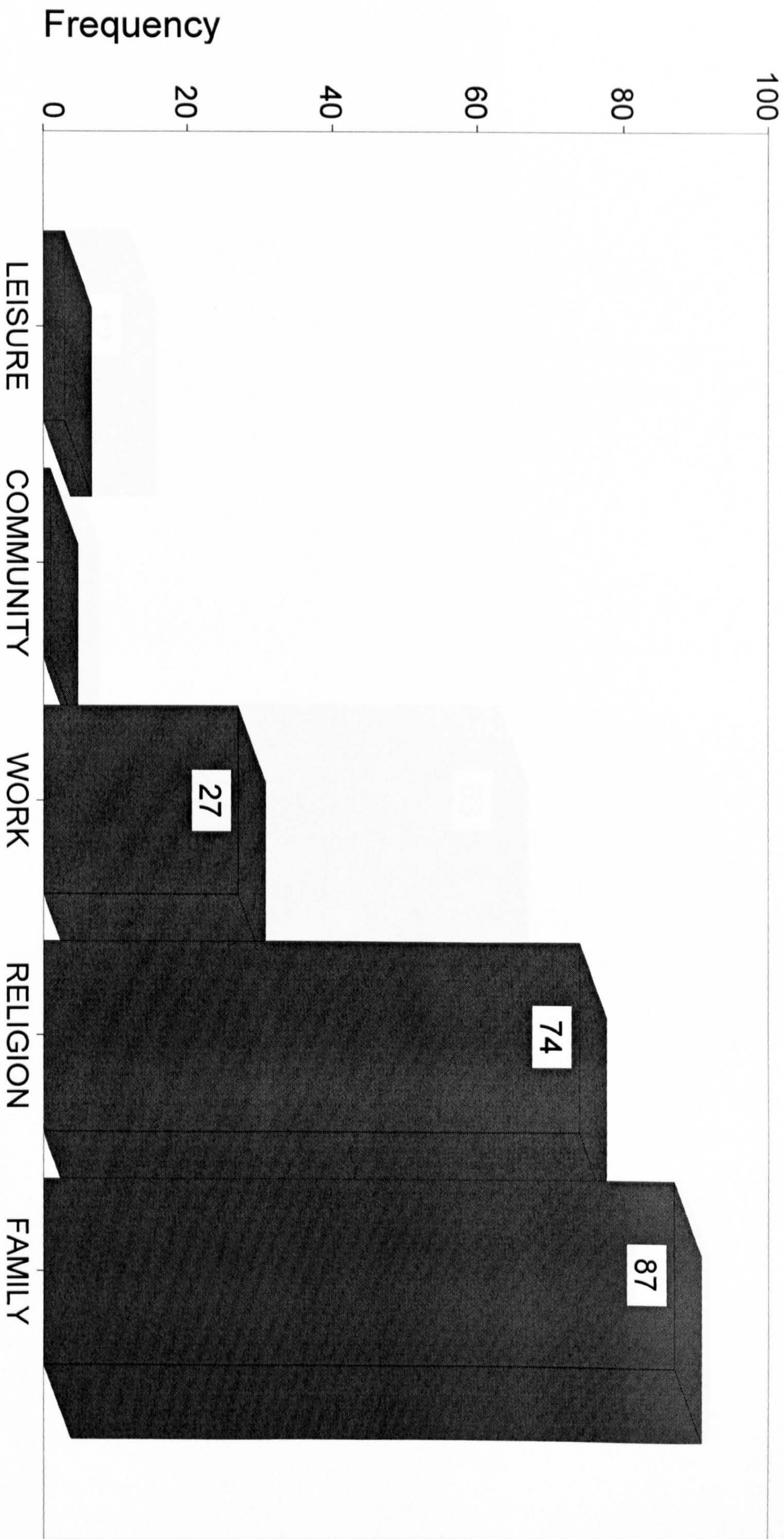
LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
WORK	3	87	44.4	45.3	45.3
LEISURE	1	35	17.9	18.2	63.5
COMMUNITY	2	34	17.3	17.7	81.3
RELIGION	4	25	12.8	13.0	94.3
FAMILY	5	11	5.6	5.7	100.0
	X	4	2.0	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 25:Bar chart of importance of life categories # 3

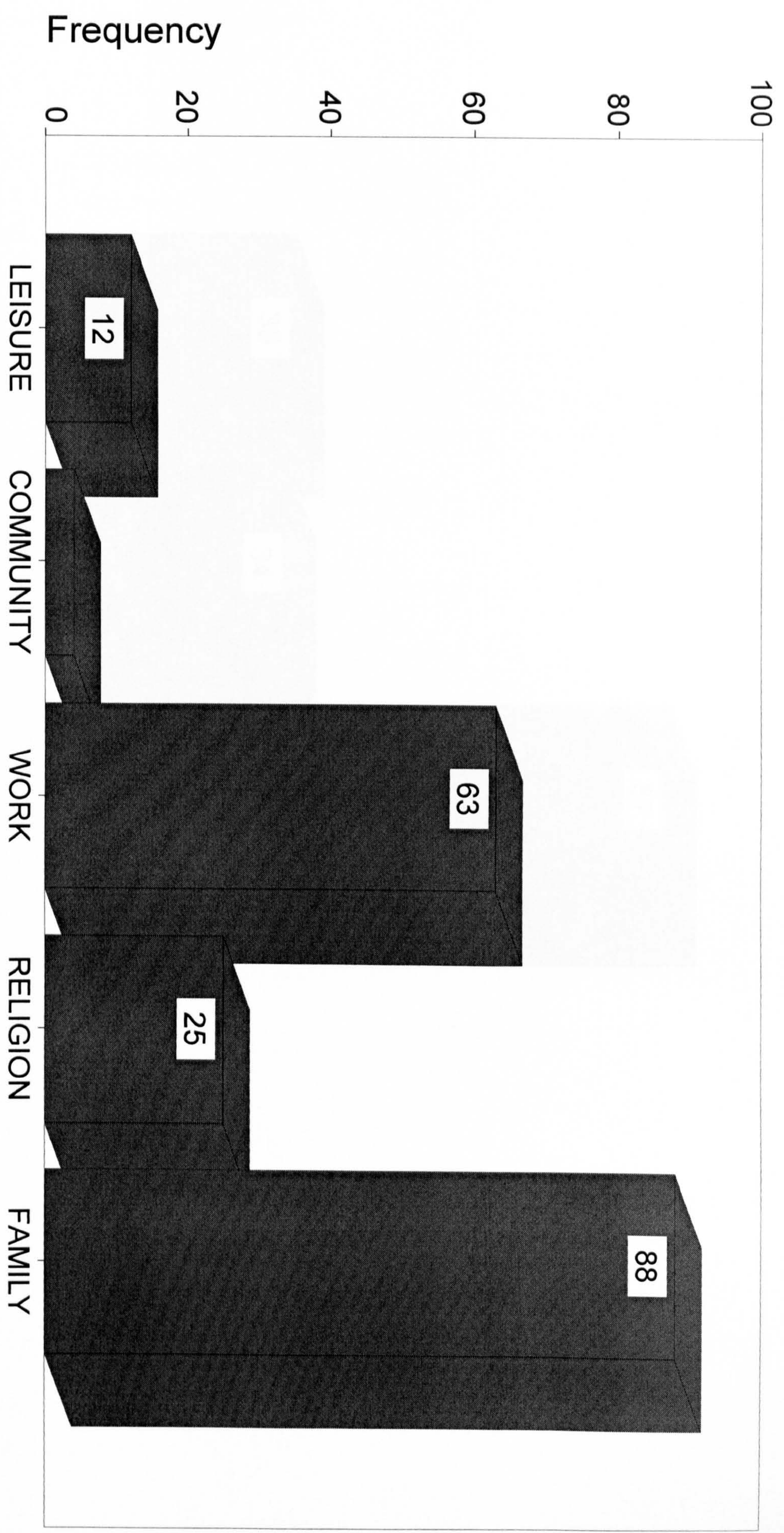
Valid cases 192 Missing cases 4

LIFE FACTORS IMPORTANCE



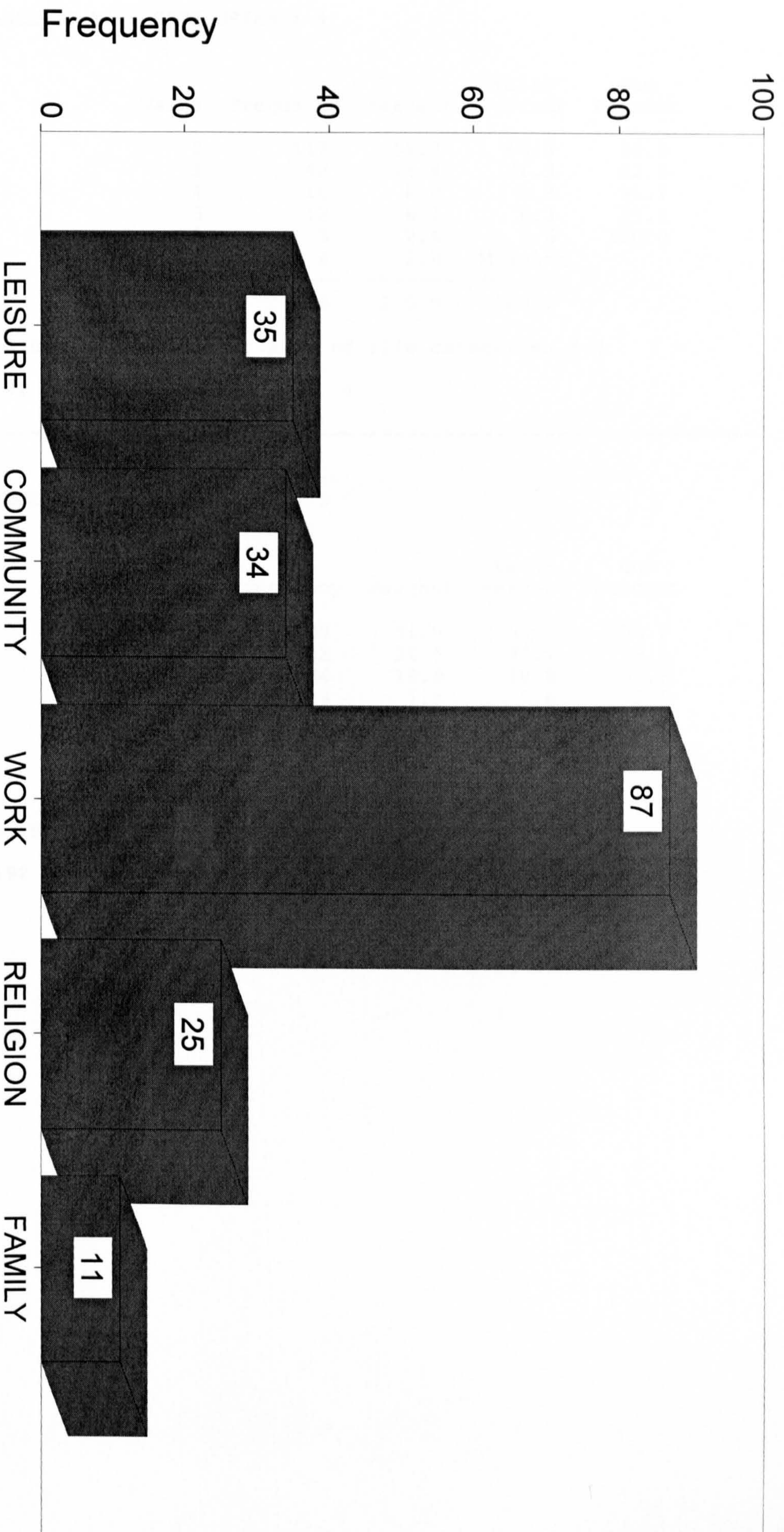
IMPORTANCE OF LIFE CATEGORIES # 1

LIFE FACTORS IMPORTANCE



IMPORTANCE OF LIFE CATEGORIES # 2

LIFE FACTORS IMPORTANCE



IMPORTANCE OF LIFE CATEGORIES # 3

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
COMMUNITY	2	117	59.7	60.9	60.9
LEISURE	1	42	21.4	21.9	82.8
RELIGION	4	16	8.2	8.3	91.1
WORK	3	12	6.1	6.3	97.4
FAMILY	5	5	2.6	2.6	100.0
	X	4	2.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 26:Bar chart of importance of life categories # 4

Valid cases 192 Missing cases 4

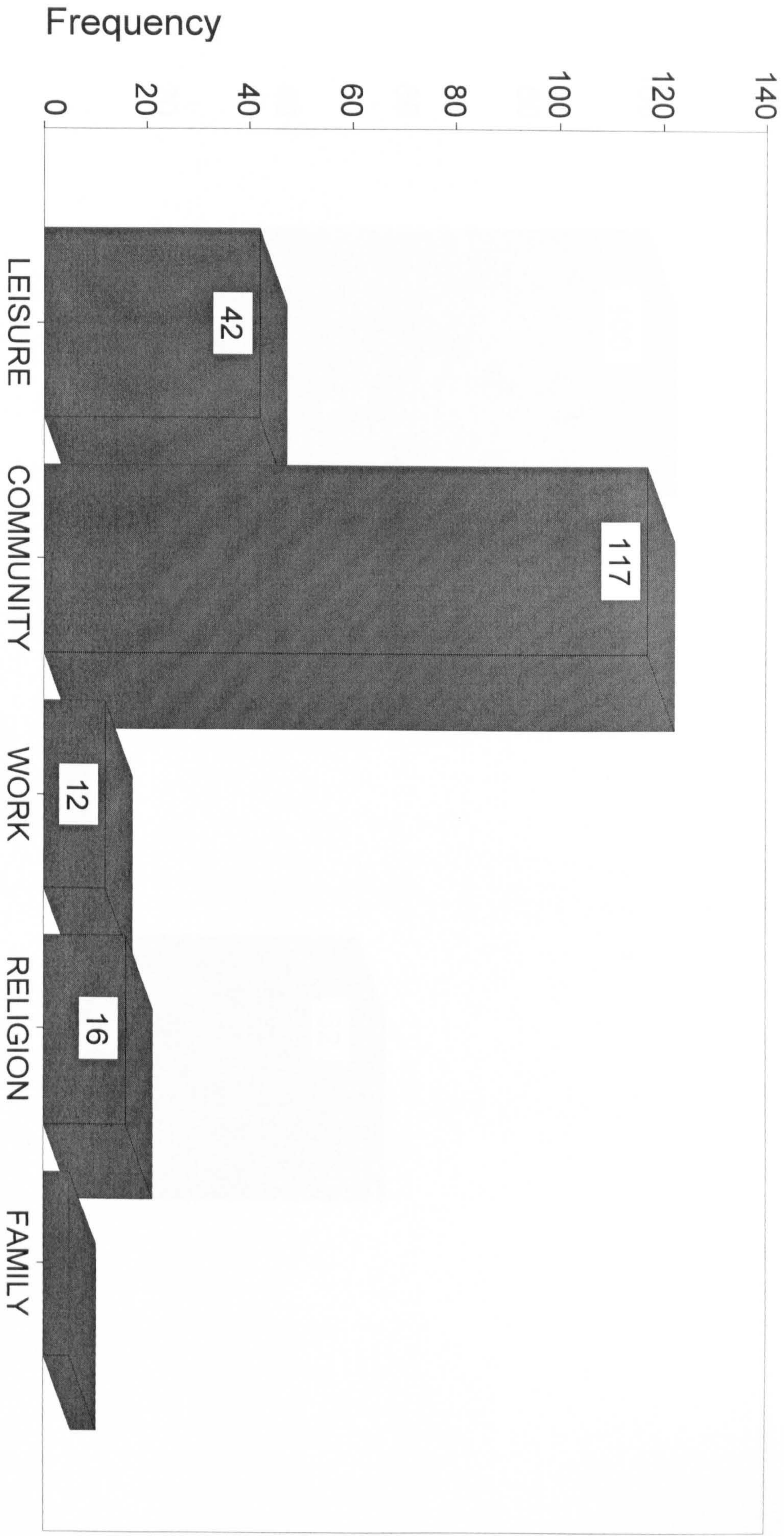
LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LEISURE	1	100	51.0	52.1	52.1
RELIGION	4	52	26.5	27.1	79.2
COMMUNITY	2	36	18.4	18.8	97.9
WORK	3	3	1.5	1.6	99.5
FAMILY	5	1	.5	.5	100.0
	X	4	2.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 27:Bar chart of importance of life categories # 5

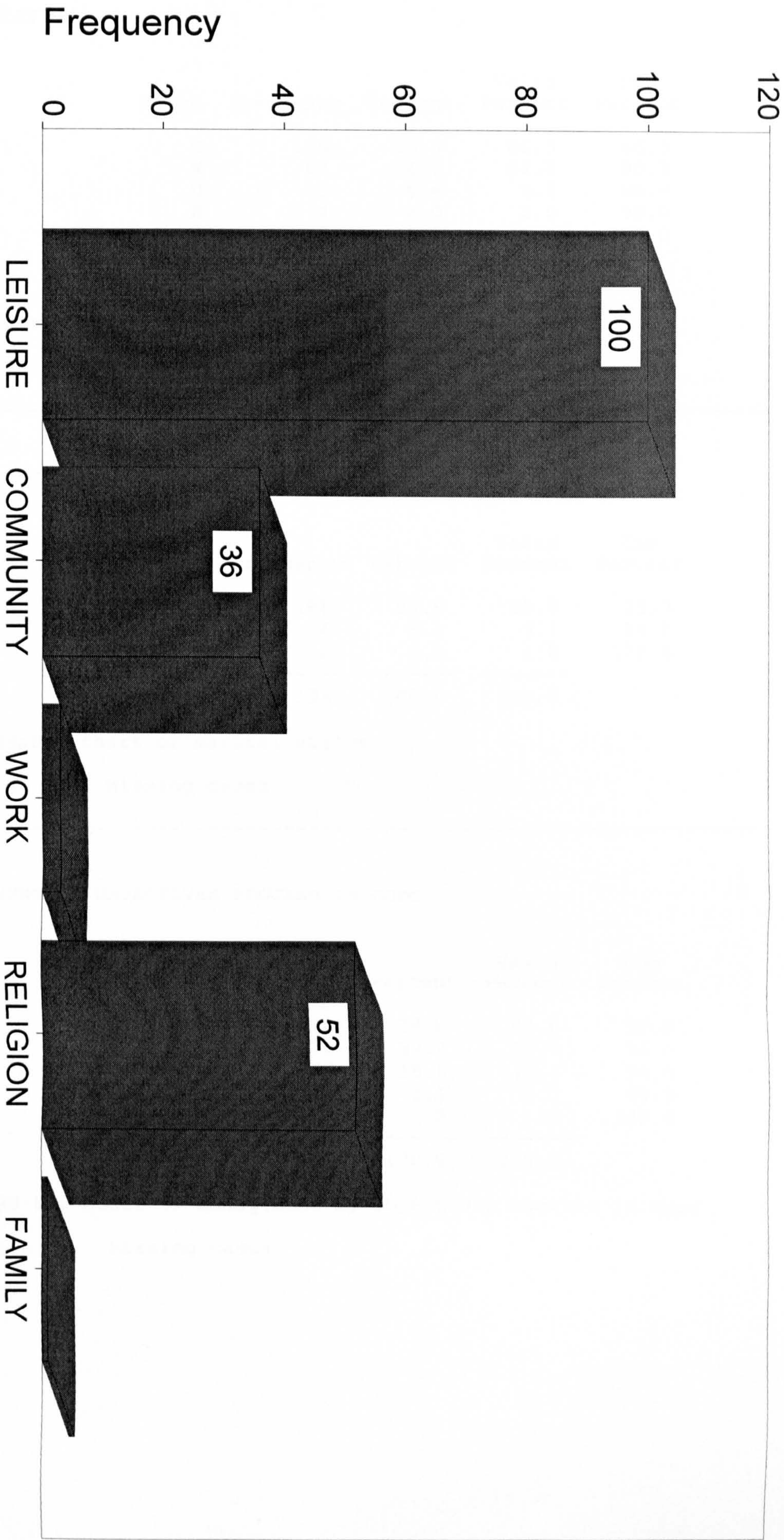
Valid cases 192 Missing cases 4

LIFE FACTORS IMPORTANCE



IMPORTANCE OF LIFE CATEGORIES # 4

LIFE FACTORS IMPORTANCE



IMPORTANCE OF LIFE CATEGORIES # 5

LOCATION WORK LOCATION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DOHA	D	130	66.3	66.3	66.3
DUKHAN	K	47	24.0	24.0	90.3
UMM-SAID	U	13	6.6	6.6	96.9
HALUL	H	4	2.0	2.0	99.0
OFFSHORE	O	2	1.0	1.0	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 28:Bar chart of work location

Valid cases 196 Missing cases 0

MARITAL MARITAL STATUS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MARRIED	M	188	95.9	95.9	95.9
SINGLE	S	6	3.1	3.1	99.0
DIVORCED	D	2	1.0	1.0	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 29:Bar chart of marital status

Valid cases 196 Missing cases 0

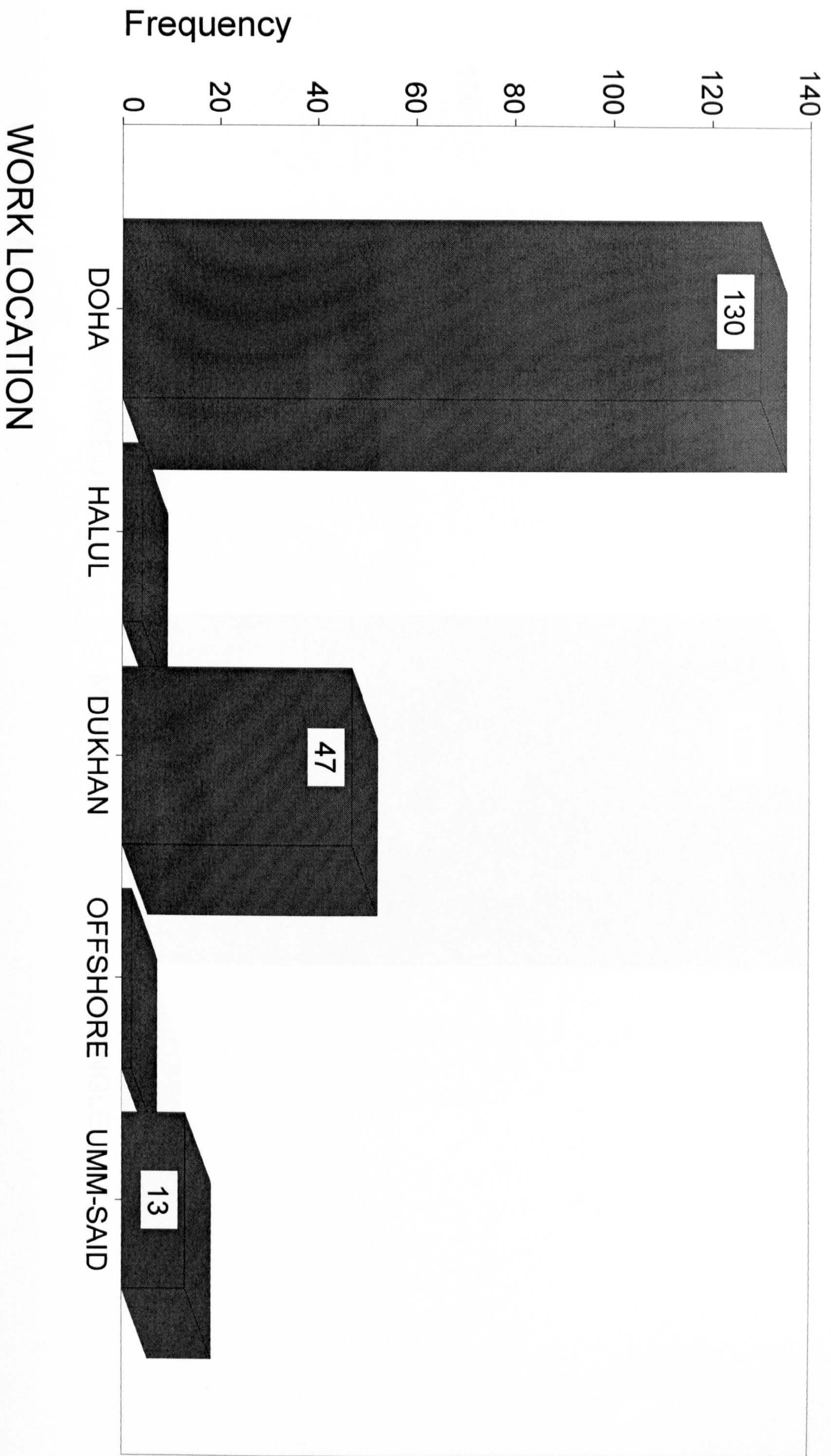
MBO MANAGEMENT BY OBJECTIVES SUCCESS IN QGPC

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
AVERAGE	A	76	38.8	38.8	38.8
SUCCESSFUL	S	73	37.2	37.2	76.0
BELOW AVERAGE	B	36	18.4	18.4	94.4
VERY SUCCESSFUL	V	10	5.1	5.1	99.5
	X	1	.5	.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

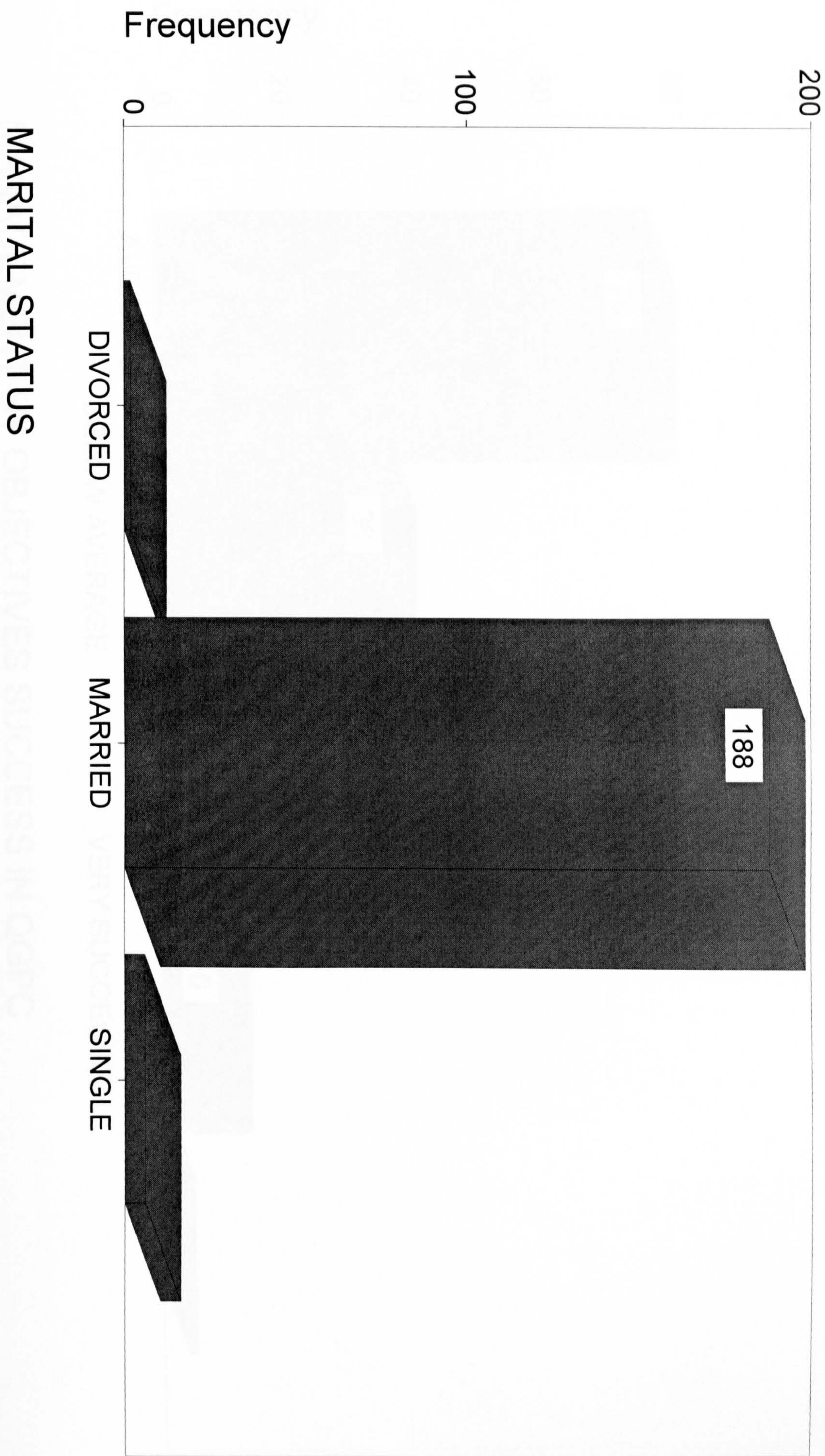
Hi-Res Chart # 30:Bar chart of management by objectives success in qgpc

Valid cases 196 Missing cases 0

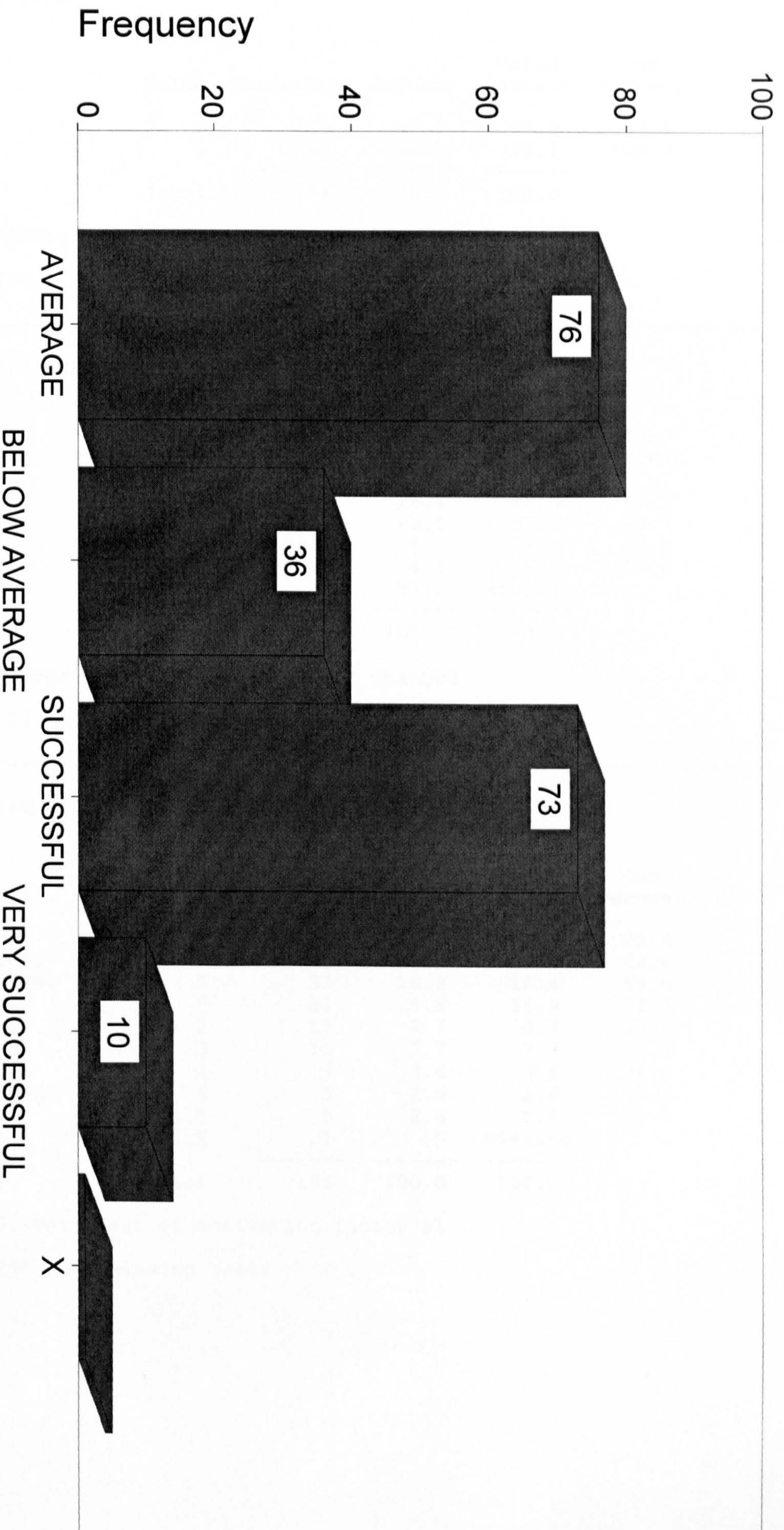
MANAGERS BASE WORK LOCATION



QGPC MANAGERS MARITAL STATUS



MBO SUCCESS IN QGPC



MANAGEMENT BY OBJECTIVES SUCCESS IN QGPC

MG.TYPE MANAGER TYPE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
LINE MANAGER	L	133	67.9	67.9	67.9
STAFF MANAGER	S	63	32.1	32.1	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 31:Bar chart of manager type

Valid cases 196 Missing cases 0

MORALE MORALE PHASES CHANGES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
PARTIALLY TRUE	P	57	29.1	46.3	46.3
VERY TRUE	V	46	23.5	37.4	83.7
NOT TRUE	N	12	6.1	9.8	93.5
SELDOM TRUE	S	8	4.1	6.5	100.0
	X	73	37.2	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 32:Bar chart of morale phases changes

Valid cases 123 Missing cases 73

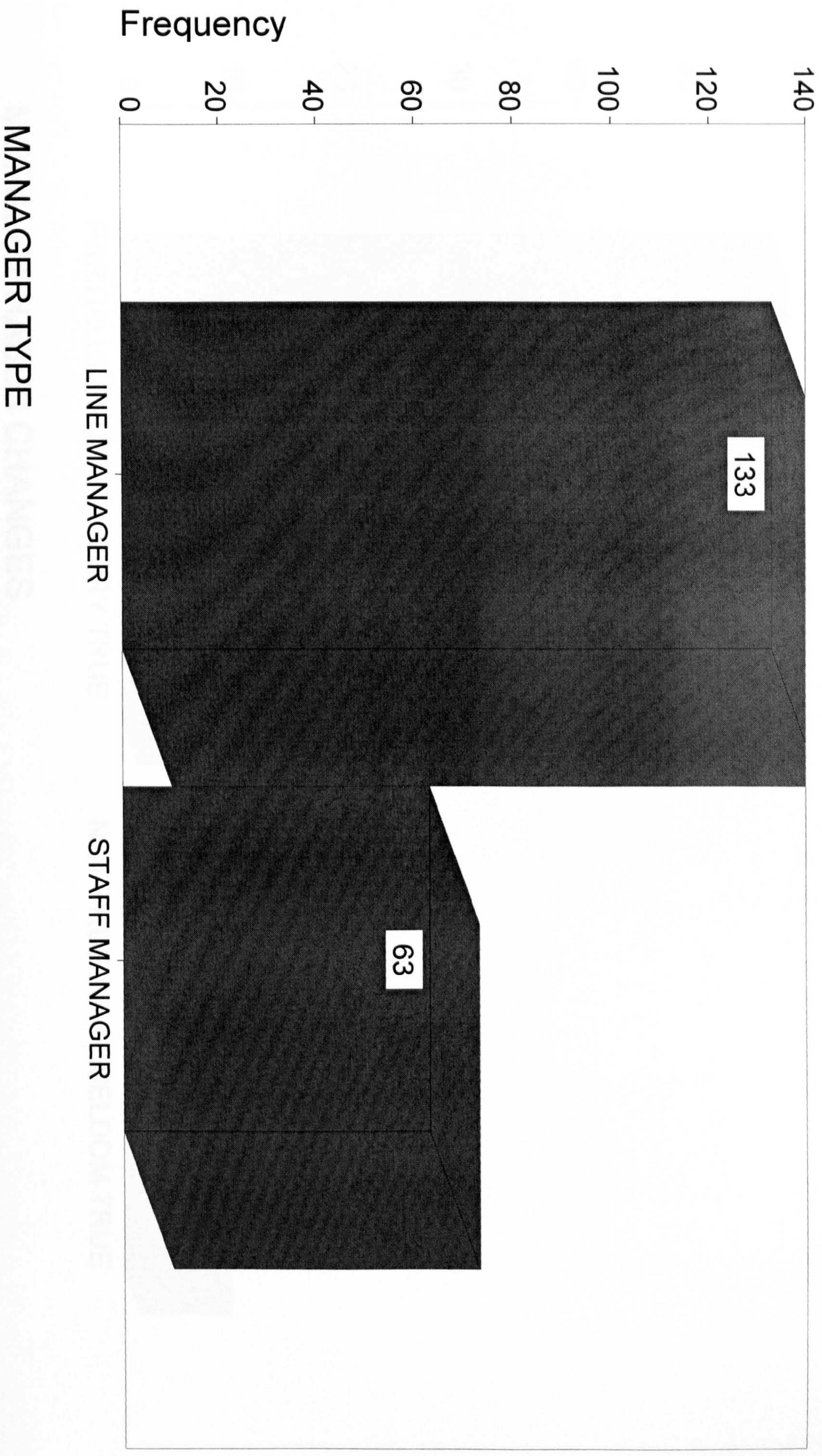
MOTIV#1 MOTIVATION FACTOR #1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ACHIEVEMENT	1	44	22.4	22.6	22.6
CHALLENGING RESPONSI	8	39	19.9	20.0	42.6
EQUITY & FAIR TREATM	0	32	16.3	16.4	59.0
RECOGNITION	5	31	15.8	15.9	74.9
PROMOTION	2	17	8.7	8.7	83.6
MONETARY REWARD	3	15	7.7	7.7	91.3
WORK ITSELF	4	7	3.6	3.6	94.9
COMPANY POLICY & PRO	6	5	2.6	2.6	97.4
CONSULTATION	7	5	2.6	2.6	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

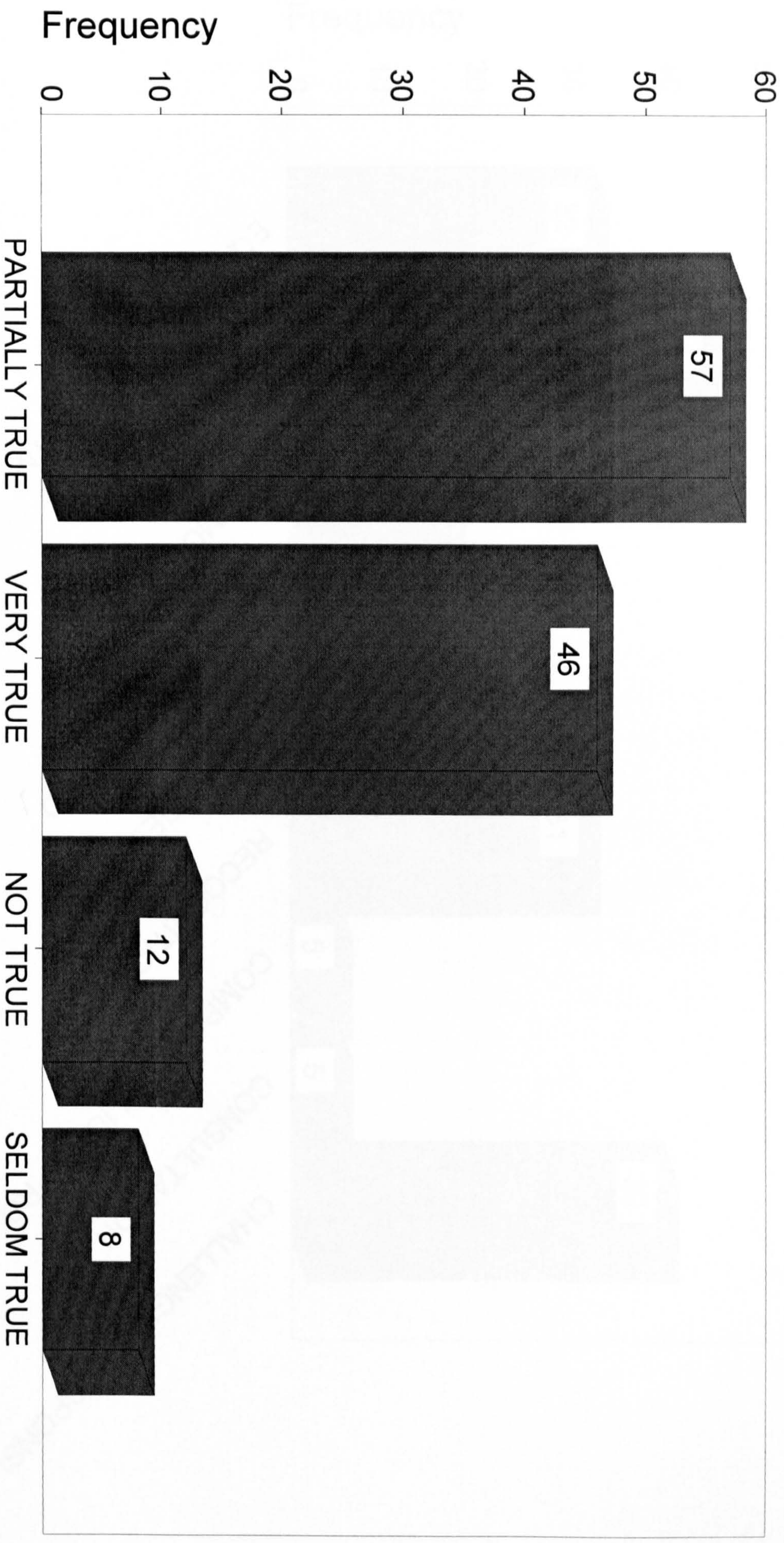
Hi-Res Chart # 33:Bar chart of motivation factor #1

Valid cases 195 Missing cases 1

QGPC MANAGERS TYPE

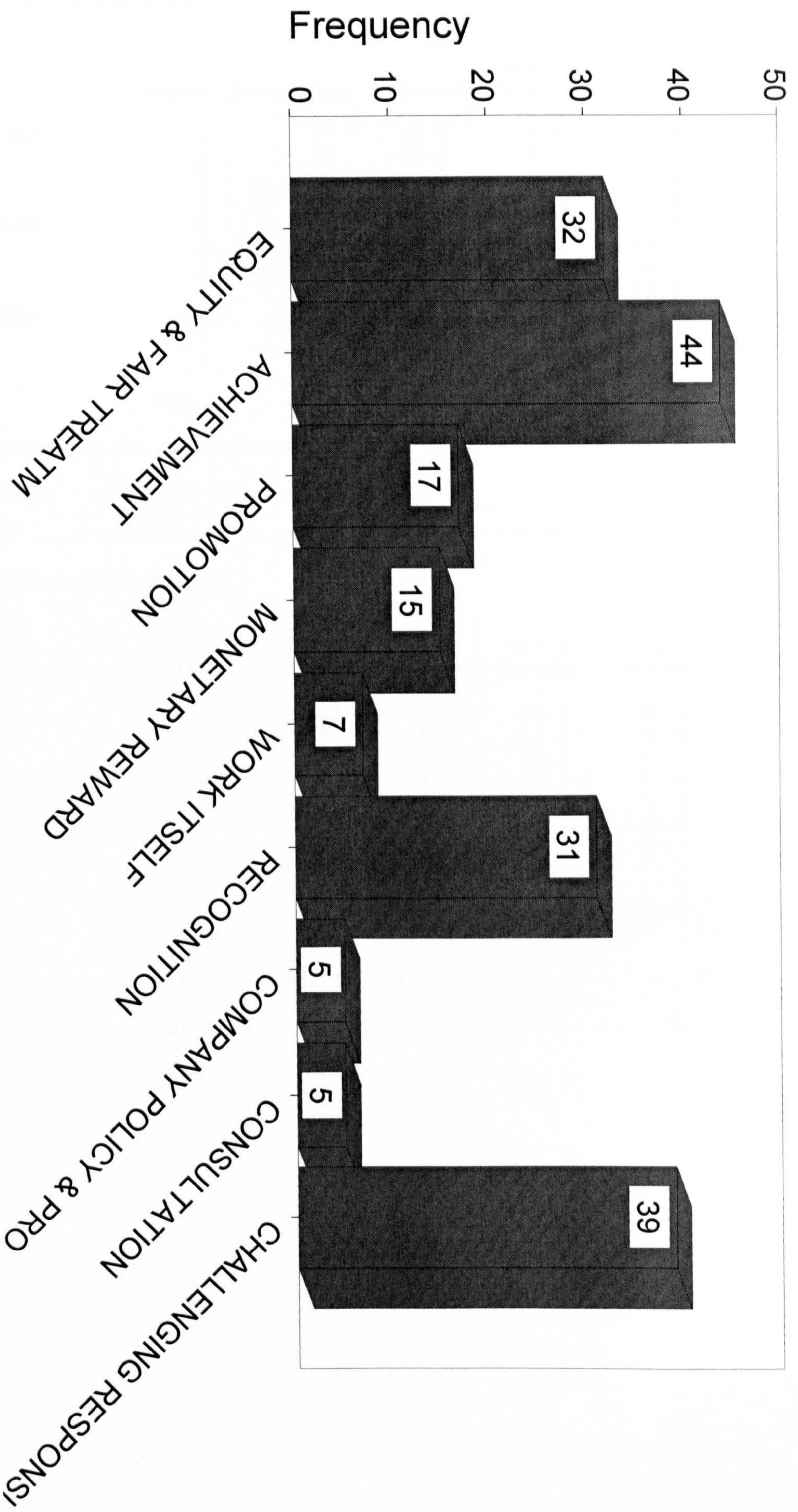


CULTURE SHOCK CHANGING PHASES



MORALE PHASES CHANGES

MOTIVATION FACTORS



MOTIVATION FACTOR #1

MOTIV#10 MOTIVATION FACTOR # 10

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
COMPANY POLICY & PRO	6	67	34.2	34.5	34.5
SPEEDY REWARD	9	48	24.5	24.7	59.3
MONETARY REWARD	3	19	9.7	9.8	69.1
RECOGNITION	5	12	6.1	6.2	75.3
EQUITY & FAIR TREATM	0	11	5.6	5.7	80.9
WORK ITSELF	4	10	5.1	5.2	86.1
CONSULTATION	7	9	4.6	4.6	90.7
PROMOTION	2	8	4.1	4.1	94.8
CHALLENGING RESPONSI	8	6	3.1	3.1	97.9
ACHIEVEMENT	1	4	2.0	2.1	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 34:Bar chart of motivation factor # 10

Valid cases 194 Missing cases 2

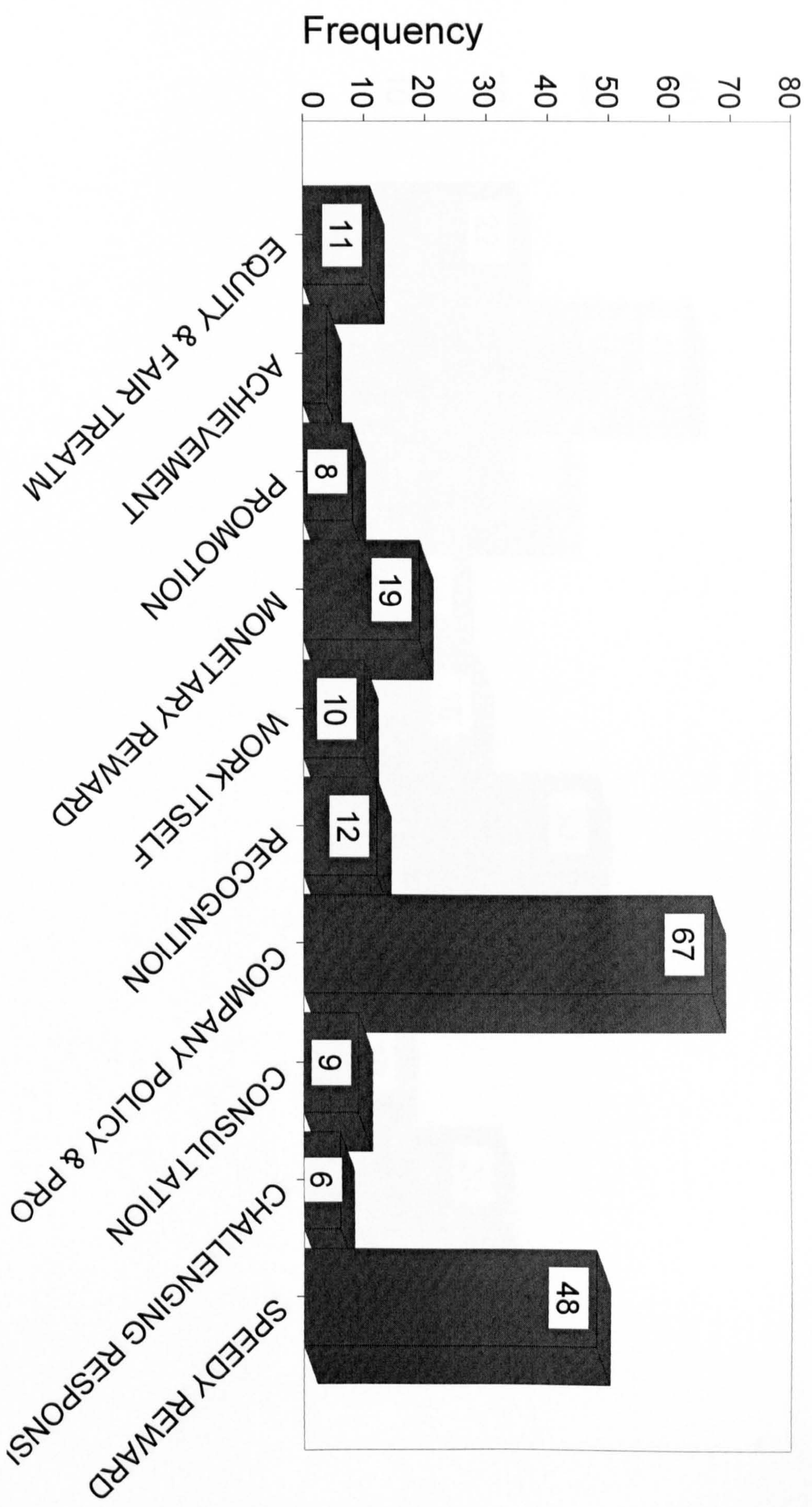
MOTIV#2 MOTIVATION FACTOR # 2

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ACHIEVEMENT	1	40	20.4	20.5	20.5
RECOGNITION	5	30	15.3	15.4	35.9
PROMOTION	2	27	13.8	13.8	49.7
EQUITY & FAIR TREATM	0	22	11.2	11.3	61.0
CHALLENGING RESPONSI	8	20	10.2	10.3	71.3
WORK ITSELF	4	18	9.2	9.2	80.5
MONETARY REWARD	3	16	8.2	8.2	88.7
CONSULTATION	7	10	5.1	5.1	93.8
SPEEDY REWARD	9	7	3.6	3.6	97.4
COMPANY POLICY & PRO	6	5	2.6	2.6	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 35:Bar chart of motivation factor # 2

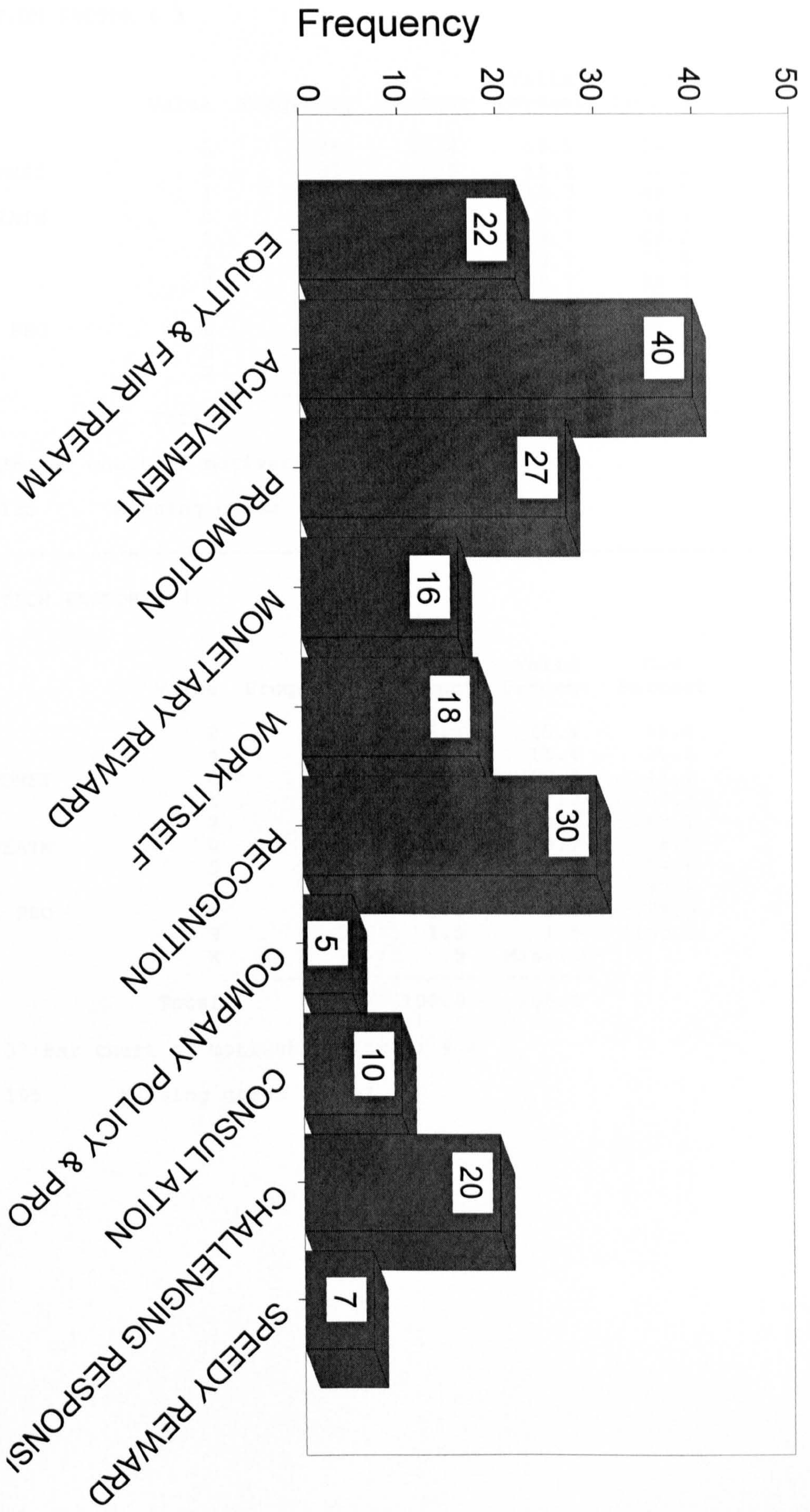
Valid cases 195 Missing cases 1

MOTIVATION FACTORS



MOTIVATION FACTOR # 10

MOTIVATION FACTORS



MOTIVATION FACTOR # 2

MOTIV#3 MOTIVATION FACTOR # 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
RECOGNITION	5	38	19.4	19.5	19.5
CHALLENGING RESPONSI	8	31	15.8	15.9	35.4
ACHIEVEMENT	1	26	13.3	13.3	48.7
EQUITY & FAIR TREATM	0	19	9.7	9.7	58.5
PROMOTION	2	19	9.7	9.7	68.2
WORK ITSELF	4	19	9.7	9.7	77.9
CONSULTATION	7	17	8.7	8.7	86.7
MONETRY REWARD	3	14	7.1	7.2	93.8
COMPANY POLICY & PRO	6	7	3.6	3.6	97.4
SPEEDY REWARD	9	5	2.6	2.6	100.0
	X	1	.5	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 36:Bar chart of motivation factor # 3

Valid cases 195 Missing cases 1

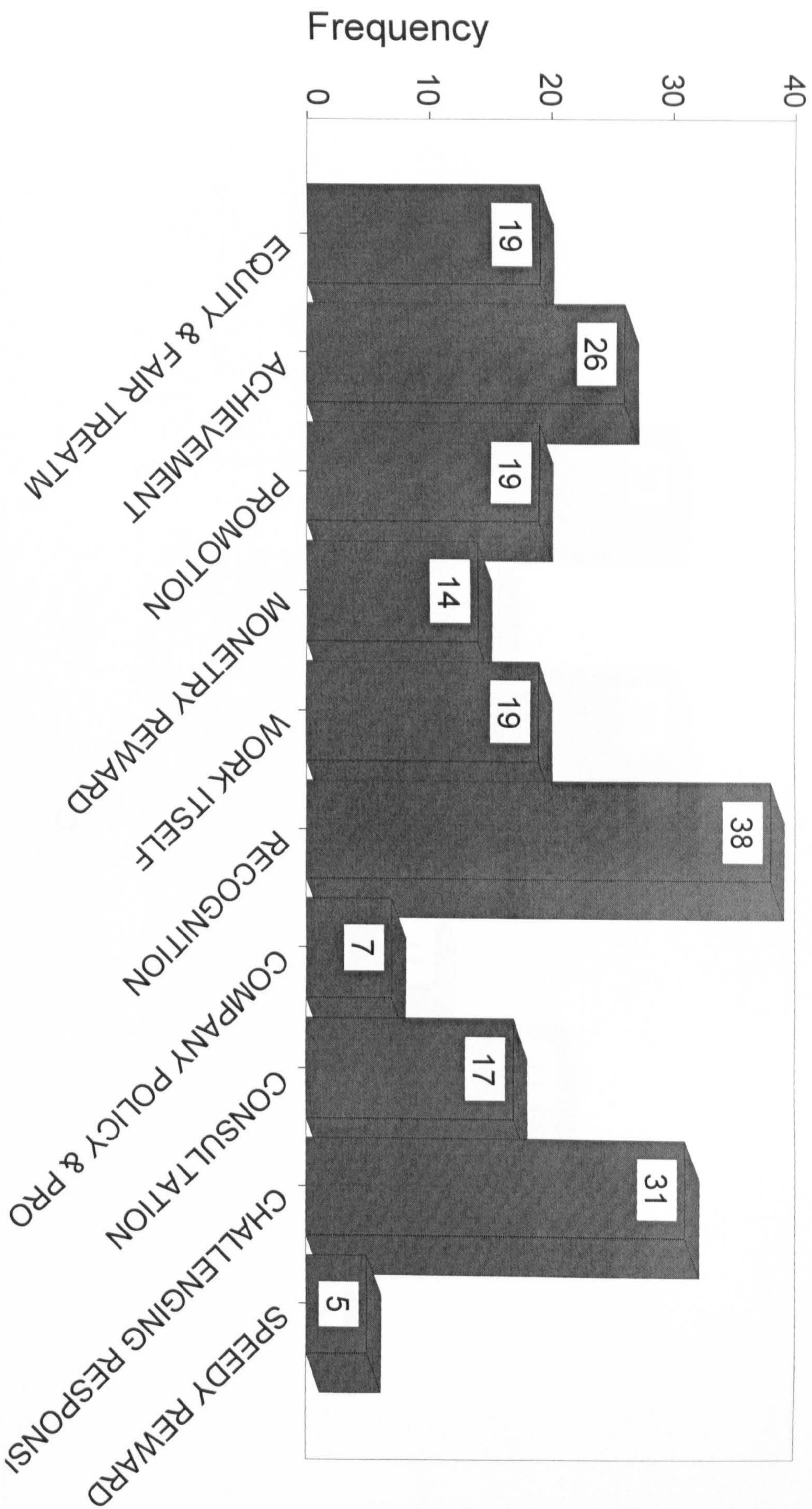
MOTIV#4 MOTIVATION FACTOR # 4

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
PROMOTION	2	30	15.3	15.4	15.4
WORK ITSELF	4	30	15.3	15.4	30.8
CHALLENGING RESPONSI	8	24	12.2	12.3	43.1
ACHIEVEMENT	1	22	11.2	11.3	54.4
CONSULTATION	7	21	10.7	10.8	65.1
EQUITY & FAIR TREATM	0	19	9.7	9.7	74.9
RECOGNITION	5	19	9.7	9.7	84.6
MONETARY REWARD	3	16	8.2	8.2	92.8
COMPANY POLICY & PRO	6	11	5.6	5.6	98.5
SPEEDY REWARD	9	3	1.5	1.5	100.0
	X	1	.5	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 37:Bar chart of motivation factor # 4

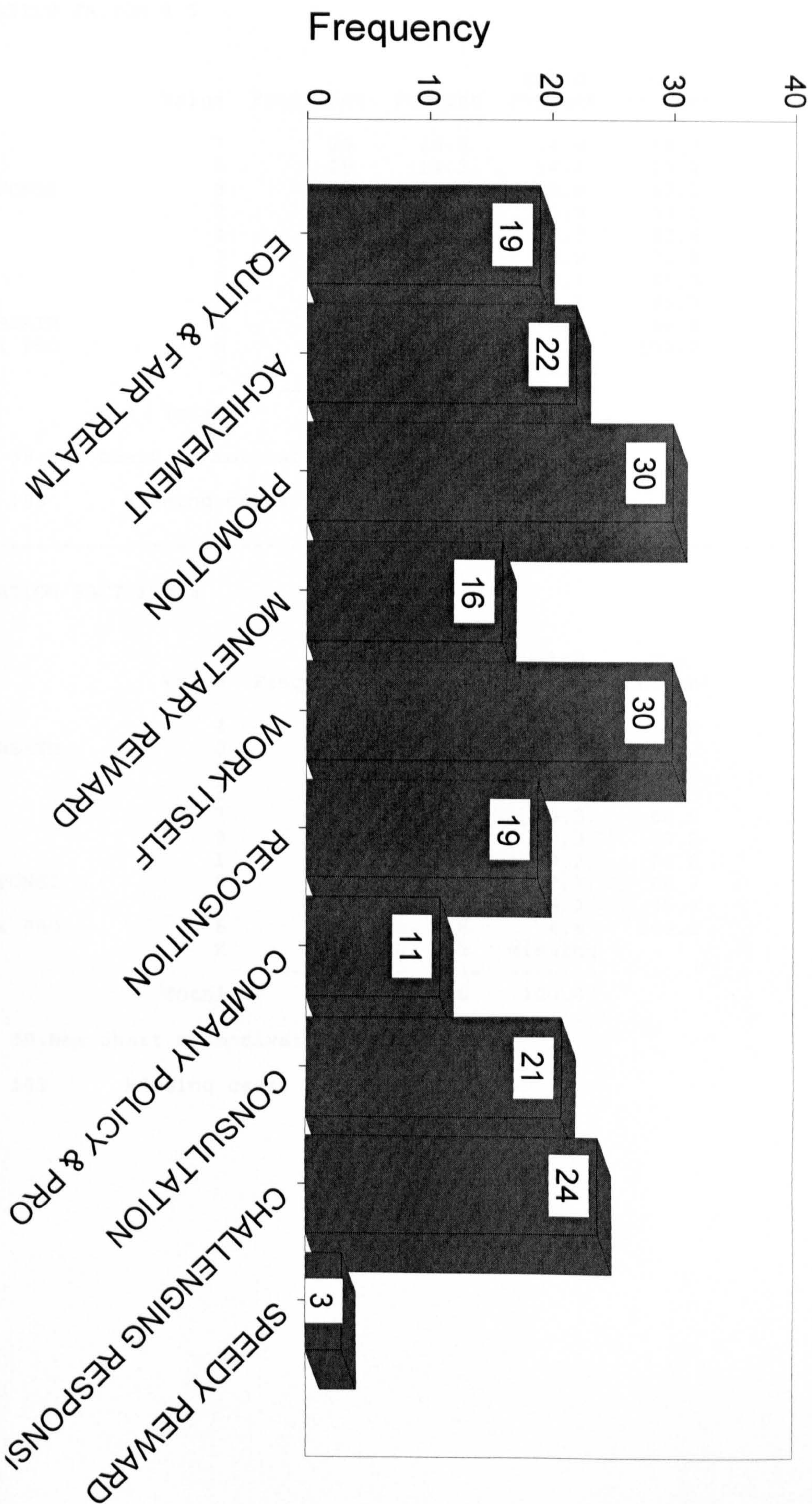
Valid cases 195 Missing cases 1

MOTIVATION FACTORS



MOTIVATION FACTOR # 3

MOTIVATION FACTORS



MOTIVATION FACTOR # 4

MOTIV#5 MOTIVATION FACTOR # 5

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CONSULTATION	7	29	14.8	14.9	14.9
RECOGNITION	5	28	14.3	14.4	29.2
CHALLENGING RESPONSI	8	27	13.8	13.8	43.1
PROMOTION	2	20	10.2	10.3	53.3
WORK ITSELF	4	20	10.2	10.3	63.6
MONETARY REWARD	3	18	9.2	9.2	72.8
SPEEDY REWARD	9	17	8.7	8.7	81.5
ACHIEVEMENT	1	16	8.2	8.2	89.7
EQUITY & FAIR TREATM	0	13	6.6	6.7	96.4
COMPANY POLICY & PRO	6	7	3.6	3.6	100.0
	X	1	.5	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 38:Bar chart of motivation factor # 5

Valid cases 195 Missing cases 1

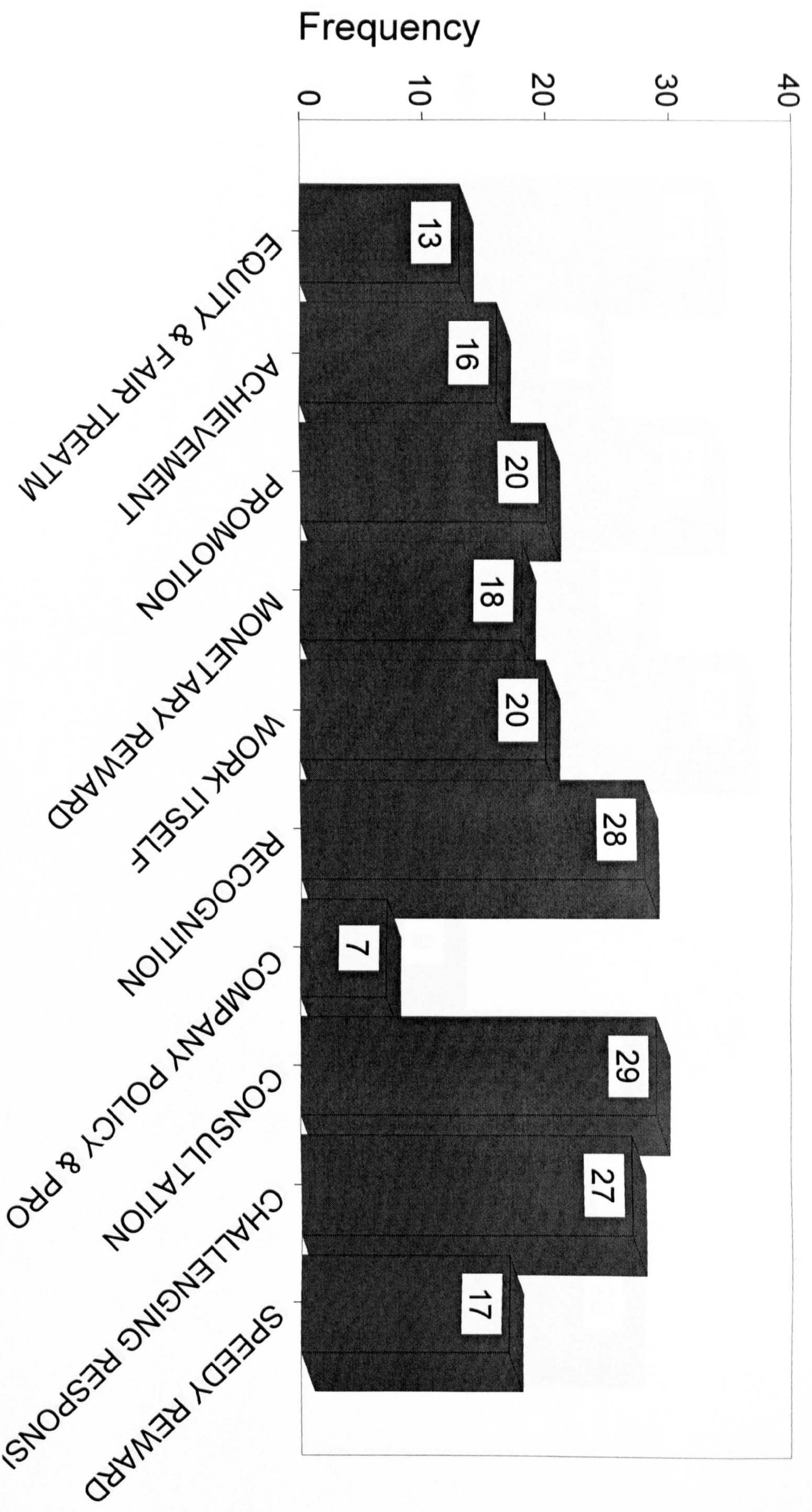
MOTIV#6 MOTIVATION FACTOR # 6

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
WORK ITSELF	4	27	13.8	13.8	13.8
EQUITY & FAIR TREATM	0	25	12.8	12.8	26.7
PROMOTION	2	25	12.8	12.8	39.5
MOETARY REWARD	3	21	10.7	10.8	50.3
CONSULTATION	7	20	10.2	10.3	60.5
SPEEDY REWARD	9	20	10.2	10.3	70.8
ACHIEVEMENT	1	18	9.2	9.2	80.0
CHALLENGING RESPONSI	8	17	8.7	8.7	88.7
RECOGNITION	5	13	6.6	6.7	95.4
COMPANY POLICY & PRO	6	9	4.6	4.6	100.0
	X	1	.5	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 39:Bar chart of motivation factor # 6

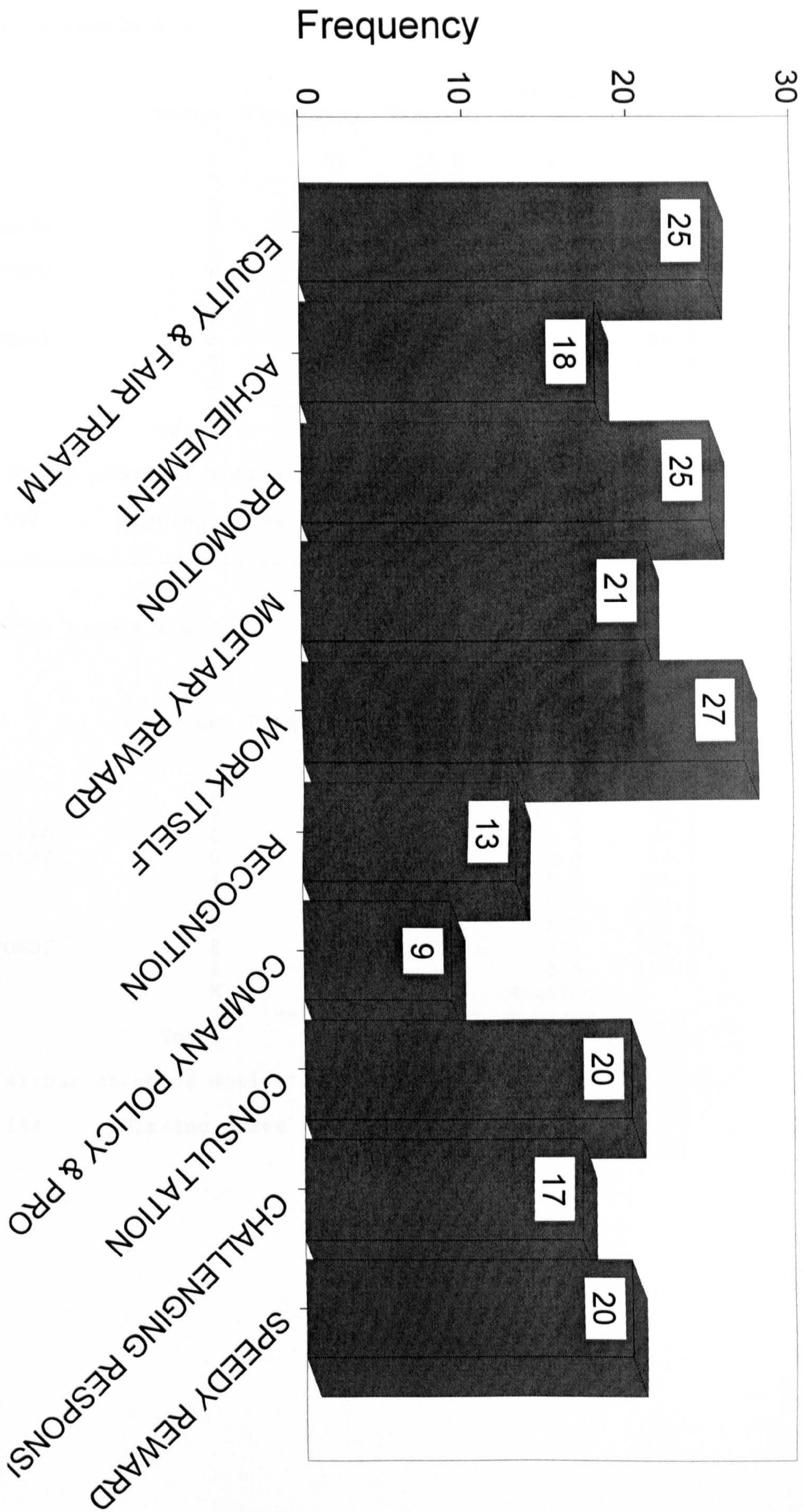
Valid cases 195 Missing cases 1

MOTIVATION FACTORS



MOTIVATION FACTOR # 5

MOTIVATION FACTORS



MOTIVATION FACTOR # 6

MOTIV#7 MOTIVATION FACTOR # 7

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
WORK ITSELF	4	31	15.8	16.0	16.0
CONSULTATION	7	30	15.3	15.5	31.4
SPEEDY REWARD	9	21	10.7	10.8	42.3
EQUITY & FAIR TREATM	0	19	9.7	9.8	52.1
PROMOTION	2	19	9.7	9.8	61.9
CO. POLICY & PROCEDU	6	19	9.7	9.8	71.6
ACHIEVEMENT	1	17	8.7	8.8	80.4
MOETARY REWARD	3	16	8.2	8.2	88.7
CHALLENGING RESPONSI	8	15	7.7	7.7	96.4
RECOGNITION	5	7	3.6	3.6	100.0
	X	2	1.0	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 40:Bar chart of motivation factor # 7

Valid cases 194 Missing cases 2

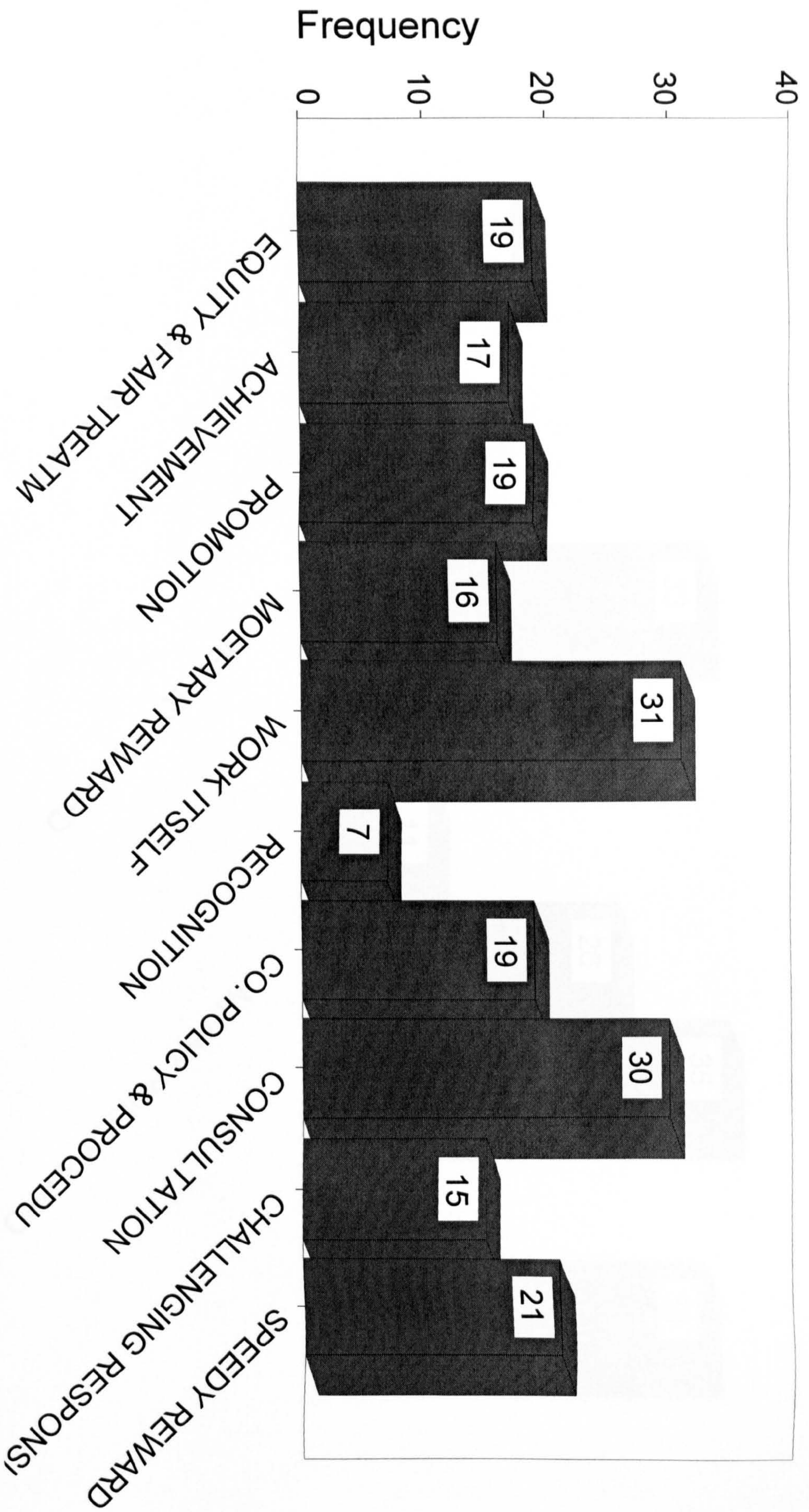
MOTIV#8 MOTIVATION FACTOR # 8

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CONSULTATION	7	35	17.9	18.0	18.0
MONETARY REWARD	3	33	16.8	17.0	35.1
SPEEDY REWARD	9	33	16.8	17.0	52.1
COMPANY POLICY & PRO	6	26	13.3	13.4	65.5
EQUITY & FAIR TREAT	0	18	9.2	9.3	74.7
WORK ITSELF	4	18	9.2	9.3	84.0
PROMOTION	2	11	5.6	5.7	89.7
RECOGNITION	5	11	5.6	5.7	95.4
CHALLENGING RESPONSI	8	6	3.1	3.1	98.5
ACHIEVEMENT	1	3	1.5	1.5	100.0
	X	2	1.0	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 41:Bar chart of motivation factor # 8

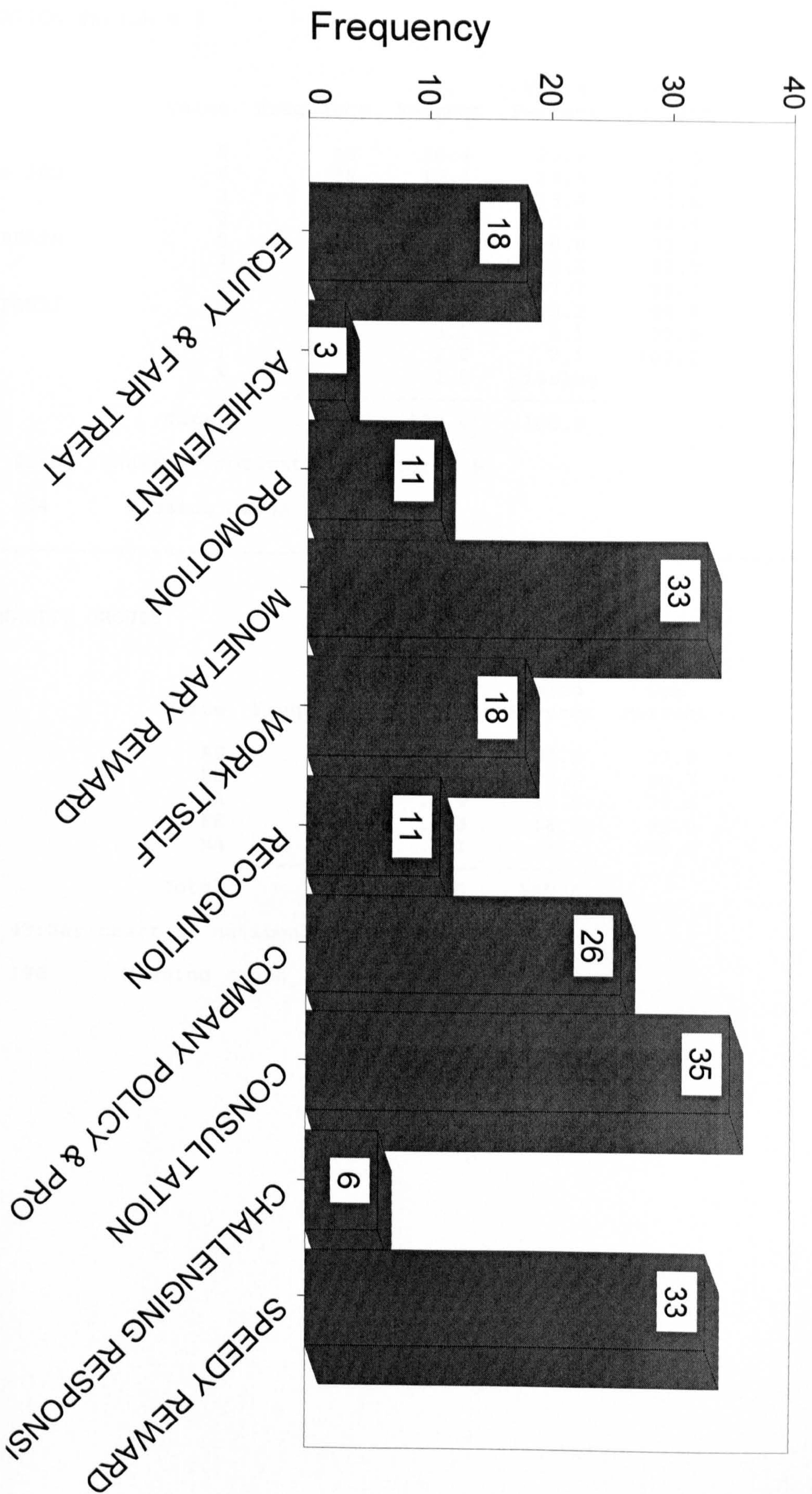
Valid cases 194 Missing cases 2

MOTIVATION FACTORS



MOTIVATION FACTOR # 7

MOTIVATION FACTORS



MOTIVATION FACTOR # 8

MOTIV#9 MOTIVATION FACTOR # 9

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
SPEEDY REWARD	9	40	20.4	20.6	20.6
COMPANY POLICY & PRO	6	38	19.4	19.6	40.2
MONETARY REWARD	3	26	13.3	13.4	53.6
PROMOTION	2	21	10.7	10.8	64.4
EQUITY & FAIR TREATM	0	17	8.7	8.8	73.2
CONSULTATION	7	17	8.7	8.8	82.0
WORK ITSELF	4	15	7.7	7.7	89.7
CHALLENGING RESPONSI	8	10	5.1	5.2	94.8
RECOGNITION	5	6	3.1	3.1	97.9
ACHIEVEMENT	1	4	2.0	2.1	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 42:Bar chart of motivation factor # 9

Valid cases 194 Missing cases 2

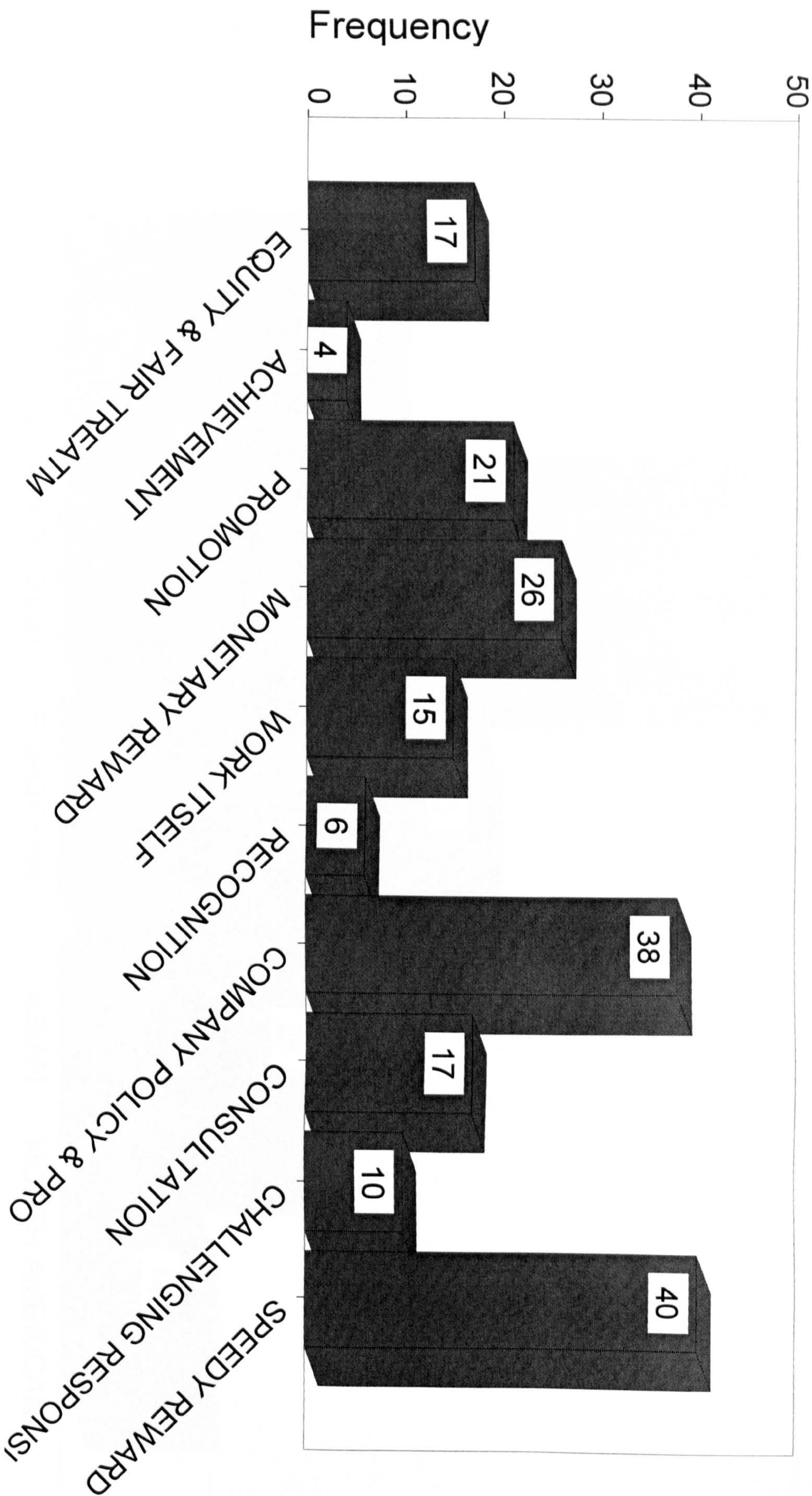
NAT.GRP NATIONALITY GROUPS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ARAB ASIAN	AS	74	37.8	37.8	37.8
EUROPEAN	EU	45	23.0	23.0	60.7
ARAB AFRICAN	AA	35	17.9	17.9	78.6
ASIAN	FE	28	14.3	14.3	92.9
NORTH AMERICAN	NA	14	7.1	7.1	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 43:Bar chart of nationality groups

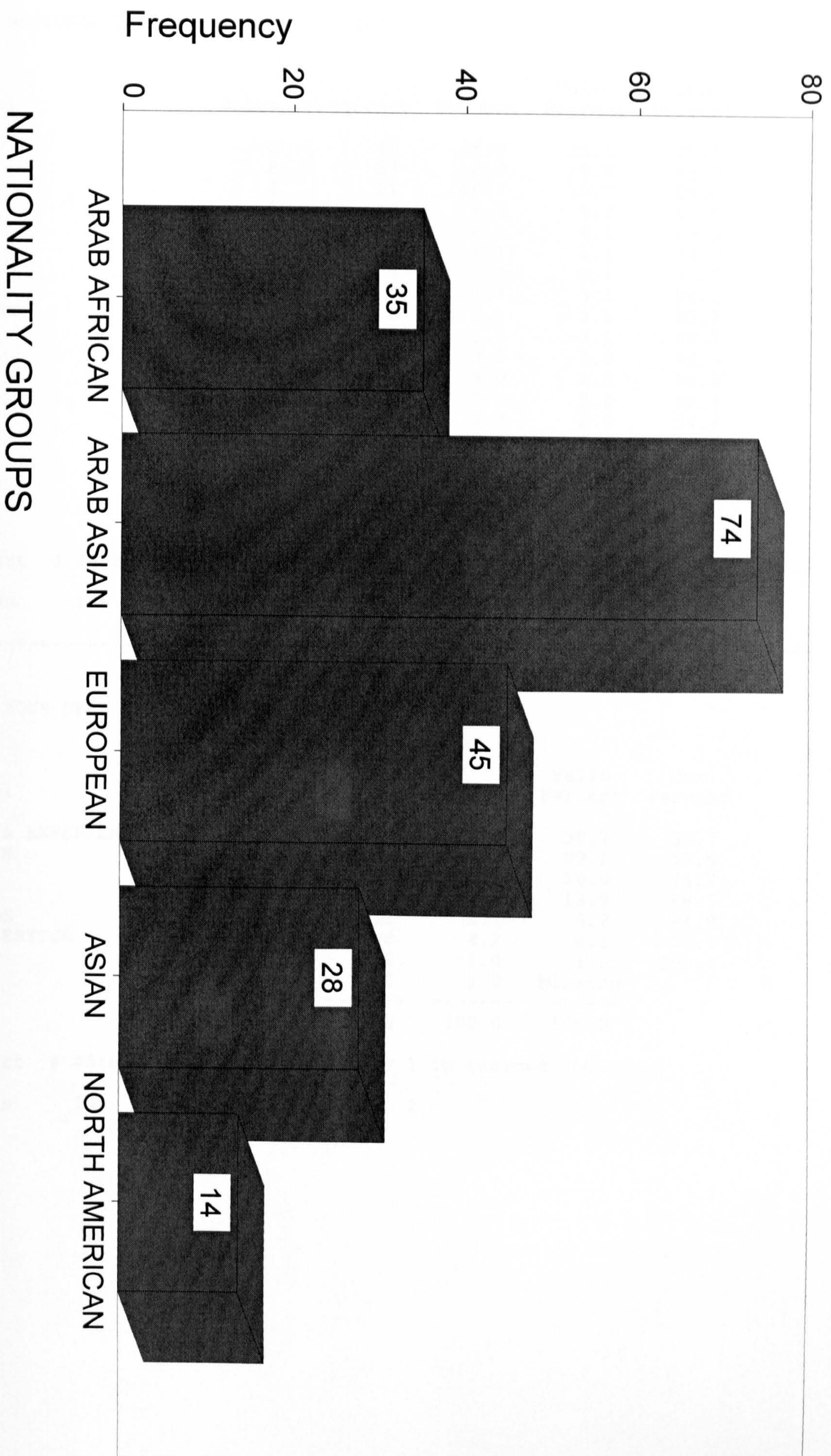
Valid cases 196 Missing cases 0

MOTIVATION FACTORS



MOTIVATION FACTOR # 9

QGPC NATIONALITY CLUSTERS



NATION NATIONALITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
QATARI	Q	49	25.0	25.0	25.0
BRITISH	B	37	18.9	18.9	43.9
EGYPTIAN	E	21	10.7	10.7	54.6
INDIAN	I	18	9.2	9.2	63.8
JORDANIAN	J	12	6.1	6.1	69.9
AMERICAN	A	8	4.1	4.1	74.0
CANADIAN	C	6	3.1	3.1	77.0
PAKISTANI	K	6	3.1	3.1	80.1
PALESTINIAN	P	6	3.1	3.1	83.2
SUDANESE	S	6	3.1	3.1	86.2
DUTCH	D	4	2.0	2.0	88.3
FRENCH	F	4	2.0	2.0	90.3
ALGERIAN	G	4	2.0	2.0	92.3
SRILANKAN	N	4	2.0	2.0	94.4
IRAQI	R	4	2.0	2.0	96.4
TUNISIAN	T	4	2.0	2.0	98.5
LEBANESE	L	3	1.5	1.5	100.0
Total		196	100.0	100.0	

Hi-Res Chart # 44:Bar chart of nationality

Valid cases 196 Missing cases 0

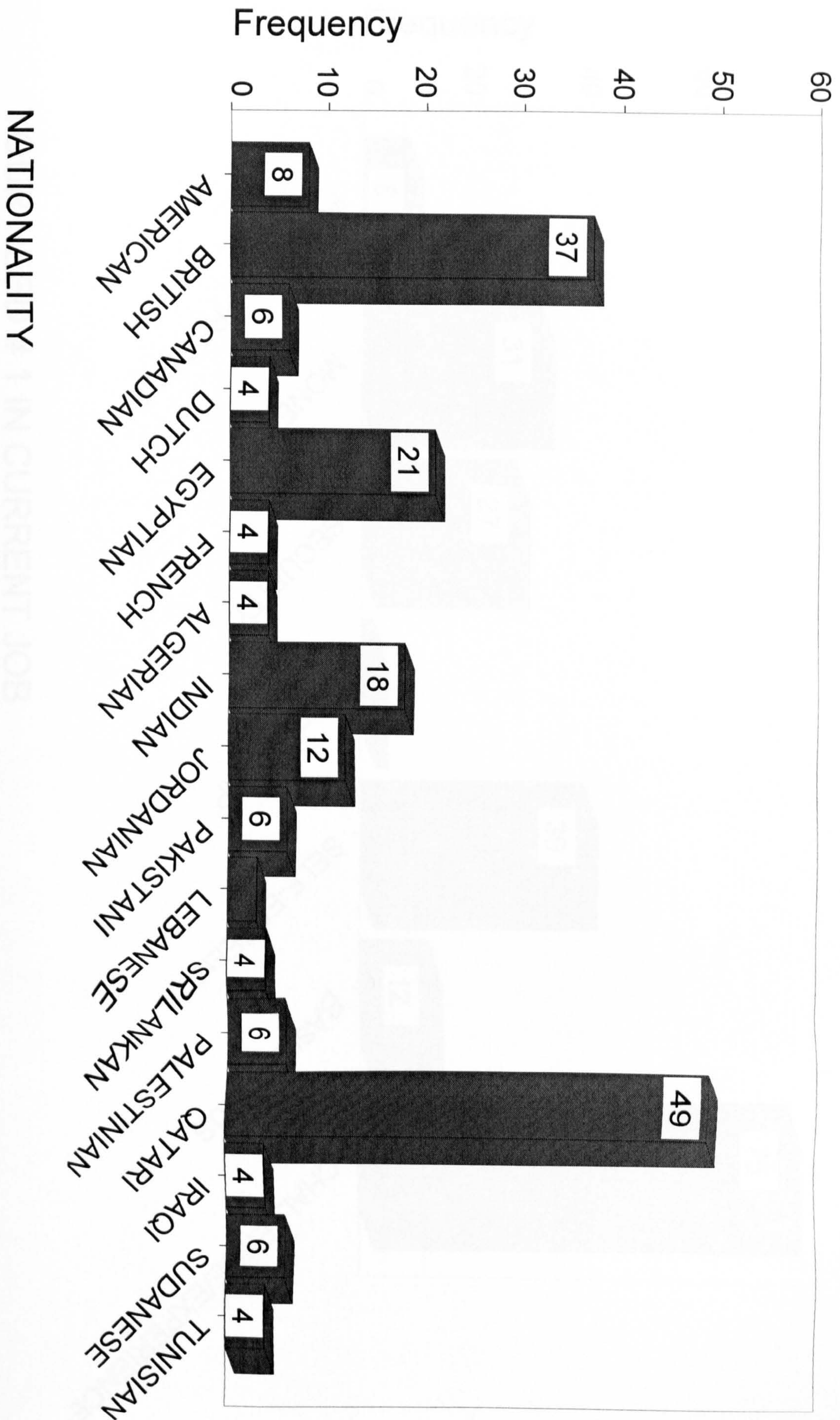
NEEDS#1 YOUR NEED # 1 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHALLENGE & EXPERIEN	7	75	38.3	38.7	38.7
SELF-ESTEEM	5	39	19.9	20.1	58.8
MONEY	2	31	15.8	16.0	74.7
SECURITY	3	27	13.8	13.9	88.7
BASIC NEEDS	6	12	6.1	6.2	94.8
POWER & PRESTIGE	1	8	4.1	4.1	99.0
FRIENDSHIP	4	2	1.0	1.0	100.0
	X	2	1.0	Missing	
Total		196	100.0	100.0	

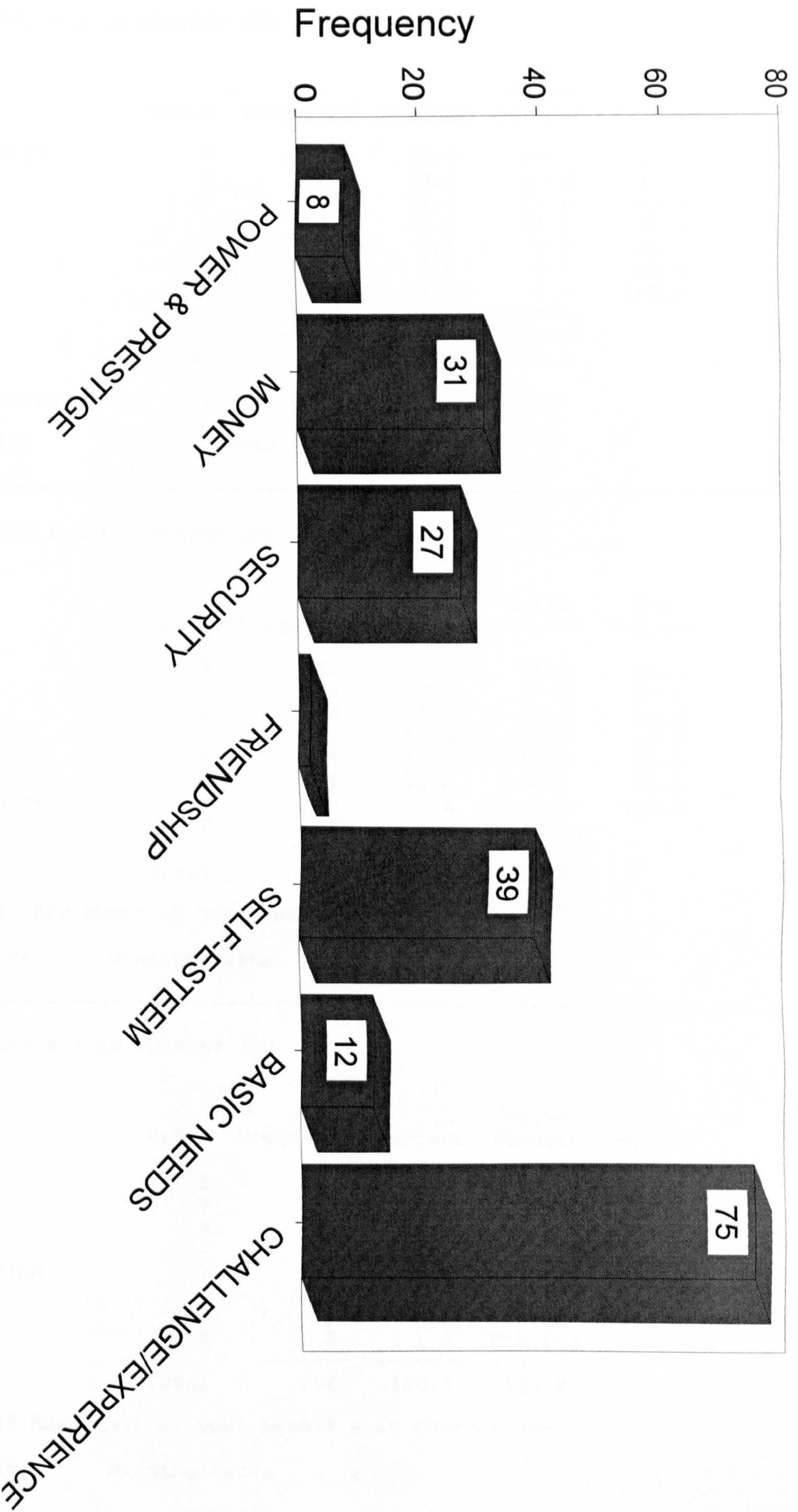
Hi-Res Chart # 45:Bar chart of your need # 1 in current job

Valid cases 194 Missing cases 2

QGPC RESEARCH NATIONALITIES



MANAGER NEEDS



YOUR NEED # 1 IN CURRENT JOB

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CHALLENGE & EXPERIEN	7	47	24.0	24.2	24.2
MONEY	2	38	19.4	19.6	43.8
SECURITY	3	36	18.4	18.6	62.4
SELF-ESTEEM	5	32	16.3	16.5	78.9
BASIC NEEDS	6	19	9.7	9.8	88.7
POWER & PRESTIGE	1	13	6.6	6.7	95.4
FRIENDSHIP	4	9	4.6	4.6	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 46:Bar chart of your need # 2 in current job

Valid cases 194 Missing cases 2

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
SECURITY	3	42	21.4	21.6	21.6
SELF-ESTEEM	5	34	17.3	17.5	39.2
MONEY	2	30	15.3	15.5	54.6
POWER & PRESTIGE	1	27	13.8	13.9	68.6
FRIENDSHIP	4	24	12.2	12.4	80.9
BASIC NEEDS	6	24	12.2	12.4	93.3
CHALLENGE & EXPERIEN	7	13	6.6	6.7	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 47:Bar chart of your need # 3 in current job

Valid cases 194 Missing cases 2

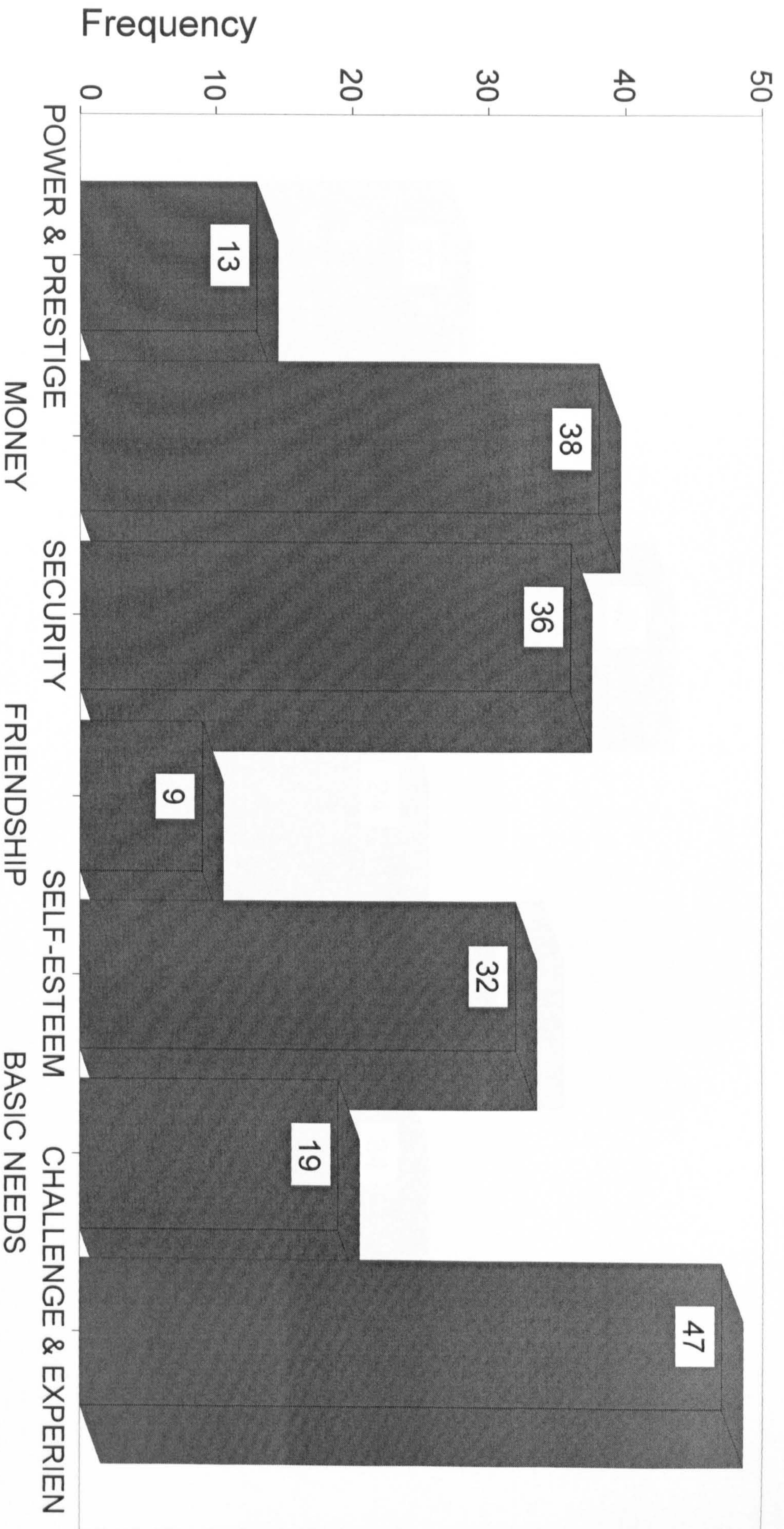
NEEDS#4 YOUR NEED # 4 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
SELF-ESTEEM	5	42	21.4	21.6	21.6
MONEY	2	37	18.9	19.1	40.7
SECURITY	3	33	16.8	17.0	57.7
FRIENDSHIP	4	29	14.8	14.9	72.7
CHALLENGE & EXPERIEN	7	24	12.2	12.4	85.1
BASIC NEEDS	6	15	7.7	7.7	92.8
POWER & PRESTIGE	1	14	7.1	7.2	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 48:Bar chart of your need # 4 in current job

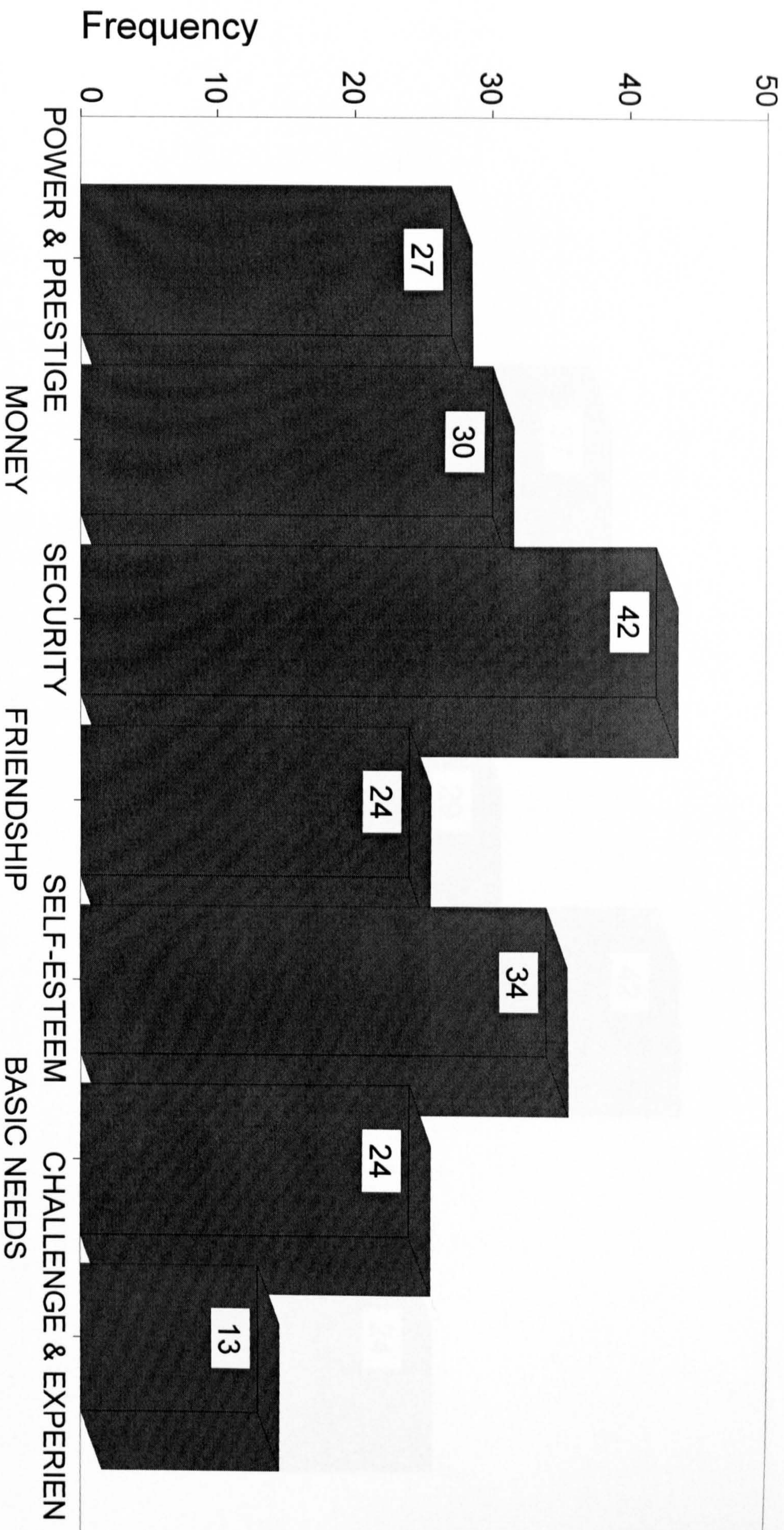
Valid cases 194 Missing cases 2

MANAGER NEEDS



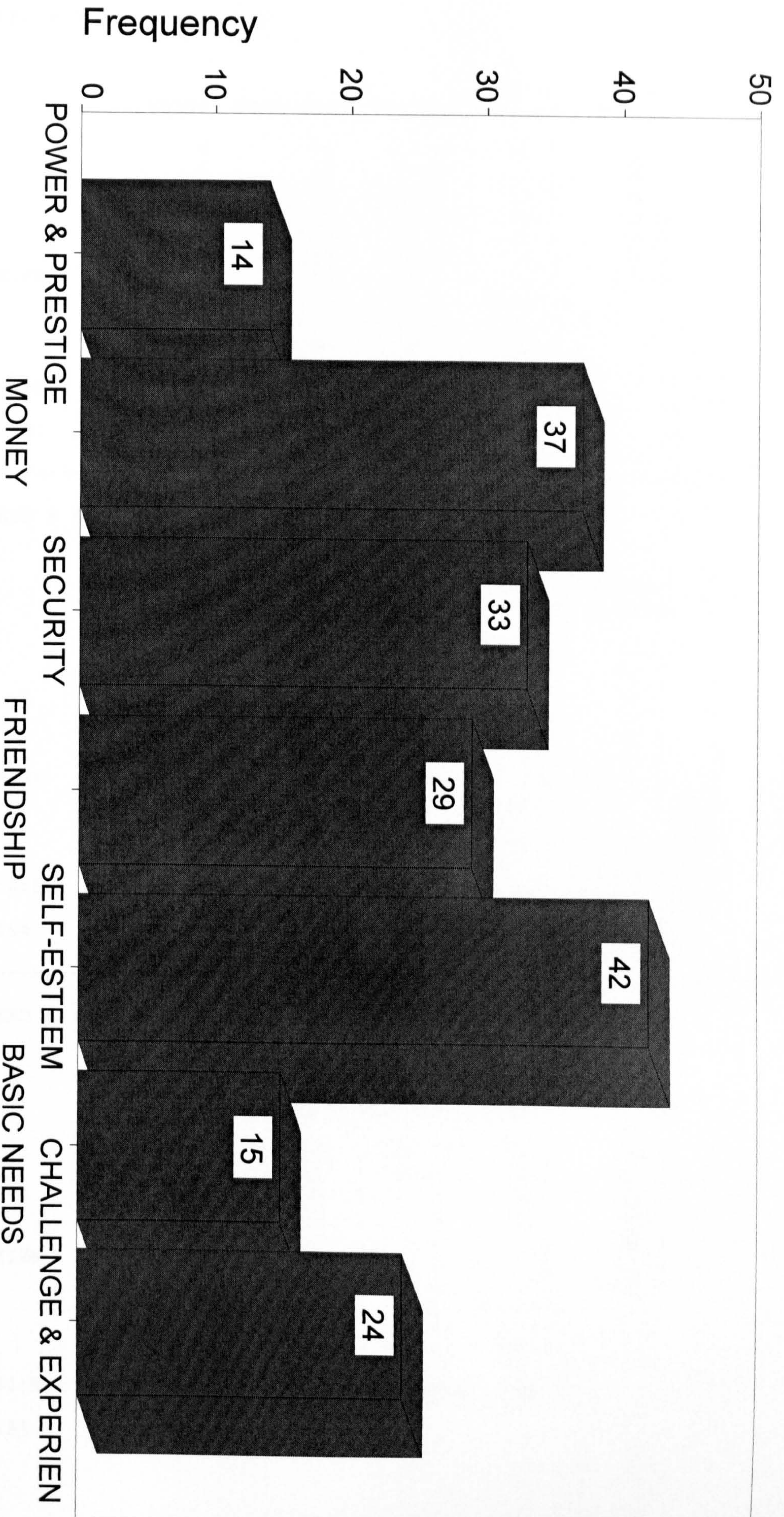
YOUR NEED # 2 IN CURRENT JOB

MANAGER NEEDS



YOUR NEED # 3 IN CURRENT JOB

MANAGER NEEDS



YOUR NEED # 4 IN CURRENT JOB

NEEDS#5 YOUR NEED # 5 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
FRIENDSHIP	4	44	22.4	22.7	22.7
BASIC NEEDS	6	33	16.8	17.0	39.7
MONEY	2	28	14.3	14.4	54.1
SECURITY	3	27	13.8	13.9	68.0
POWER & PRESTIGE	1	23	11.7	11.9	79.9
SELF-ESTEEM	5	20	10.2	10.3	90.2
CHALLENGE & EXPERIEN	7	19	9.7	9.8	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 49:Bar chart of your need # 5 in current job

Valid cases 194 Missing cases 2

NEEDS#6 YOUR NEED # 6 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
FRIENDSHIP	4	53	27.0	27.3	27.3
BASIC NEEDS	6	47	24.0	24.2	51.5
MONEY	2	25	12.8	12.9	64.4
POWER & PRESTIGE	1	20	10.2	10.3	74.7
SELF-ESTEEM	5	20	10.2	10.3	85.1
SECURITY	3	19	9.7	9.8	94.8
CHALLENGE & EXPERIEN	7	10	5.1	5.2	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 50:Bar chart of your need # 6 in current job

Valid cases 194 Missing cases 2

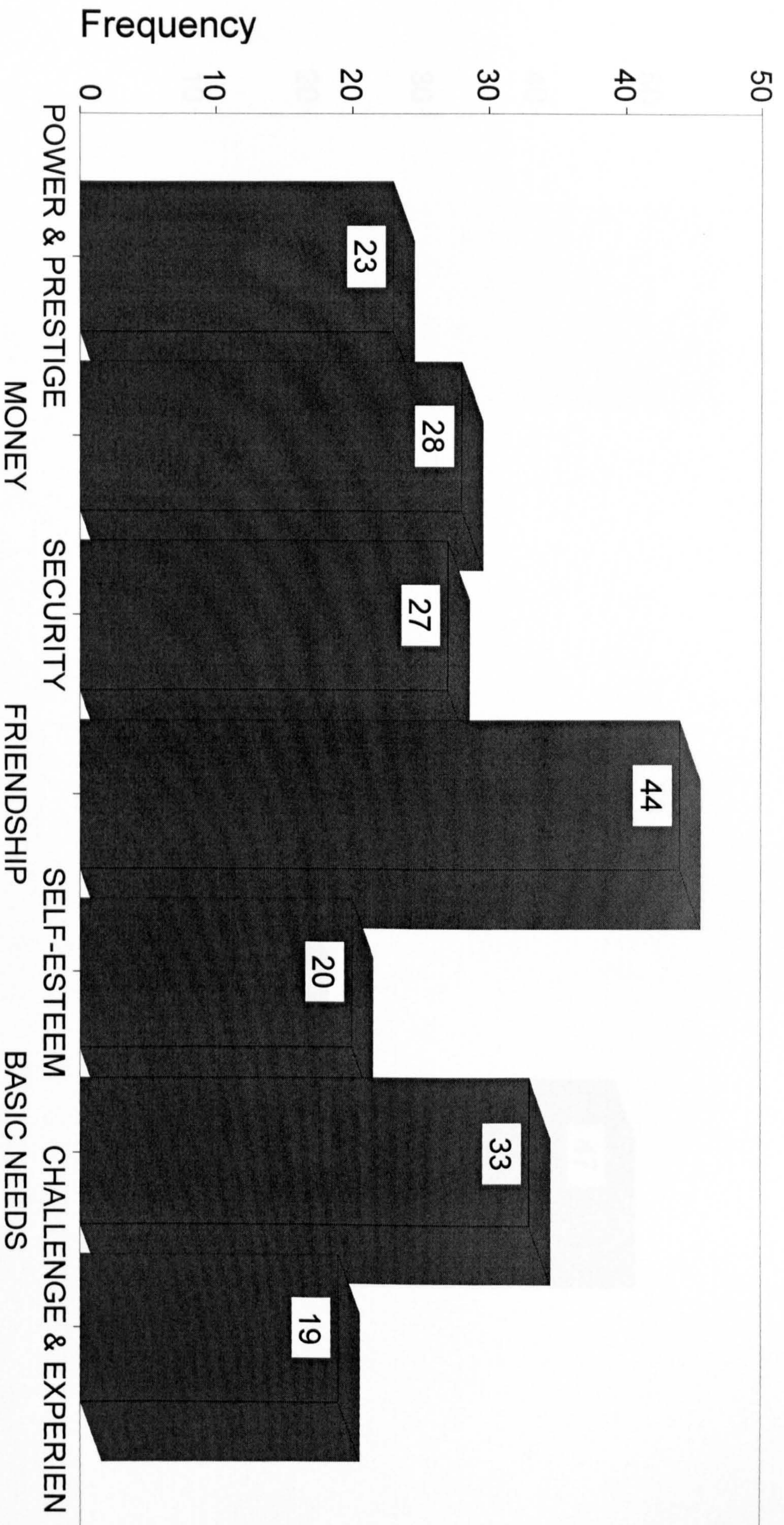
NEEDS#7 YOUR NEED # 7 IN CURRENT JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
POWER & PRESTIGE	1	90	45.9	46.4	46.4
BASIC NEEDS	6	43	21.9	22.2	68.6
FRIENDSHIP	4	32	16.3	16.5	85.1
SECURITY	3	11	5.6	5.7	90.7
SELF-ESTEEM	5	7	3.6	3.6	94.3
CHALLENGE & EXPERIEN	7	6	3.1	3.1	97.4
MONEY	2	5	2.6	2.6	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 51:Bar chart of your need # 7 in current job

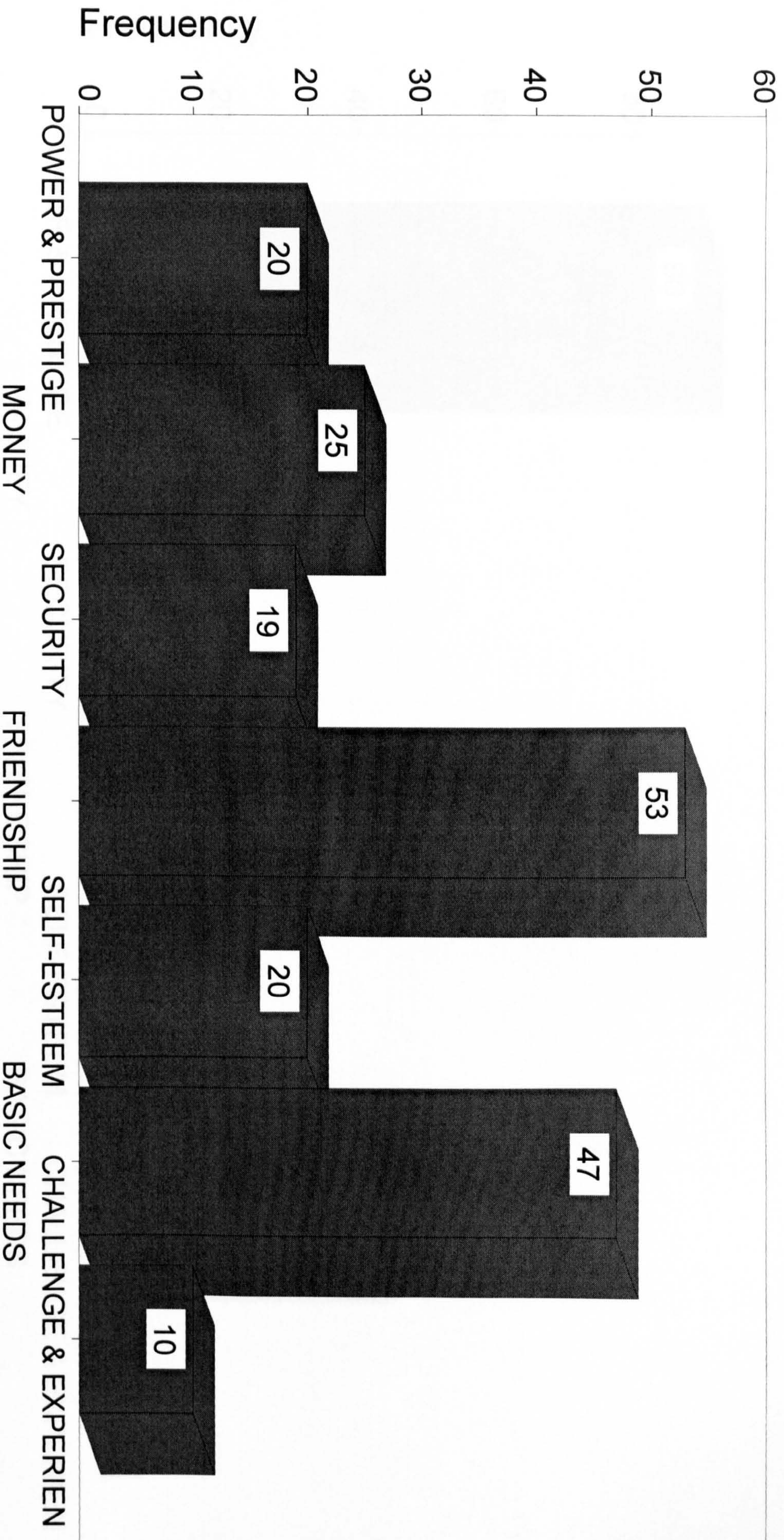
Valid cases 194 Missing cases 2

MANAGER NEEDS



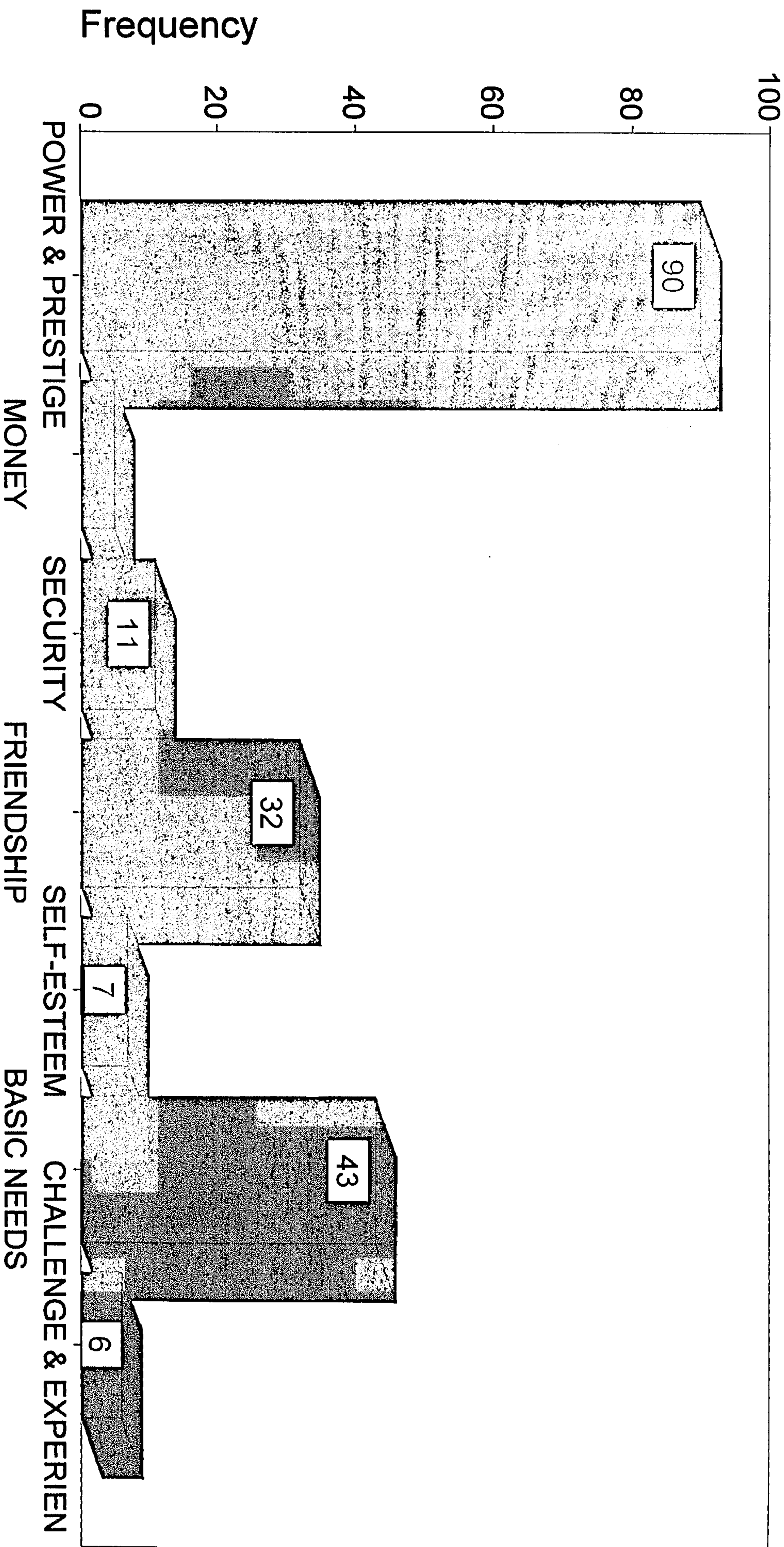
YOUR NEED # 5 IN CURRENT JOB

MANAGER NEEDS



YOUR NEED # 6 IN CURRENT JOB

MANAGER NEEDS



YOUR NEED # 7 IN CURRENT JOB

P.NATION PREVIOUS NATIONALITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
QATARI	Q	48	24.5	24.5	24.5
BRITISH	B	35	17.9	17.9	42.3
EGYPTIAN	E	22	11.2	11.2	53.6
INDIAN	I	18	9.2	9.2	62.8
PALESTENIAN	P	16	8.2	8.2	70.9
PAKISTANI	K	7	3.6	3.6	74.5
SUDANESE	S	6	3.1	3.1	77.6
AMERICAN	A	5	2.6	2.6	80.1
DUTCH	D	5	2.6	2.6	82.7
JORDANIAN	J	5	2.6	2.6	85.2
FRENCH	F	4	2.0	2.0	87.2
ALGERIAN	G	4	2.0	2.0	89.3
SRILANKAN	N	4	2.0	2.0	91.3
IRAQI	R	4	2.0	2.0	93.4
TUNISIAN	T	4	2.0	2.0	95.4
CANADIAN	C	3	1.5	1.5	96.9
LEBANESE	L	3	1.5	1.5	98.5
OTHERS	O	3	1.5	1.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 52:Bar chart of previous nationality

Valid cases 196 Missing cases 0

PREF.#1 DECISION PREFERENCE # 1

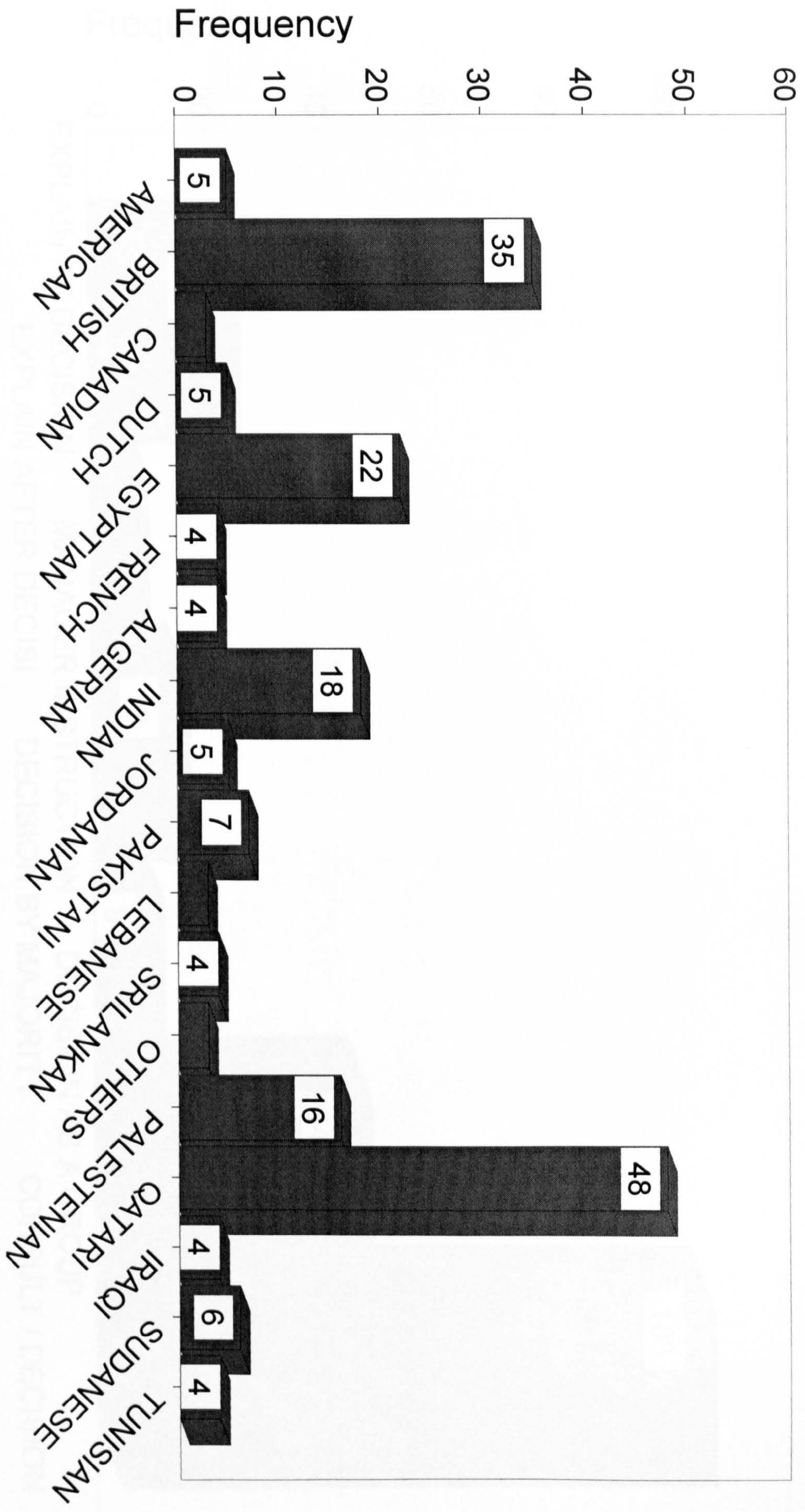
Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CONSULT / DECISION	6	103	52.6	52.6	52.6
DECISION AS A GROUP	5	44	22.4	22.4	75.0
EXPLAIN AT DECISION	1	22	11.2	11.2	86.2
MANAGER INSTRUCTION	3	13	6.6	6.6	92.9
DECISION BY MAJORITY	4	8	4.1	4.1	96.9
EXPLAIN AFTER DECISI	2	6	3.1	3.1	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 53:Bar chart of decision preference # 1

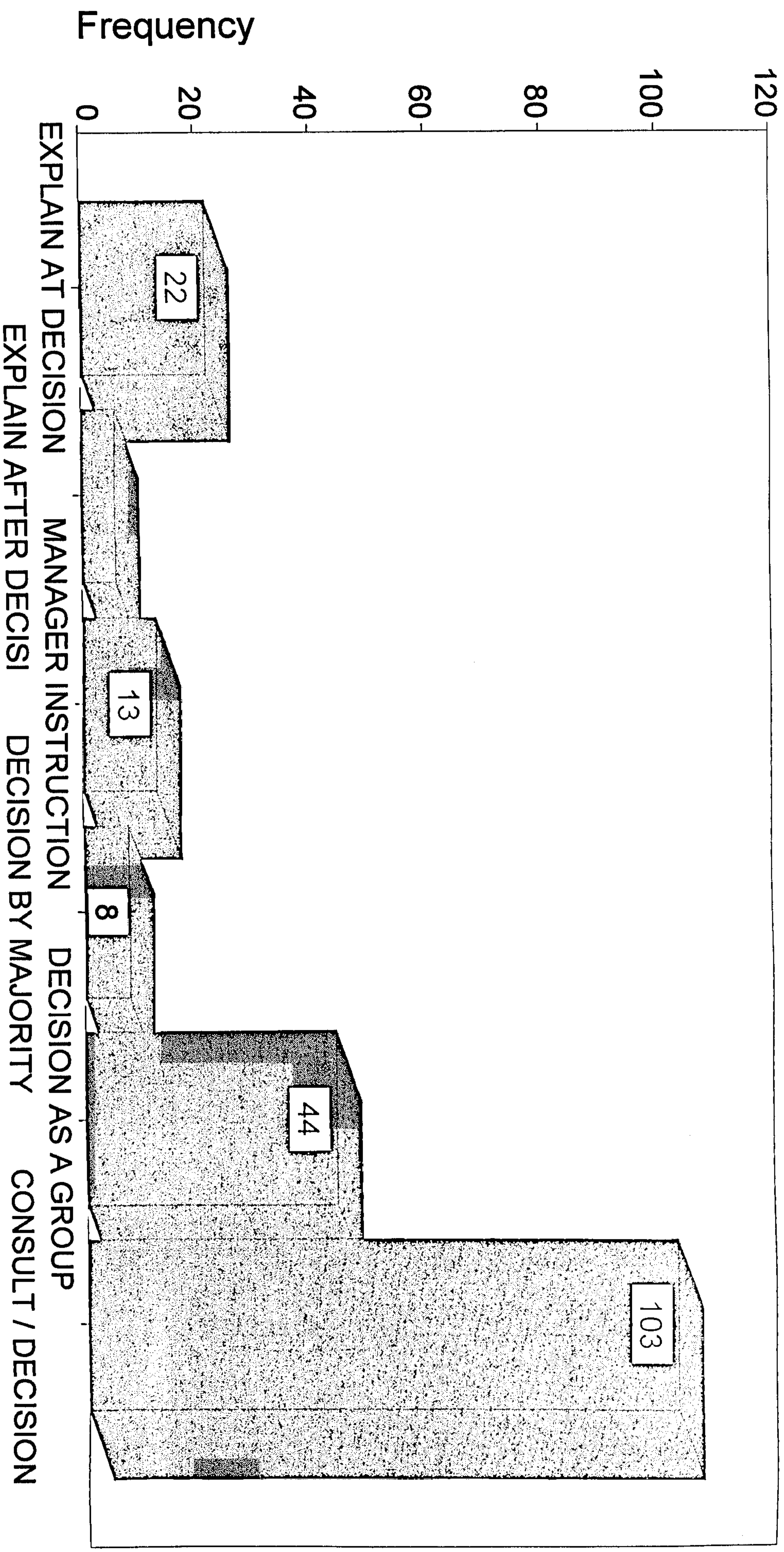
Valid cases 196 Missing cases 0

MANAGER PREVIOUS NATIONALITY

PREVIOUS NATIONALITY



EMPLOYEES DECISION MAKING PREFERENCE



DECISION PREFERENCE # 1

PREF.#2 DECISION PREFERENCE # 2

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DECISION AS A GROUP	5	58	29.6	29.7	29.7
EXPLAIN AT DECISION	1	50	25.5	25.6	55.4
CONSULT / DECISION	6	40	20.4	20.5	75.9
DECISION BY MAJORITY	4	33	16.8	16.9	92.8
EXPLAIN AFTER DECISI	2	10	5.1	5.1	97.9
MANAGER INSTRUCTION	3	4	2.0	2.1	100.0
	X	1	.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 54:Bar chart of decision preference # 2

Valid cases 195 Missing cases 1

PREF.#3 DECISION PREFERENCE # 3

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DECISION BY MAJORITY	4	47	24.0	24.2	24.2
EXPLAIN AT DECISION	1	39	19.9	20.1	44.3
DECISION AS A GROUP	5	33	16.8	17.0	61.3
EXPLAIN AFTER DECISI	2	31	15.8	16.0	77.3
MANAGER INSTRUCTION	3	23	11.7	11.9	89.2
CONSULT / DECISION	6	21	10.7	10.8	100.0
	X	2	1.0	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 55:Bar chart of decision preference # 3

Valid cases 194 Missing cases 2

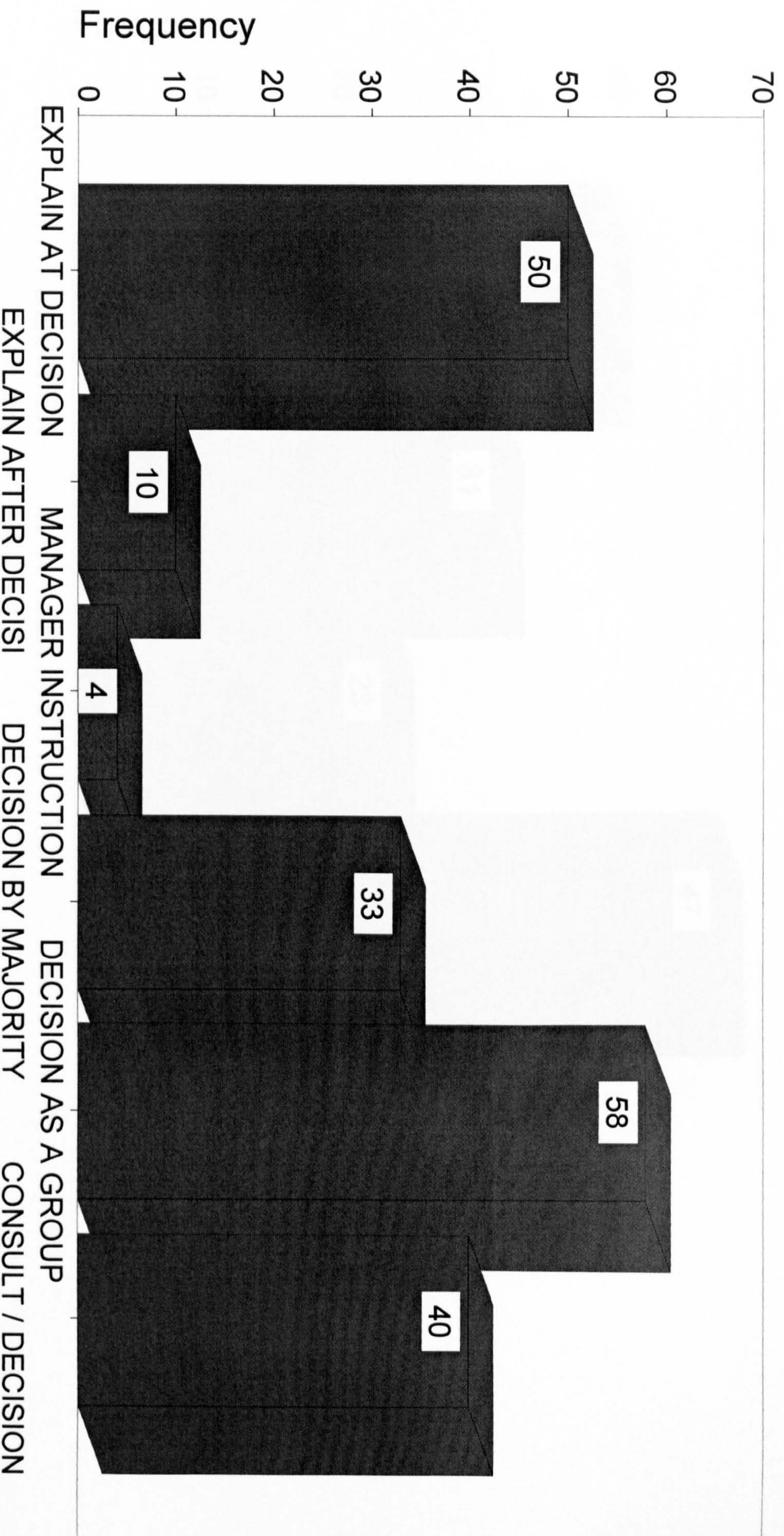
PREF.#4 DECISION PREFERENCE # 4

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXPLAIN AT DECISION	1	50	25.5	25.9	25.9
EXPLAIN AFTER DECISI	2	39	19.9	20.2	46.1
MANAGER INSTRUCTION	3	39	19.9	20.2	66.3
DECISION BY MAJORITY	4	31	15.8	16.1	82.4
DECISION AS A GROUP	5	21	10.7	10.9	93.3
CONSULT / DECISION	6	13	6.6	6.7	100.0
	X	3	1.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 56:Bar chart of decision preference # 4

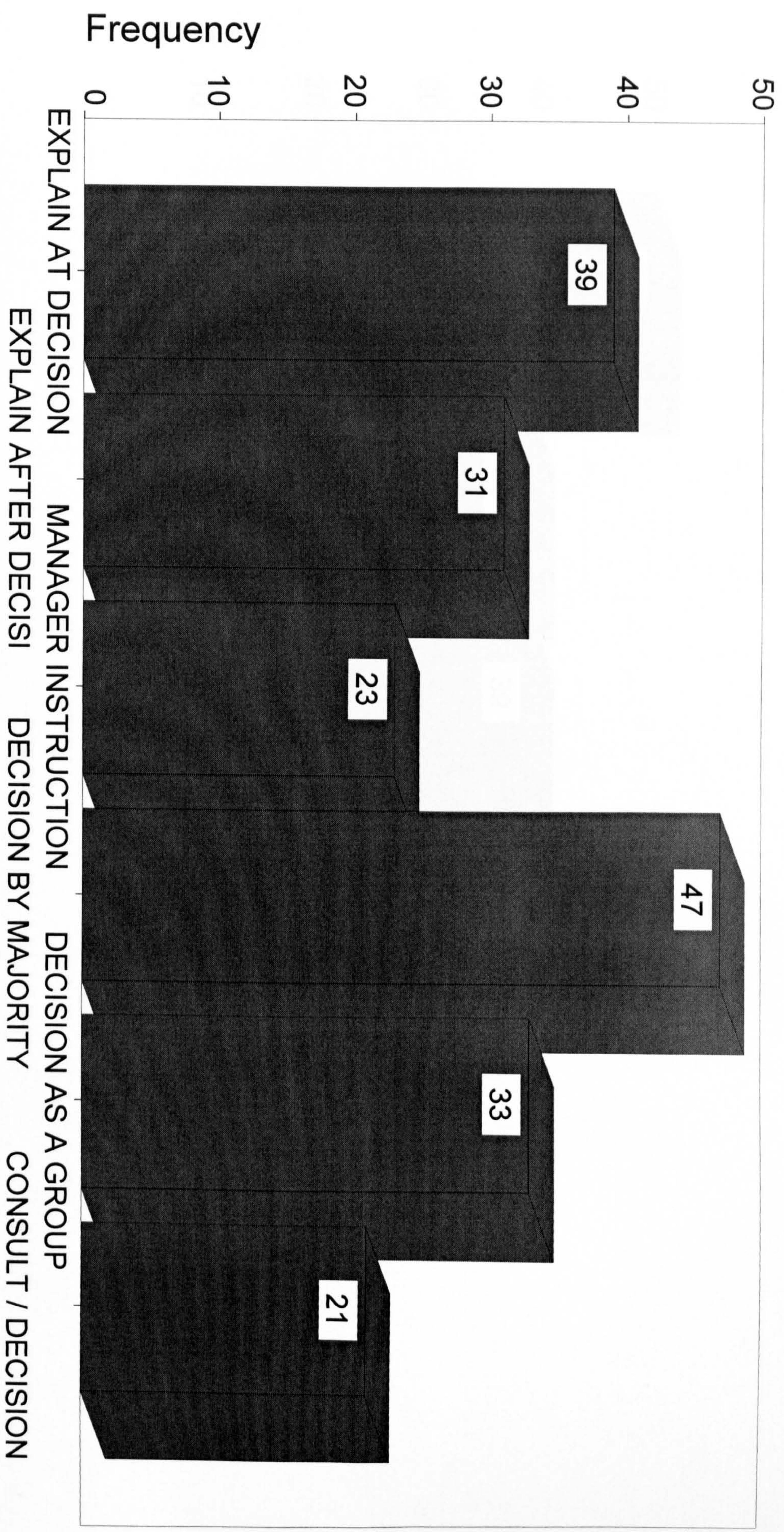
Valid cases 193 Missing cases 3

EMPLOYEES DECISION MAKING PREFERENCE



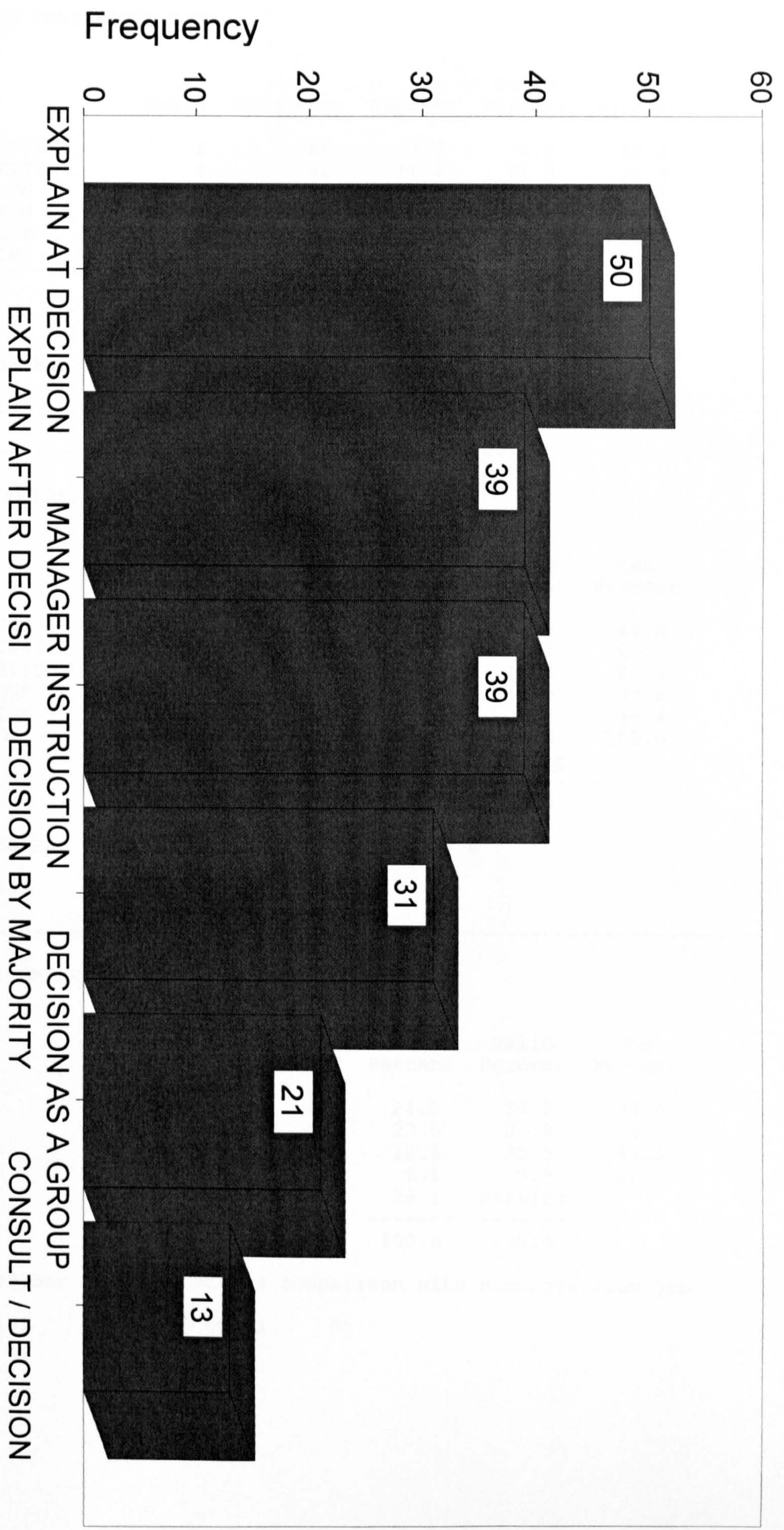
DECISION PREFERENCE # 2

EMPLOYEES DECISION MAKING PREFERENCE



DECISION PREFERENCE # 3

EMPLOYEES DECISION MAKING PREFERENCE



DECISION PREFERENCE # 4

PREF.#5 DECISION PREFERENCE # 5

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
EXPLAIN AFTER DECISI	2	66	33.7	34.2	34.2
DECISION BY MAJORITY	4	42	21.4	21.8	56.0
MANAGER INSTRUCTION	3	33	16.8	17.1	73.1
EXPLAIN AT DECISION	1	21	10.7	10.9	83.9
DECISION AS A GROUP	5	16	8.2	8.3	92.2
CONSULT / DECISION	6	15	7.7	7.8	100.0
	X	3	1.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 57:Bar chart of decision preference # 5

Valid cases 193 Missing cases 3

PREF.#6 DECISION PREFERENCE # 6

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MANAGER INSTRUCTION	3	80	40.8	41.5	41.5
EXPLAIN AFTER DECISI	2	43	21.9	22.3	63.7
DECISION BY MAJORITY	4	32	16.3	16.6	80.3
DECISION AS A GROUP	5	23	11.7	11.9	92.2
EXPLAIN AT DECISION	1	12	6.1	6.2	98.4
CONSULT / DECISION	6	3	1.5	1.6	100.0
	X	3	1.5	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 58:Bar chart of decision preference # 6

Valid cases 193 Missing cases 3

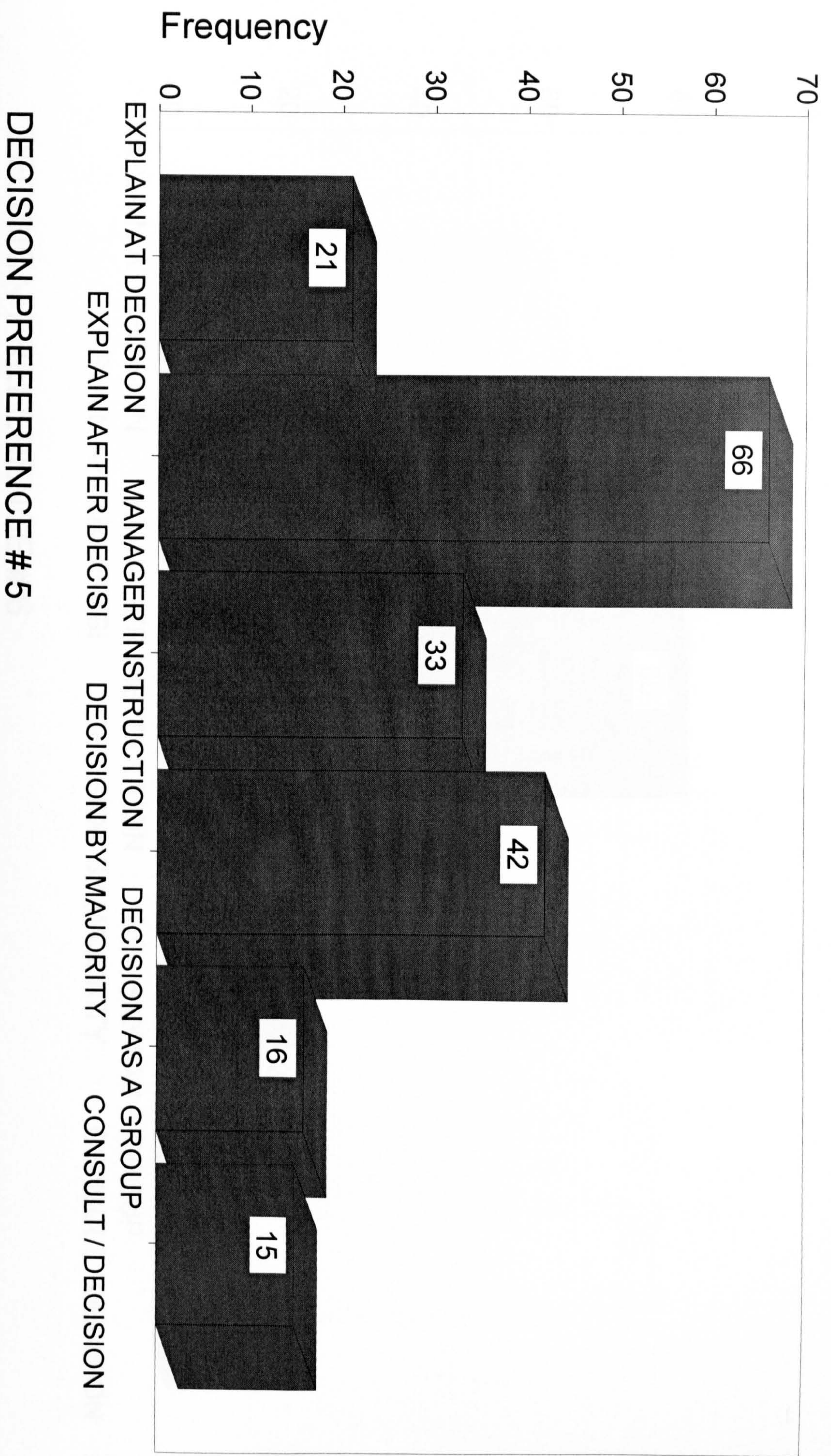
PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MORE STRESS	M	48	24.5	34.0	34.0
SAME STRESS	S	45	23.0	31.9	66.0
LESS STRESS	L	36	18.4	25.5	91.5
NOT APPLICABLE	N	12	6.1	8.5	100.0
	X	55	28.1	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 59:Bar chart of stress comparison with home/previous job

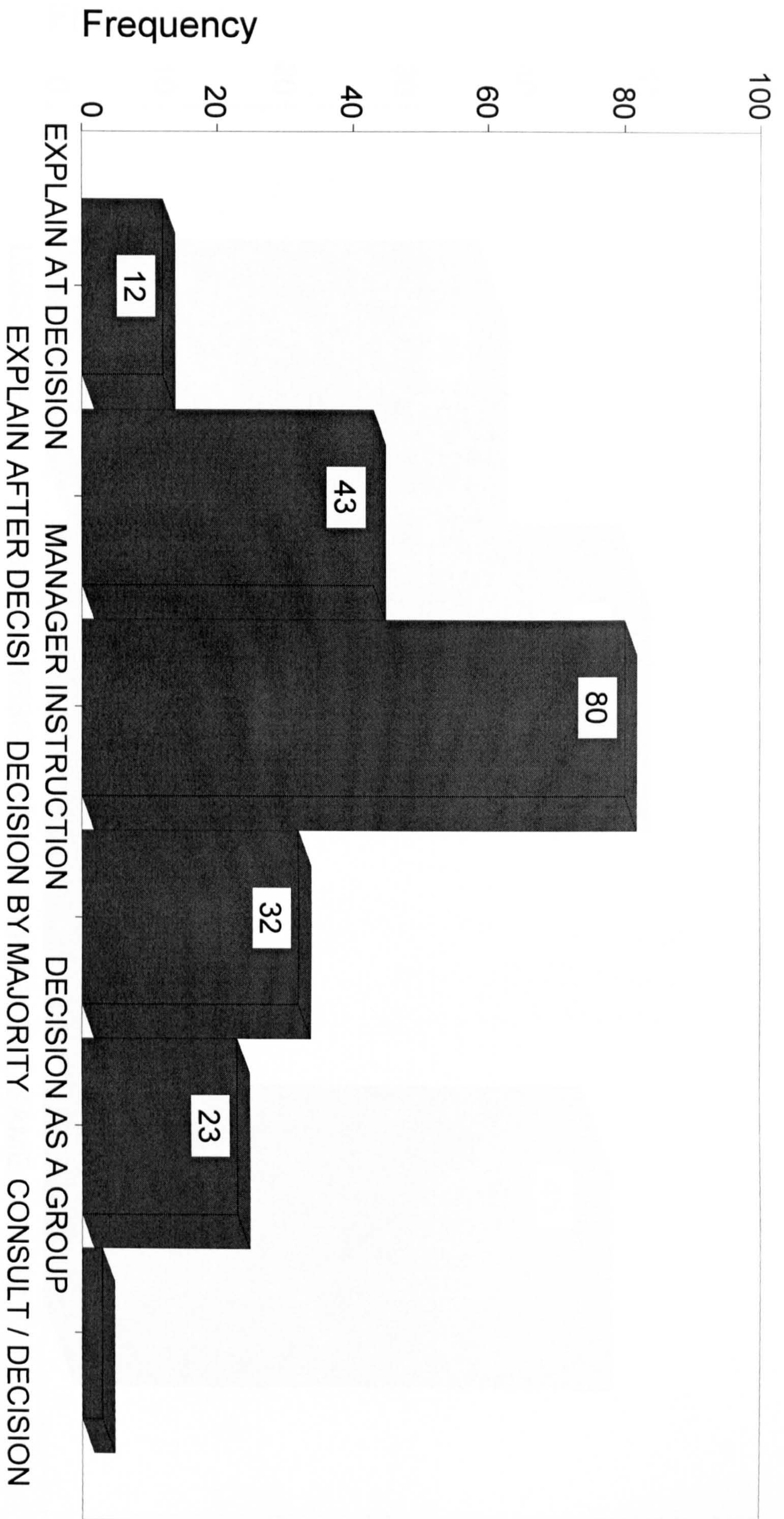
Valid cases 141 Missing cases 55

EMPLOYEES DECISION MAKING PREFERENCE



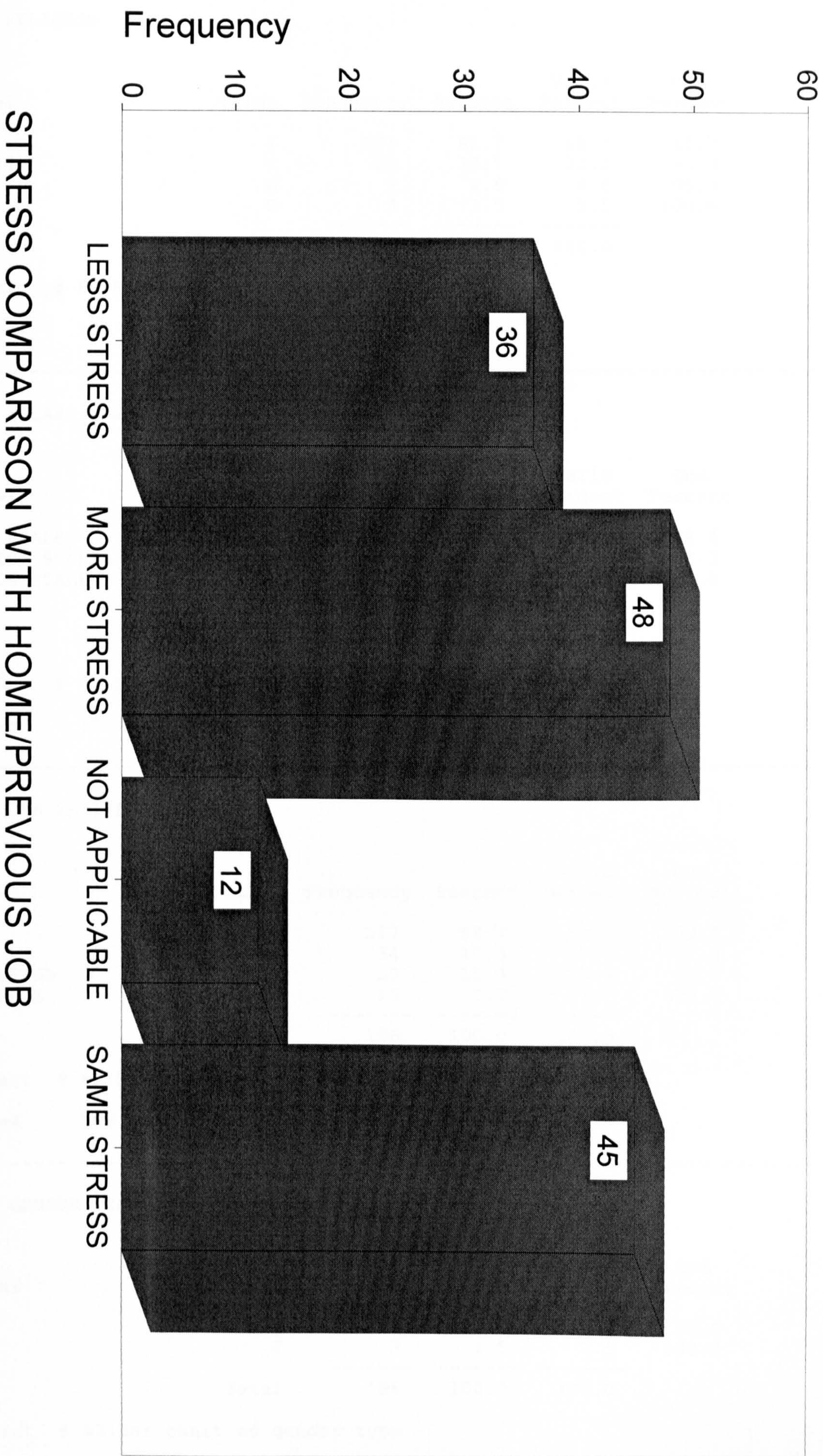
DECISION PREFERENCE # 5

EMPLOYEES DECISION MAKING PREFERENCE



DECISION PREFERENCE # 6

EXPATRIATES STRESS COMPARISON



STRESS COMPARISON WITH HOME/PREVIOUS JOB

RELIGION RELIGION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
ISLAM	I	121	61.7	61.7	61.7
CHRISTIANITY	C	63	32.1	32.1	93.9
HINDU	H	9	4.6	4.6	98.5
OTHERS	O	3	1.5	1.5	100.0
Total		196	100.0	100.0	

Hi-Res Chart # 60:Bar chart of religion

Valid cases 196 Missing cases 0

SALARY SALARY CLOSER TO

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
TOP GRADE SCALE	T	94	48.0	52.5	52.5
MIDDLE POINT SCALE	M	53	27.0	29.6	82.1
LOWER GRADE SCALE	L	32	16.3	17.9	100.0
	X	17	8.7	Missing	
Total		196	100.0	100.0	

Hi-Res Chart # 61:Bar chart of salary closer to

Valid cases 179 Missing cases 17

SATISF JOB SATISFACTION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
SATISFIED	S	117	59.7	59.7	59.7
AVERAGE	A	34	17.3	17.3	77.0
VERY SATISFIED	V	30	15.3	15.3	92.3
BELOW AVERAGE	B	15	7.7	7.7	100.0
Total		196	100.0	100.0	

Hi-Res Chart # 62:Bar chart of job satisfaction

Valid cases 196 Missing cases 0

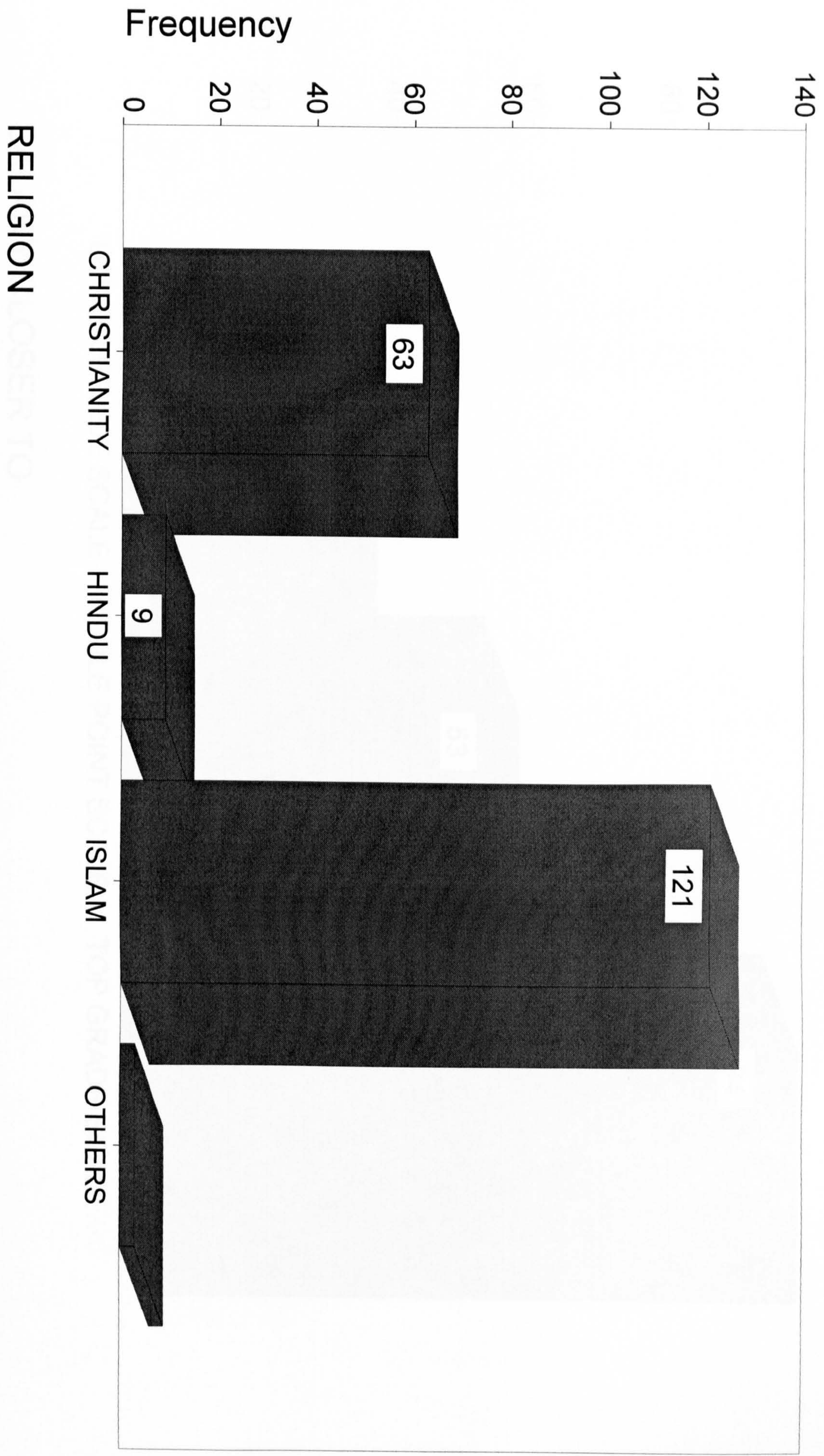
SEX GENDER TYPE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
MALE	M	193	98.5	98.5	98.5
FEMALE	F	3	1.5	1.5	100.0
Total		196	100.0	100.0	

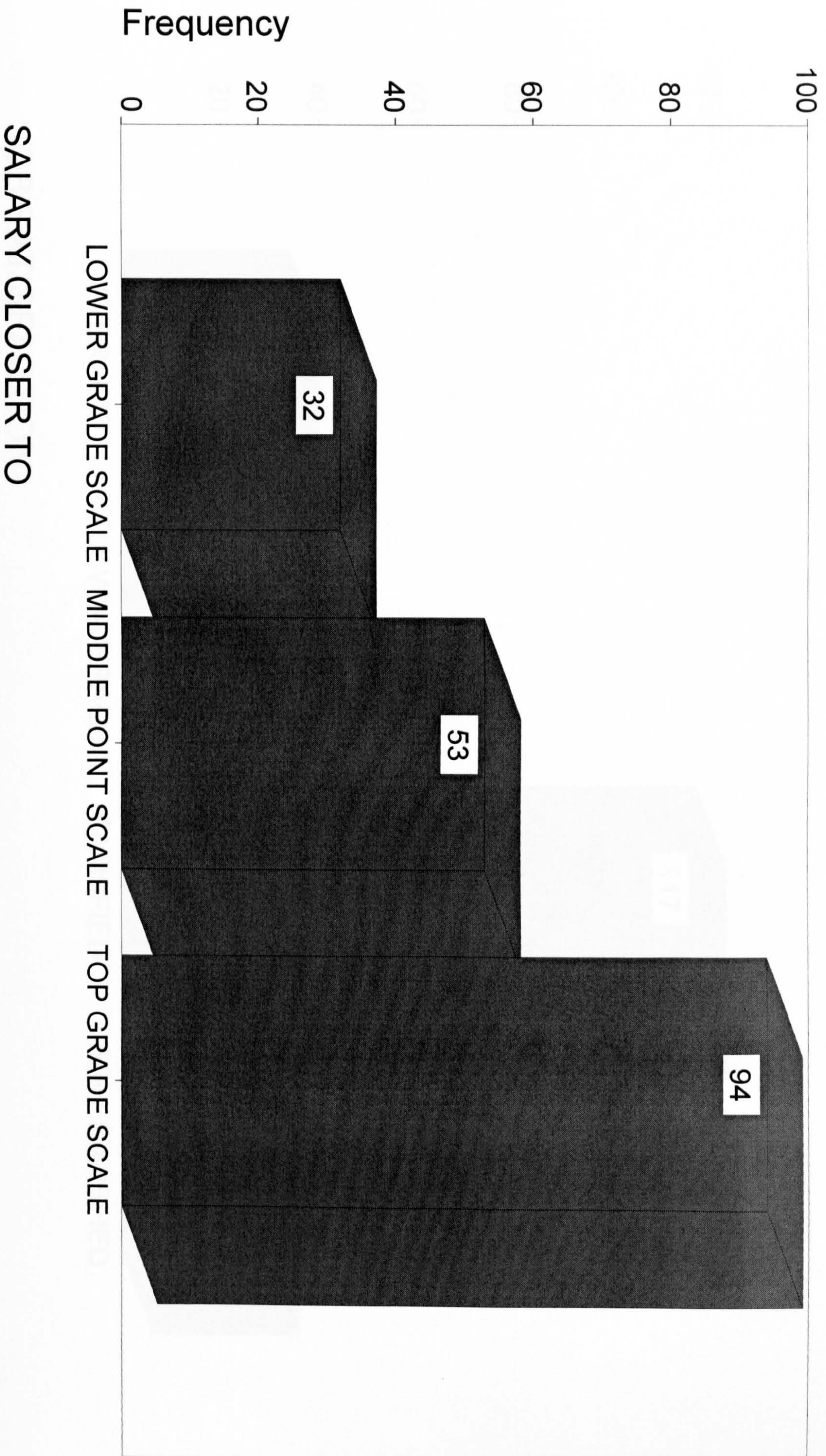
Hi-Res Chart # 63:Bar chart of gender type

Valid cases 196 Missing cases 0

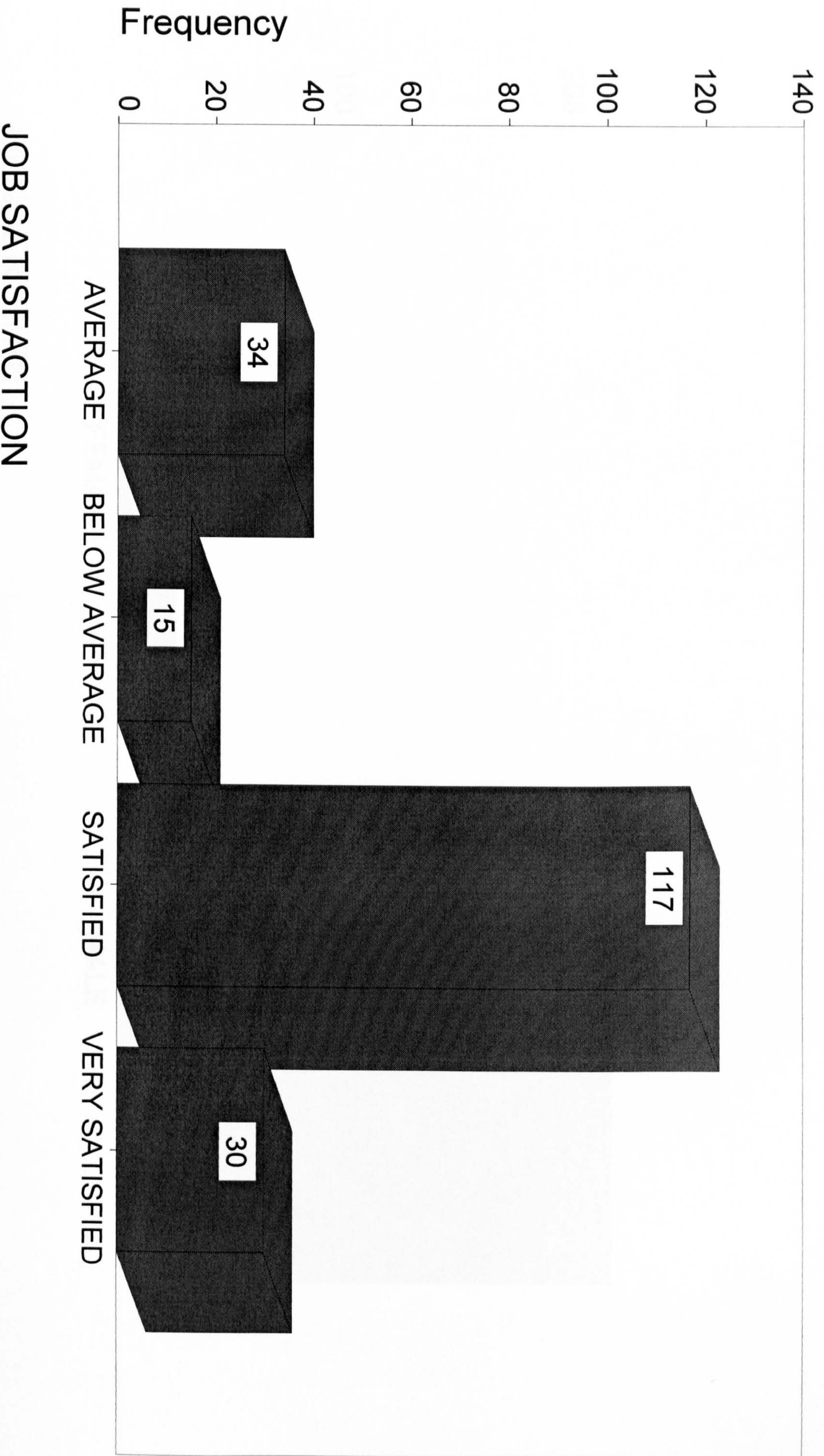
MANAGERS RELIGION



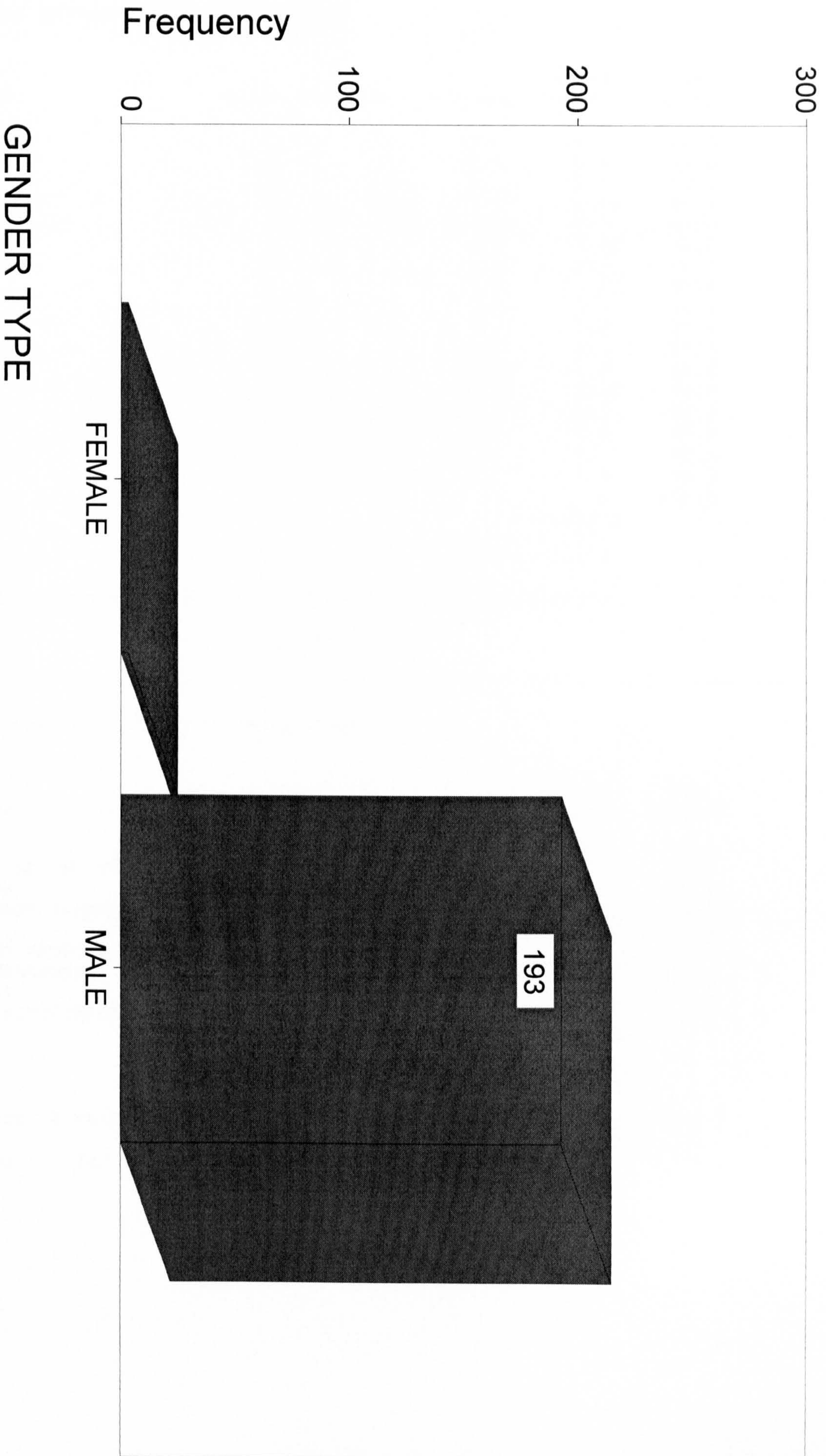
RANGE OF SALARY ON GRADE SCALE



MANAGERS JOB SATISFACTION IN QGPC



MANAGERS GENDER TYPE



SPNATION IF MARRIED SPOUSE NATIONALITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
BRITISH	B	38	19.4	20.9	20.9
QATARI	Q	38	19.4	20.9	41.8
EGYPTIAN	E	19	9.7	10.4	52.2
INDIAN	I	18	9.2	9.9	62.1
JORDANIAN	J	9	4.6	4.9	67.0
OTHERS	O	9	4.6	4.9	72.0
PALESTINIAN	P	9	4.6	4.9	76.9
CANADIAN	C	7	3.6	3.8	80.8
PAKISTANI	K	6	3.1	3.3	84.1
SUDANESE	S	6	3.1	3.3	87.4
AMERICAN	A	4	2.0	2.2	89.6
FRENCH	F	4	2.0	2.2	91.8
SRILANKAN	N	4	2.0	2.2	94.0
TUNISIAN	T	4	2.0	2.2	96.2
LEBANESE	L	3	1.5	1.6	97.8
ALGERIAN	G	2	1.0	1.1	98.9
DUTCH	D	1	.5	.5	99.5
IRAQI	R	1	.5	.5	100.0
	X	14	7.1	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 64: Bar chart of if married spouse nationality

Valid cases 182 Missing cases 14

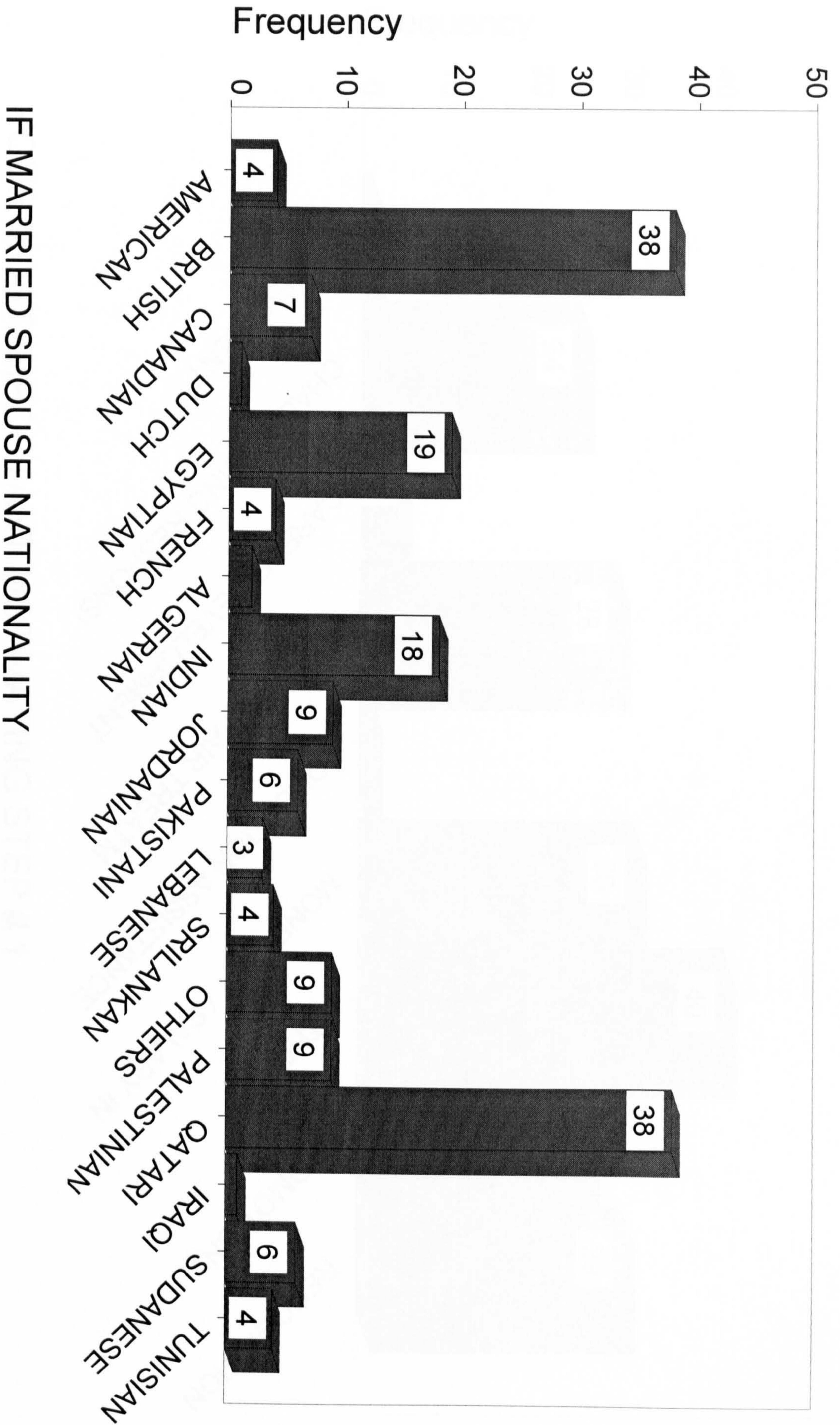
STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
OTHERS	O	40	20.4	22.0	22.0
MONETARY / SALARY IN RECOGNITION	M	30	15.3	16.5	38.5
EQUITY & FAIR TREATM PROMOTION	R	29	14.8	15.9	54.4
CHALLENGING RESPONSI CAREER DEVELOPMENT	E	28	14.3	15.4	69.8
ACHIEVEMENT	P	25	12.8	13.7	83.5
EDUCATION ASSISTANCE	C	24	12.2	13.2	96.7
	D	4	2.0	2.2	98.9
	A	1	.5	.5	99.5
	H	1	.5	.5	100.0
	X	14	7.1	Missing	
	Total	196	100.0	100.0	

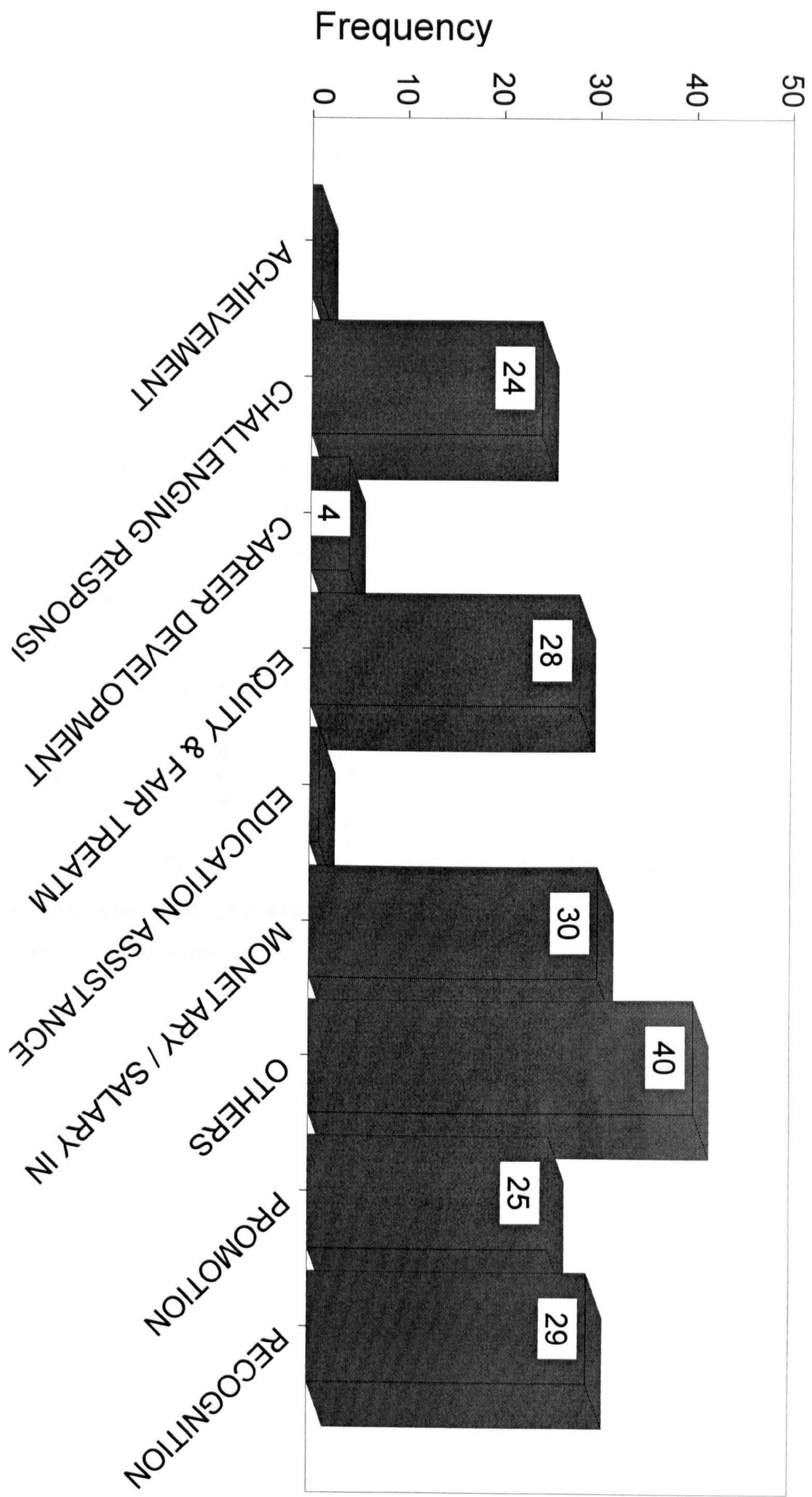
Hi-Res Chart # 65: Bar chart of your most important motivating step # 1

Valid cases 182 Missing cases 14

Spouse Nationality if Married



WHAT QGPC CAN MOTIVATE YOU WITH



YOUR MOST IMPORTANT MOTIVATING STEP # 1

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
OTHERS	O	47	24.0	26.4	26.4
MONETARY / SALARY IN RECOGNITION	M	41	20.9	23.0	49.4
EQUITY & FAIR TREATM PROMOTION	R	27	13.8	15.2	64.6
CHALLENGING RESPONSI TRUST	E	21	10.7	11.8	76.4
CAREER DEVELOPMENT	P	17	8.7	9.6	86.0
EDUCATION ASSISTANCE	C	13	6.6	7.3	93.3
ACHIEVEMENT	T	4	2.0	2.2	95.5
	D	3	1.5	1.7	97.2
	H	3	1.5	1.7	98.9
	A	2	1.0	1.1	100.0
	X	18	9.2	Missing	
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 66:Bar chart of your most important motivating step # 2

Valid cases 178 Missing cases 18

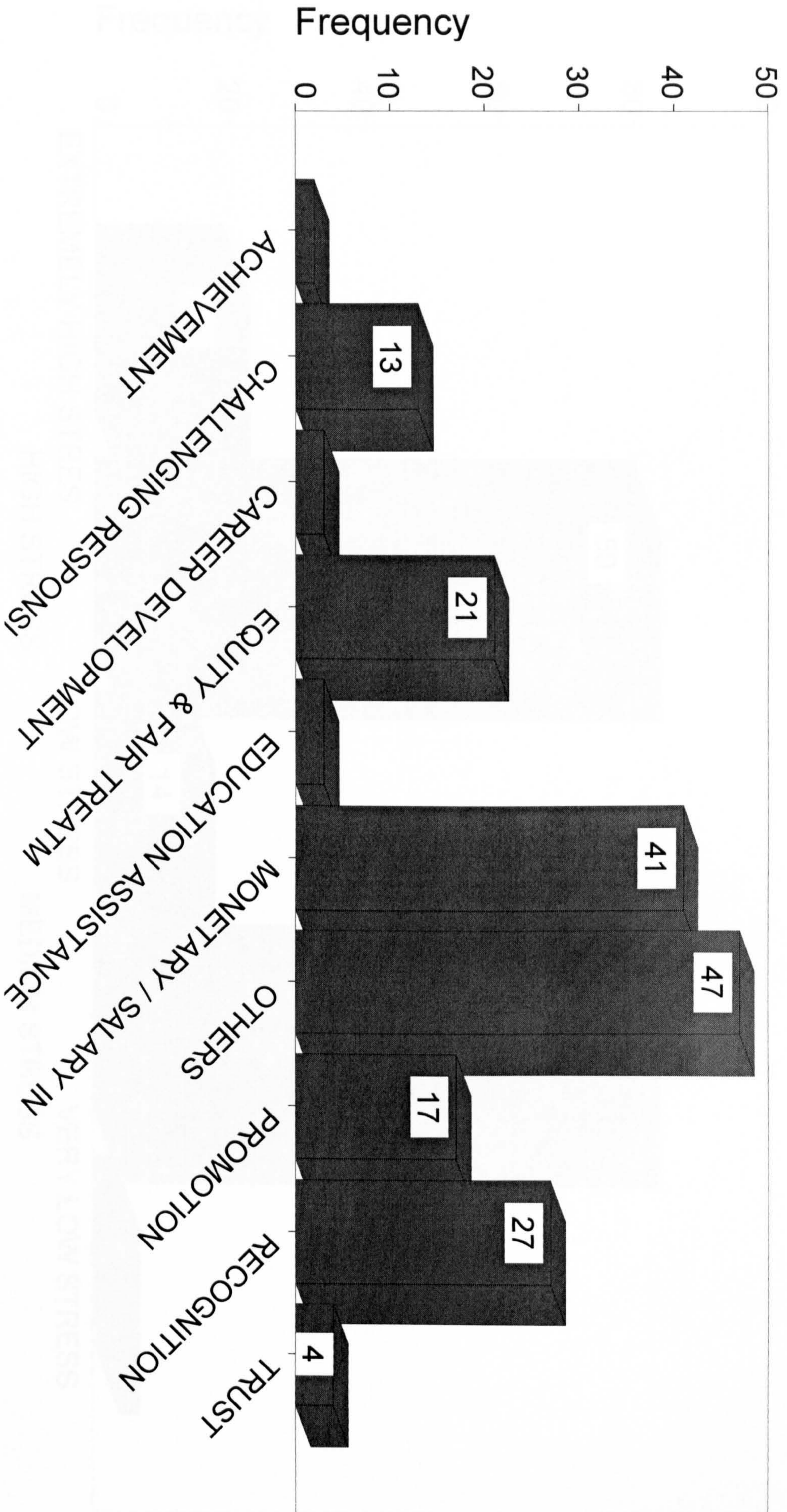
STRESS JOB STRESS LEVEL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
HIGH STRESS	H	80	40.8	40.8	40.8
MEDIUM STRESS	M	80	40.8	40.8	81.6
EXTREMELY HIGH STRES	E	19	9.7	9.7	91.3
LOW STRESS	L	14	7.1	7.1	98.5
VERY LOW STRESS	V	3	1.5	1.5	100.0
		-----	-----	-----	
	Total	196	100.0	100.0	

Hi-Res Chart # 67:Bar chart of job stress level

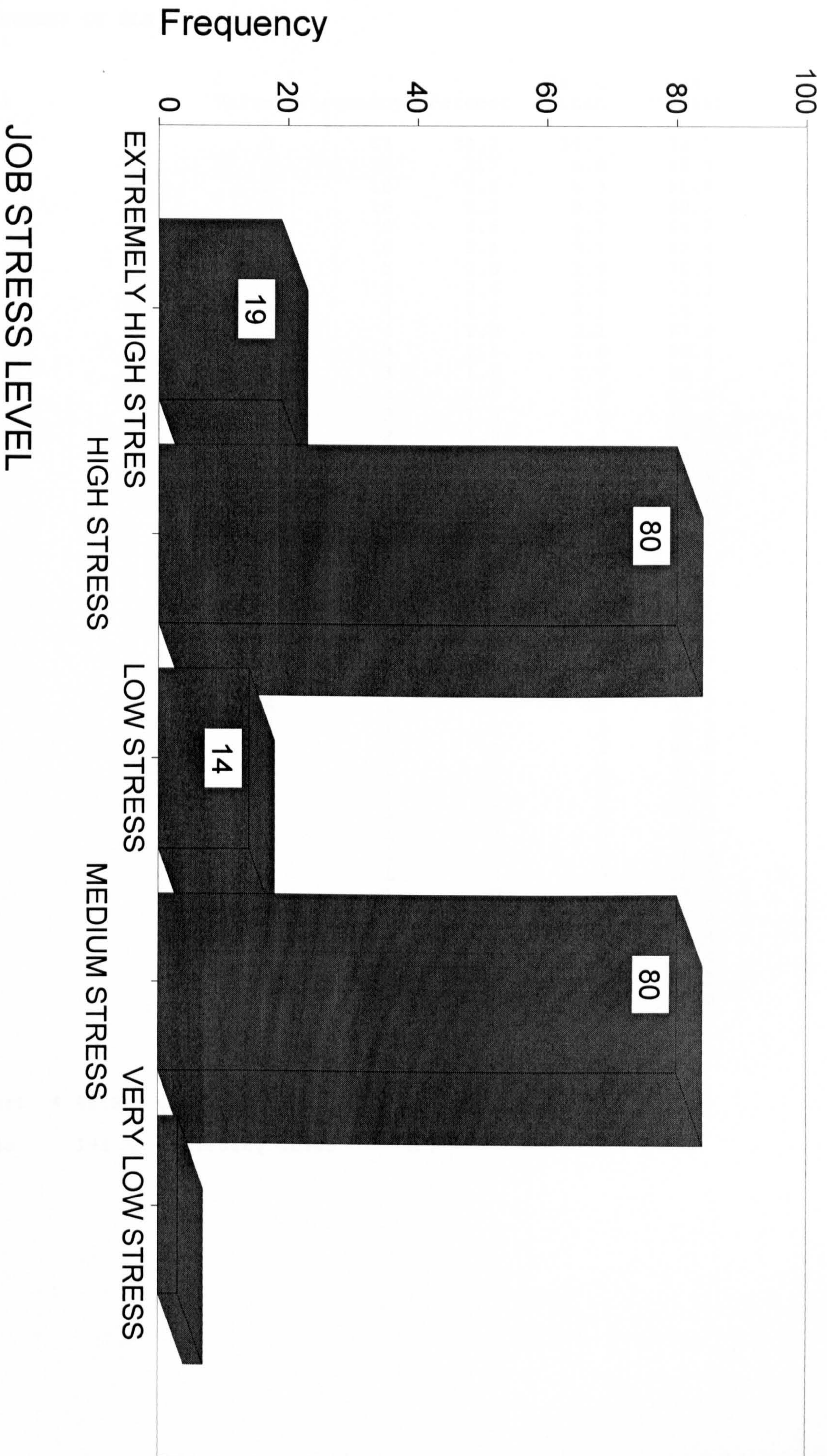
Valid cases 196 Missing cases 0

WHAT QGPC CAN MOTIVATE YOU WITHH



YOUR MOST IMPORTANT MOTIVATING STEP # 2

MANAGERS STRESS LEVEL IN QGPC



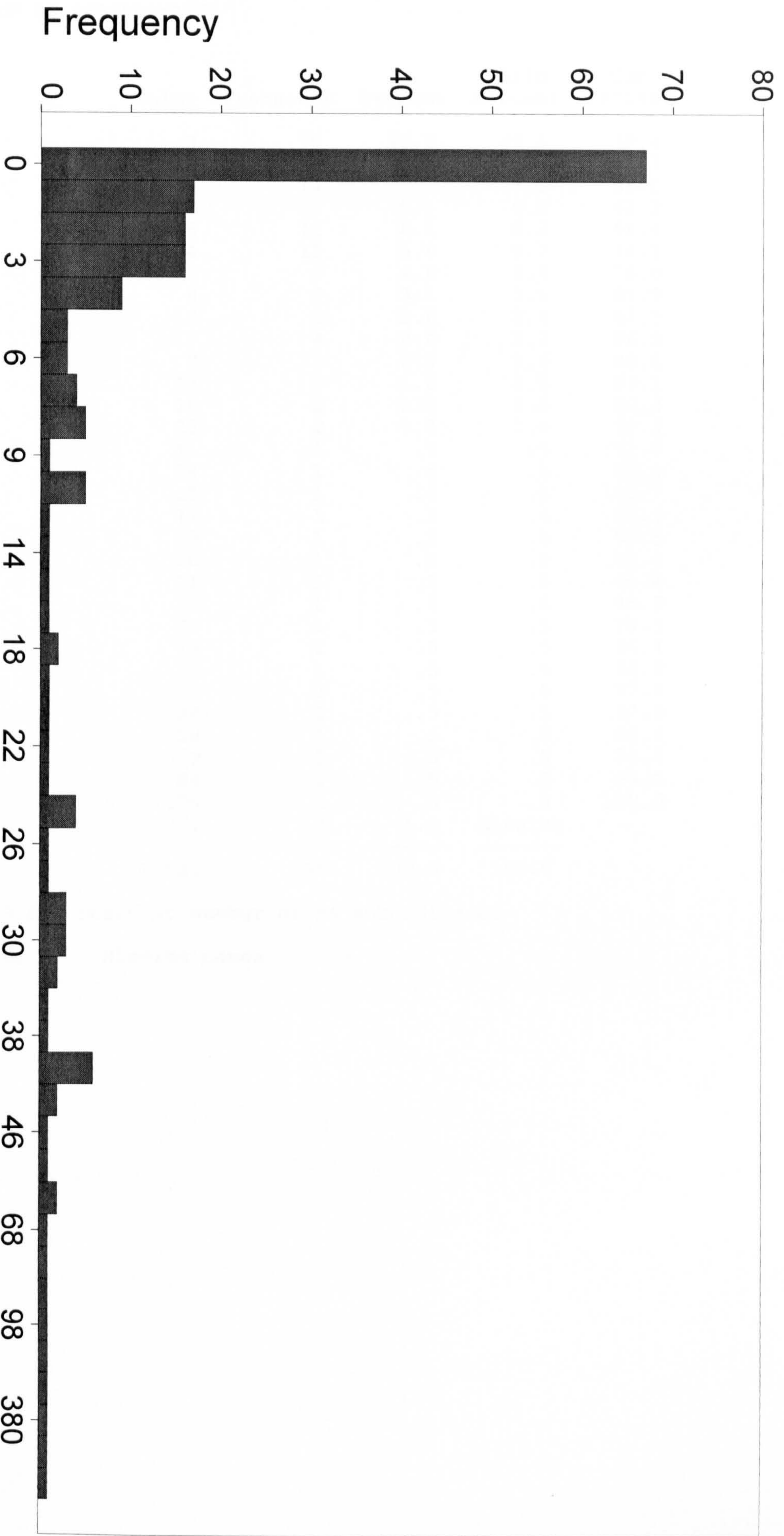
SUB.ELS NUMBER OF ELS SUBORDINATES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	67	34.2	34.7	34.7
	1	17	8.7	8.8	43.5
	2	16	8.2	8.3	51.8
	3	16	8.2	8.3	60.1
	4	9	4.6	4.7	64.8
	40	6	3.1	3.1	67.9
	8	5	2.6	2.6	70.5
	10	5	2.6	2.6	73.1
	7	4	2.0	2.1	75.1
	25	4	2.0	2.1	77.2
	5	3	1.5	1.6	78.8
	6	3	1.5	1.6	80.3
	29	3	1.5	1.6	81.9
	30	3	1.5	1.6	83.4
	18	2	1.0	1.0	84.5
	35	2	1.0	1.0	85.5
	45	2	1.0	1.0	86.5
	60	2	1.0	1.0	87.6
	9	1	.5	.5	88.1
	12	1	.5	.5	88.6
	14	1	.5	.5	89.1
	15	1	.5	.5	89.6
	17	1	.5	.5	90.2
	19	1	.5	.5	90.7
	21	1	.5	.5	91.2
	22	1	.5	.5	91.7
	23	1	.5	.5	92.2
	26	1	.5	.5	92.7
	27	1	.5	.5	93.3
	37	1	.5	.5	93.8
	38	1	.5	.5	94.3
	46	1	.5	.5	94.8
	53	1	.5	.5	95.3
	68	1	.5	.5	95.9
	70	1	.5	.5	96.4
	85	1	.5	.5	96.9
	98	1	.5	.5	97.4
	129	1	.5	.5	97.9
	151	1	.5	.5	98.4
	380	1	.5	.5	99.0
	411	1	.5	.5	99.5
	500	1	.5	.5	100.0
	-1	3	1.5	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 68:Bar chart of number of els subordinates

Valid cases 193 Missing cases 3

NUMBER OF EMPLOYEE LEVEL STAFF



NUMBER OF ELS SUBORDINATES

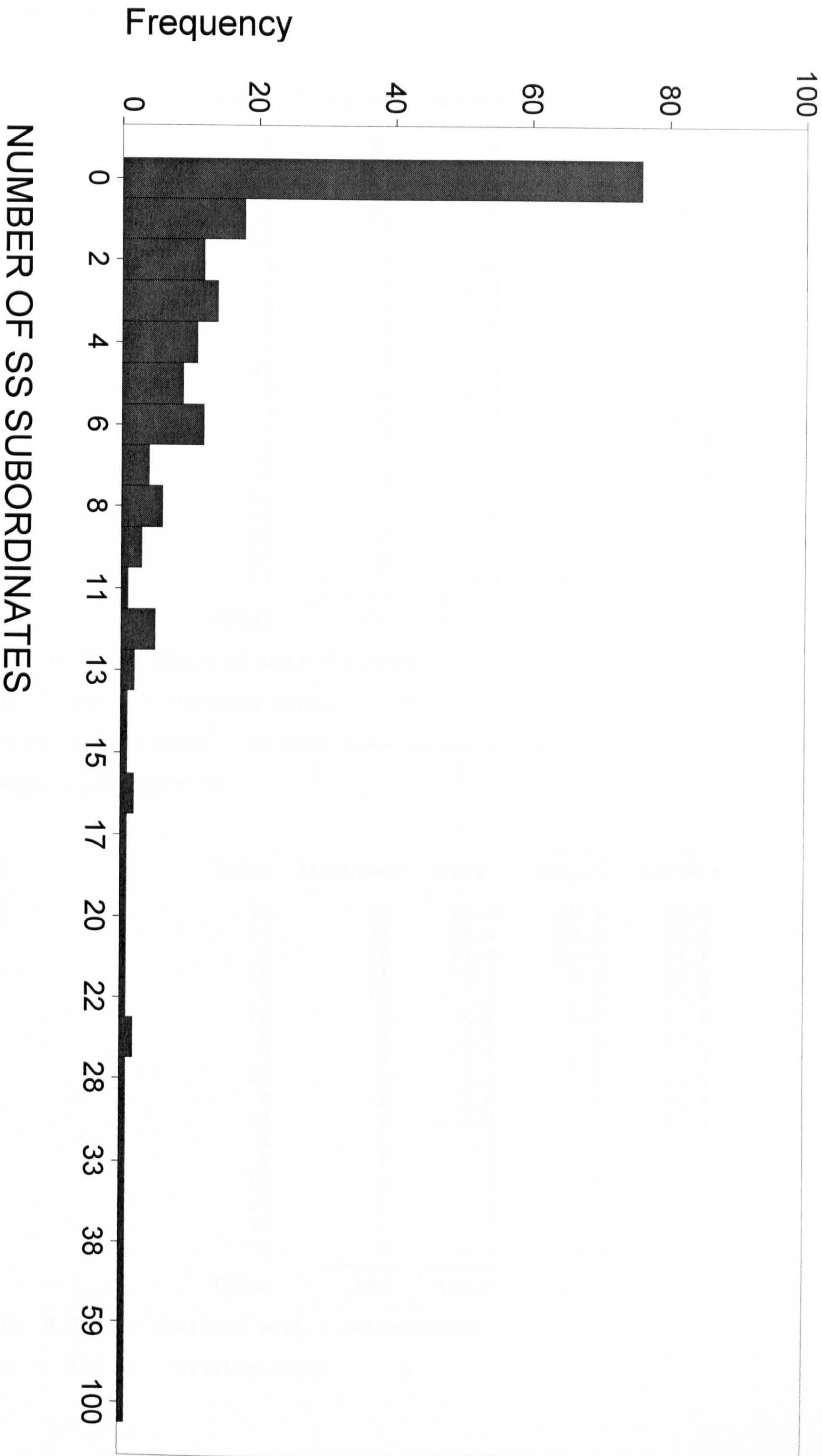
SUB.SS NUMBER OF SS SUBORDINATES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	76	38.8	39.4	39.4
	1	18	9.2	9.3	48.7
	3	14	7.1	7.3	56.0
	2	12	6.1	6.2	62.2
	6	12	6.1	6.2	68.4
	4	11	5.6	5.7	74.1
	5	9	4.6	4.7	78.8
	8	6	3.1	3.1	81.9
	12	5	2.6	2.6	84.5
	7	4	2.0	2.1	86.5
	9	3	1.5	1.6	88.1
	13	2	1.0	1.0	89.1
	16	2	1.0	1.0	90.2
	23	2	1.0	1.0	91.2
	11	1	.5	.5	91.7
	14	1	.5	.5	92.2
	15	1	.5	.5	92.7
	17	1	.5	.5	93.3
	19	1	.5	.5	93.8
	20	1	.5	.5	94.3
	21	1	.5	.5	94.8
	22	1	.5	.5	95.3
	28	1	.5	.5	95.9
	29	1	.5	.5	96.4
	33	1	.5	.5	96.9
	37	1	.5	.5	97.4
	38	1	.5	.5	97.9
	50	1	.5	.5	98.4
	59	1	.5	.5	99.0
	84	1	.5	.5	99.5
	100	1	.5	.5	100.0
	-1	3	1.5	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 69:Bar chart of number of ss subordinates

Valid cases 193 Missing cases 3

NUMBER OF SENIOR STAFF SUBORDINATES



WORK#1 WORK / INCOME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	15	47	24.0	24.6	24.6
	10	37	18.9	19.4	44.0
	20	37	18.9	19.4	63.4
	5	18	9.2	9.4	72.8
	30	10	5.1	5.2	78.0
	12	8	4.1	4.2	82.2
	25	5	2.6	2.6	84.8
	7	4	2.0	2.1	86.9
	8	3	1.5	1.6	88.5
	9	3	1.5	1.6	90.1
	35	3	1.5	1.6	91.6
	40	3	1.5	1.6	93.2
	0	2	1.0	1.0	94.2
	13	2	1.0	1.0	95.3
	17	2	1.0	1.0	96.3
	18	2	1.0	1.0	97.4
	4	1	.5	.5	97.9
	11	1	.5	.5	98.4
	14	1	.5	.5	99.0
	50	1	.5	.5	99.5
	65	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 70:Bar chart of work / income

Valid cases 191 Missing cases 5

WORK#2 WORK / SATISFACTION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	10	81	41.3	42.4	42.4
	15	36	18.4	18.8	61.3
	5	26	13.3	13.6	74.9
	20	11	5.6	5.8	80.6
	8	10	5.1	5.2	85.9
	12	9	4.6	4.7	90.6
	6	3	1.5	1.6	92.1
	7	3	1.5	1.6	93.7
	11	3	1.5	1.6	95.3
	0	2	1.0	1.0	96.3
	13	2	1.0	1.0	97.4
	1	1	.5	.5	97.9
	2	1	.5	.5	98.4
	16	1	.5	.5	99.0
	25	1	.5	.5	99.5
	40	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 71:Bar chart of work / satisfaction

Valid cases 191 Missing cases 5

WORK#3 WORK / MEETING PEOPLE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	5	66	33.7	34.6	34.6
	10	60	30.6	31.4	66.0
	7	10	5.1	5.2	71.2
	15	10	5.1	5.2	76.4
	8	9	4.6	4.7	81.2
	0	7	3.6	3.7	84.8
	6	5	2.6	2.6	87.4
	1	4	2.0	2.1	89.5
	9	4	2.0	2.1	91.6
	2	3	1.5	1.6	93.2
	4	3	1.5	1.6	94.8
	12	3	1.5	1.6	96.3
	11	2	1.0	1.0	97.4
	20	2	1.0	1.0	98.4
	3	1	.5	.5	99.0
	13	1	.5	.5	99.5
	30	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 72:Bar chart of work / meeting people

Valid cases 191 Missing cases 5

WORK#4 WORK / SOCIETY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	5	63	32.1	33.0	33.0
	10	44	22.4	23.0	56.0
	15	22	11.2	11.5	67.5
	0	18	9.2	9.4	77.0
	20	8	4.1	4.2	81.2
	3	7	3.6	3.7	84.8
	8	5	2.6	2.6	87.4
	4	4	2.0	2.1	89.5
	6	4	2.0	2.1	91.6
	9	3	1.5	1.6	93.2
	11	3	1.5	1.6	94.8
	1	2	1.0	1.0	95.8
	7	2	1.0	1.0	96.9
	12	2	1.0	1.0	97.9
	13	1	.5	.5	98.4
	14	1	.5	.5	99.0
	19	1	.5	.5	99.5
	24	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 73:Bar chart of work / society

Valid cases 191 Missing cases 5

WORK#5 WORK / SECURITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	10	76	38.8	39.8	39.8
	5	39	19.9	20.4	60.2
	15	19	9.7	9.9	70.2
	8	10	5.1	5.2	75.4
	20	10	5.1	5.2	80.6
	0	6	3.1	3.1	83.8
	9	6	3.1	3.1	86.9
	6	5	2.6	2.6	89.5
	7	5	2.6	2.6	92.1
	12	4	2.0	2.1	94.2
	3	3	1.5	1.6	95.8
	2	2	1.0	1.0	96.9
	4	2	1.0	1.0	97.9
	11	1	.5	.5	98.4
	13	1	.5	.5	99.0
	14	1	.5	.5	99.5
	25	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 74:Bar chart of work / security

Valid cases 191 Missing cases 5

WORK#6 WORK / POWER & PRESTIGE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	10	60	30.6	31.4	31.4
	5	56	28.6	29.3	60.7
	0	16	8.2	8.4	69.1
	15	14	7.1	7.3	76.4
	12	9	4.6	4.7	81.2
	7	6	3.1	3.1	84.3
	4	5	2.6	2.6	86.9
	8	5	2.6	2.6	89.5
	3	4	2.0	2.1	91.6
	9	4	2.0	2.1	93.7
	1	3	1.5	1.6	95.3
	11	3	1.5	1.6	96.9
	2	2	1.0	1.0	97.9
	6	2	1.0	1.0	99.0
	13	1	.5	.5	99.5
	20	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 75:Bar chart of work / power & prestige

Valid cases 191 Missing cases 5

WORK#7 WORK / CHALLENGING OPPORTUNITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	10	69	35.2	36.1	36.1
	15	45	23.0	23.6	59.7
	5	23	11.7	12.0	71.7
	12	10	5.1	5.2	77.0
	20	9	4.6	4.7	81.7
	0	5	2.6	2.6	84.3
	6	4	2.0	2.1	86.4
	8	4	2.0	2.1	88.5
	13	4	2.0	2.1	90.6
	14	4	2.0	2.1	92.7
	2	2	1.0	1.0	93.7
	3	2	1.0	1.0	94.8
	11	2	1.0	1.0	95.8
	18	2	1.0	1.0	96.9
	25	2	1.0	1.0	97.9
	7	1	.5	.5	98.4
	9	1	.5	.5	99.0
	16	1	.5	.5	99.5
	30	1	.5	.5	100.0
	-1	5	2.6	Missing	
	Total	196	100.0	100.0	

Hi-Res Chart # 76: Bar chart of work / challenging opportunity

Valid cases 191 Missing cases 5

Positional index

Variable	Page	Variable	Page	Variable	Page	Variable	Page
ID	10	SATISF	27	NEEDS#4	22	DEMOT#6	6
SEX	27	STRESS	29	NEEDS#5	23	DEMOT#7	7
AGE	1	CULTURE	3	NEEDS#6	23	DEMOT#8	7
MARITAL	14	CONSULT	2	NEEDS#7	23	DEMOT#9	8
CHILDREN	2	MBO	14	MOTIV#1	15	DEMOT#10	4
LOCATION	14	LIFE#1	12	MOTIV#2	16	WORK#1	32
GRADE	9	LIFE#2	12	MOTIV#3	17	WORK#2	32
SALARY	27	LIFE#3	12	MOTIV#4	17	WORK#3	33
EDUCATN	8	LIFE#4	13	MOTIV#5	18	WORK#4	33
EXPERNCE	9	LIFE#5	13	MOTIV#6	18	WORK#5	34
SUB.SS	31	PREF.#1	24	MOTIV#7	19	WORK#6	34
SUB.ELS	30	PREF.#2	25	MOTIV#8	19	WORK#7	35
NATION	21	PREF.#3	25	MOTIV#9	20	STEP#1	28
NAT.GRP	20	PREF.#4	25	MOTIV#10	16	STEP#2	29
P.NATION	24	PREF.#5	26	DEMOT#1	3	AREAEXP	2
SPNATION	28	PREF.#6	26	DEMOT#2	4	AREA	1
MG.TYPE	15	NEEDS#1	21	DEMOT#3	5	PRESSURE	26
RELIGION	27	NEEDS#2	22	DEMOT#4	5	INTEGRAT	11
LANGUAGE	11	NEEDS#3	22	DEMOT#5	6	MORALE	15

Alphabetic index

Variable	Page	Variable	Page	Variable	Page	Variable	Page
AGE	1	ID	10	MOTIV#6	18	PREF.#6	26
AREA	1	INTEGRAT	11	MOTIV#7	19	PRESSURE	26
AREAEXP	2	LANGUAGE	11	MOTIV#8	19	RELIGION	27
CHILDREN	2	LIFE#1	12	MOTIV#9	20	SALARY	27
CONSULT	2	LIFE#2	12	NAT.GRP	20	SATISF	27
CULTURE	3	LIFE#3	12	NATION	21	SEX	27
DEMOT#1	3	LIFE#4	13	NEEDS#1	21	SPNATION	28
DEMOT#10	4	LIFE#5	13	NEEDS#2	22	STEP#1	28
DEMOT#2	4	LOCATION	14	NEEDS#3	22	STEP#2	29
DEMOT#3	5	MARITAL	14	NEEDS#4	22	STRESS	29
DEMOT#4	5	MBO	14	NEEDS#5	23	SUB.ELS	30
DEMOT#5	6	MG.TYPE	15	NEEDS#6	23	SUB.SS	31
DEMOT#6	6	MORALE	15	NEEDS#7	23	WORK#1	32
DEMOT#7	7	MOTIV#1	15	P.NATION	24	WORK#2	32
DEMOT#8	7	MOTIV#10	16	PREF.#1	24	WORK#3	33
DEMOT#9	8	MOTIV#2	16	PREF.#2	25	WORK#4	33
EDUCATN	8	MOTIV#3	17	PREF.#3	25	WORK#5	34
EXPERNCE	9	MOTIV#4	17	PREF.#4	25	WORK#6	34
GRADE	9	MOTIV#5	18	PREF.#5	26	WORK#7	35

CULTURE QGPC SPECIAL CULTURE by NATION NATIONALITY

Page 1 of 4

CULTURE	Count	NATION					Row Total
		AMERICAN A	BRITISH B	CANADIAN C	DUTCH D	EGYPTIAN E	
ARABIC	A	1	4			4	17 8.7
ISLAMIC	I	1	7	1	1	1	21 10.7
MIXTURE	M	6	25	5	3	13	142 72.4
OTHERS	O						5 2.6
ORIENTAL	R					2	3 1.5
WESTERN	W		1			1	8 4.1
(Continued)	Column Total	8 4.1	37 18.9	6 3.1	4 2.0	21 10.7	196 100.0

CULTURE QGPC SPECIAL CULTURE by NATION NATIONALITY

Count		NATION					Row Total
		FRENCH F	ALGERIAN G	INDIAN I	JORDANIA N J	PAKISTAN I K	
CULTURE	A		1	2	3	1	17 8.7
ARABIC	I	2		1	1		21 10.7
ISLAMIC	M	2	1	14	8	5	142 72.4
MIXTURE	O		1				5 2.6
OTHERS	R			1			3 1.5
ORIENTAL	W		1				8 4.1
WESTERN							
(Continued)	Column Total	4 2.0	4 2.0	18 9.2	12 6.1	6 3.1	196 100.0

CULTURE QGPC SPECIAL CULTURE by NATION NATIONALITY

Page 3 of 4

CULTURE	Count	NATION					Row Total
		LEBANESE L	SRILANKA N	PALESTIN IAN P	QATARI Q	IRAQI R	
ARABIC	A					1	17 8.7
ISLAMIC	I		2	1	2		21 10.7
MIXTURE	M	3	2	5	41	3	142 72.4
OTHERS	O				3		5 2.6
ORIENTAL	R						3 1.5
WESTERN	W				3		8 4.1
(Continued)	Column Total	3 1.5	4 2.0	6 3.1	49 25.0	4 2.0	196 100.0

CULTURE QGPC SPECIAL CULTURE by NATION NATIONALITY

Page 4 of 4

CULTURE	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
ARABIC	A			17 8.7
ISLAMIC	I		1	21 10.7
MIXTURE	M	4	2	142 72.4
OTHERS	O	1		5 2.6
ORIENTAL	R			3 1.5
WESTERN	W	1	1	8 4.1
	Column Total	6 3.1	4 2.0	196 100.0

Number of Missing Observations: 0

DEMOT#1 DEMOTIVATION FACTOR # 1 by NATION NATIONALITY

Page 1 of 4

DEMOT#1	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
0	DELATED REWARD				1		2 1.0
1	INEQUITY	2	7	2	1	11	60 30.8
2	SALARY	1	11			3	20 10.3
3	COMPANY POLICY &	2	2	1			12 6.2
4	WORKING CONDITIO		1		1		17 8.7
5	RELATION WITH OT	1	1				5 2.6
6	LACK OF RECOGNIT	1	6	1	1	5	50 25.6
7	DELATED PROMOTIO		1			2	8 4.1
8	LACK OF INFORMAT		4				7 3.6
9	MONOTONY & ROUTI	1	4	2			14 7.2
(Continued) Column Total		8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

DEMOT#1 DEMOTIVATION FACTOR # 1 by NATION NATIONALITY

DEMOT#1	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
0	DELATED REWARD						2 1.0
1	INEQUITY	1	1	8	3		60 30.8
2	SALARY			2	1		20 10.3
3	COMPANY POLICY &	1				2	12 6.2
4	WORKING CONDITIO	1	1	1	3	3	17 8.7
5	RELATION WITH OT						5 2.6
6	LACK OF RECOGNIT		2	6	2		50 25.6
7	DELATED PROMOTIO				1		8 4.1
8	LACK OF INFORMAT				1		7 3.6
9	MONOTONY & ROUTI	1		1	1	1	14 7.2
Column (Continued) Total		4 2.1	4 2.1	18 9.2	12 6.2	6 3.1	195 100.0

DEMOT#1 DEMOTIVATION FACTOR # 1 by NATION NATIONALITY

Page 3 of 4

DEMOT#1	Count	NATION					Row Total
		LEBANESE L	SRILANKA N	PALESTIN IAN P	QATARI Q	IRAQI R	
0 DELAYED REWARD					1		2 1.0
1 INEQUITY			1	3	13	4	60 30.8
2 SALARY		1			1		20 10.3
3 COMPANY POLICY &		1			2		12 6.2
4 WORKING CONDITIO				2	2		17 8.7
5 RELATION WITH OT			1		1		5 2.6
6 LACK OF RECOGNIT			1	1	23		50 25.6
7 DELAYED PROMOTIO			1		3		8 4.1
8 LACK OF INFORMAT					2		7 3.6
9 MONOTONY & ROUTI		1			1		14 7.2
Column (Continued) Total		3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

DEMOT#1 DEMOTIVATION FACTOR # 1 by NATION NATIONALITY

Page 4 of 4

DEMOT#1	Count	NATION		Row Total
		SUDANESE S	TUNISIAN T	
0 DELAYED REWARD				2 1.0
1 INEQUITY		2	1	60 30.8
2 SALARY				20 10.3
3 COMPANY POLICY &		1		12 6.2
4 WORKING CONDITIO			2	17 8.7
5 RELATION WITH OT		1		5 2.6
6 LACK OF RECOGNIT		1		50 25.6
7 DELAYED PROMOTIO				8 4.1
8 LACK OF INFORMAT				7 3.6
9 MONOTONY & ROUTI		1		14 7.2
Column Total		6 3.1	3 1.5	195 100.0

Number of Missing Observations: 1

DEMOT#2 DEMOTIVATION FACTOR # 2 by NATION NATIONALITY

Page 1 of 4

DEMOT#2	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
0	DELATED REWARD		2			1	9 4.6
1	INEQUITY	2	7	1		3	28 14.4
2	SALARY	3	5			3	24 12.3
3	COMPANY POLICY &	1	2		1		16 8.2
4	WORKING CONDITIO		4	1		5	23 11.8
5	RELATION WITH OT			1	1		7 3.6
6	LACK OF RECOGNIT		6	2		5	32 16.4
7	DELATED PROMOTIO		1			3	17 8.7
8	LACK OF INFORMAT	2	7	1	1	1	28 14.4
9	MONOTONY & ROUTI		3		1		11 5.6
	Column Total	8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

(Continued)

DEMOT#2 DEMOTIVATION FACTOR # 2 by NATION NATIONALITY

Page 2 of 4

DEMOT#2	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
0	DELATED REWARD			3			9 4.6
1	INEQUITY	1		2		3	28 14.4
2	SALARY		3		3	1	24 12.3
3	COMPANY POLICY &	1		2	1	1	16 8.2
4	WORKING CONDITIO		1	3	1		23 11.8
5	RELATION WITH OT	1					7 3.6
6	LACK OF RECOGNIT	1		4	4	1	32 16.4
7	DELATED PROMOTIO			1			17 8.7
8	LACK OF INFORMAT			1	1		28 14.4
9	MONOTONY & ROUTI			2	2		11 5.6
	Column Total	4 2.1	4 2.1	18 9.2	12 6.2	6 3.1	195 100.0

(Continued)

DEMOT#2 DEMOTIVATION FACTOR # 2 by NATION NATIONALITY

Page 3 of 4

DEMOT#2	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
0	1		1	1		9	4.6
1			1	8		28	14.4
2		1		2	1	24	12.3
3				7		16	8.2
4			1	5		23	11.8
5			1	2		7	3.6
6	1	1	1	4	1	32	16.4
7			1	9	1	17	8.7
8	1	1		10	1	28	14.4
9		1		1		11	5.6
Column (Continued) Total		3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

DEMOT#2 DEMOTIVATION FACTOR # 2 by NATION NATIONALITY

Page 4 of 4

DEMOT#2	Count	NATION		Row Total
		SUDANESE S	TUNISIAN T	
0 DELAYED REWARD				9 4.6
1 INEQUITY				28 14.4
2 SALARY			2	24 12.3
3 COMPANY POLICY &				16 8.2
4 WORKING CONDITIO		2		23 11.8
5 RELATION WITH OT			1	7 3.6
6 LACK OF RECOGNIT		1		32 16.4
7 DELAYED PROMOTIO		1		17 8.7
8 LACK OF INFORMAT		1		28 14.4
9 MONOTONY & ROUTI		1		11 5.6
Column Total		6 3.1	3 1.5	195 100.0

Number of Missing Observations: 1

DEMOT#3 DEMOTIVATION FACTOR # 3 by NATION NATIONALITY

DEMOT#3	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
0	DELATED REWARD		2	1			10 5.1
1	INEQUITY	1	7		1	1	21 10.8
2	SALARY	1	7	2	2	3	27 13.8
3	COMPANY POLICY &	2				3	14 7.2
4	WORKING CONDITIO	2	4			2	28 14.4
5	RELATION WITH OT		2			5	13 6.7
6	LACK OF RECOGNIT	1	4	2		1	22 11.3
7	DELATED PROMOTIO		2			1	17 8.7
8	LACK OF INFORMAT	1	4	1	1	5	30 15.4
9	MONOTONY & ROUTI		5				13 6.7
Column Total		8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

(Continued)

DEMOT#3 DEMOTIVATION FACTOR # 3 by NATION NATIONALITY

DEMOT#3	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
0	DELAYED REWARD			1			10 5.1
1	INEQUITY		1	3	1	1	21 10.8
2	SALARY			1	3	2	27 13.8
3	COMPANY POLICY &	1		1			14 7.2
4	WORKING CONDITIO	1		4	3	2	28 14.4
5	RELATION WITH OT		1				13 6.7
6	LACK OF RECOGNIT			1	3	1	22 11.3
7	DELAYED PROMOTIO	1	1	2	1		17 8.7
8	LACK OF INFORMAT	1		3	1		30 15.4
9	MONOTONY & ROUTI		1	2			13 6.7
Column (Continued) Total		4 2.1	4 2.1	18 9.2	12 6.2	6 3.1	195 100.0

DEMOT#3 DEMOTIVATION FACTOR # 3 by NATION NATIONALITY

DEMOT#3	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	IAN	Q	R	
0	DELATED REWARD		1	1	3	1	10 5.1
1	INEQUITY		1		4		21 10.8
2	SALARY				6		27 13.8
3	COMPANY POLICY &			2	2	1	14 7.2
4	WORKING CONDITIO		1		8		28 14.4
5	RELATION WITH OT				4		13 6.7
6	LACK OF RECOGNIT	1		1	5		22 11.3
7	DELATED PROMOTIO	1		1	7		17 8.7
8	LACK OF INFORMAT		1	1	7	1	30 15.4
9	MONOTONY & ROUTI	1			3	1	13 6.7
Column Total		3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

(Continued)

DEMOT#3 DEMOTIVATION FACTOR # 3 by NATION NATIONALITY

Page 4 of 4

DEMOT#3	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
0	DELATED REWARD			10 5.1
1	INEQUITY			21 10.8
2	SALARY			27 13.8
3	COMPANY POLICY &	1	1	14 7.2
4	WORKING CONDITIO	1		28 14.4
5	RELATION WITH OT	1		13 6.7
6	LACK OF RECOGNIT	1	1	22 11.3
7	DELATED PROMOTIO			17 8.7
8	LACK OF INFORMAT	2	1	30 15.4
9	MONOTONY & ROUTI			13 6.7
	Column	6	3	195
	Total	3.1	1.5	100.0

Number of Missing Observations: 1

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by NATION NATIONALITY

Page 1 of 4

LIFE#1	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
LEISURE	1				1		3 1.6
COMMUNITY	2						1 .5
WORK	3	1	2	1	1	4	27 14.1
RELIGION	4	2	1	2		15	74 38.5
FAMILY	5	5	34	3	2	2	87 45.3
(Continued)	Column Total	8 4.2	37 19.3	6 3.1	4 2.1	21 10.9	192 100.0

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by NATION NATIONALITY

LIFE#1	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
1	LEISURE						3 1.6
2	COMMUNITY						1 .5
3	WORK		2	8	3		27 14.1
4	RELIGION		1	2	5	1	74 38.5
5	FAMILY	3	1	8	3	5	87 45.3
Column Total		3 1.6	4 2.1	18 9.4	11 5.7	6 3.1	192 100.0

(Continued)

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by NATION NATIONALITY

Page 3 of 4

LIFE#1	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
1	LEISURE				1		3 1.6
2	COMMUNITY				1		1 .5
3	WORK				5		27 14.1
4	RELIGION	1	1	2	33	1	74 38.5
5	FAMILY	2	3	4	7	3	87 45.3
	Column Total	3 1.6	4 2.1	6 3.1	47 24.5	4 2.1	192 100.0

(Continued)

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by NATION NATIONALITY

Page 4 of 4

LIFE#1	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
LEISURE	1	1		3 1.6
COMMUNITY	2			1 .5
WORK	3			27 14.1
RELIGION	4	5	2	74 38.5
FAMILY	5		2	87 45.3
Column Total		6 3.1	4 2.1	192 100.0

Number of Missing Observations: 4

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by NATION NATIONALITY

LIFE#2	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
1 LEISURE	1	1	6	1			12 6.3
2 COMMUNITY	2						4 2.1
3 WORK	3	3	24	2	2	8	63 32.8
4 RELIGION	4	1	4		1	2	25 13.0
5 FAMILY	5	3	3	3	1	11	88 45.8
(Continued)	Column Total	8 4.2	37 19.3	6 3.1	4 2.1	21 10.9	192 100.0

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by NATION NATIONALITY

Page 2 of 4

LIFE#2	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
LEISURE	1	1			2		12 6.3
COMMUNITY	2						4 2.1
WORK	3			6		1	63 32.8
RELIGION	4	2	1	3	1	4	25 13.0
FAMILY	5		3	9	8	1	88 45.8
(Continued)	Column Total	3 1.6	4 2.1	18 9.4	11 5.7	6 3.1	192 100.0

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by NATION NATIONALITY

LIFE#2	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
LEISURE	1	1					12 6.3
COMMUNITY	2				3		4 2.1
WORK	3	1	3	3	7	2	63 32.8
RELIGION	4			1	3	1	25 13.0
FAMILY	5	1	1	2	34	1	88 45.8
Column Total		3 1.6	4 2.1	6 3.1	47 24.5	4 2.1	192 100.0

(Continued)

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by NATION NATIONALITY

Page 4 of 4

LIFE#2	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
LEISURE	1			12 6.3
COMMUNITY	2	1		4 2.1
WORK	3		1	63 32.8
RELIGION	4		1	25 13.0
FAMILY	5	5	2	88 45.8
	Column Total	6 3.1	4 2.1	192 100.0

Number of Missing Observations: 4

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by NATION NATIONALITY

LIFE#3	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
LEISURE	1	3	17	1	2		35 18.2
COMMUNITY	2	1	11		1	4	34 17.7
WORK	3	4	7	3	1	9	87 45.3
RELIGION	4		2	2		2	25 13.0
FAMILY	5					6	11 5.7
(Continued)	Column Total	8 4.2	37 19.3	6 3.1	4 2.1	21 10.9	192 100.0

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by NATION NATIONALITY

LIFE#3	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
LEISURE	1		1	6	1		35 18.2
COMMUNITY	2	1		4	2		34 17.7
WORK	3	2	2	4	6	5	87 45.3
RELIGION	4		1	3	2	1	25 13.0
FAMILY	5			1			11 5.7
Continued)	Column Total	3 1.6	4 2.1	18 9.4	11 5.7	6 3.1	192 100.0

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by NATION NATIONALITY

Page 3 of 4

LIFE#3	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
1		1		3		35 18.2	
2		1	1	6		34 17.7	
3		1	1	29	2	87 45.3	
4			1	2	5	2	25 13.0
5				4			11 5.7
	Column Total	3 1.6	4 2.1	6 3.1	47 24.5	4 2.1	192 100.0

(Continued)

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by NATION NATIONALITY

Page 4 of 4

LIFE#3	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
LEISURE	1			35 18.2
COMMUNITY	2			34 17.7
WORK	3	5	3	87 45.3
RELIGION	4	1	1	25 13.0
FAMILY	5			11 5.7
	Column Total	6 3.1	4 2.1	192 100.0

Number of Missing Observations: 4

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by NATION NATIONALITY

Page 1 of 4

LIFE#4	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
LEISURE	1	2	8	1	1	4	42 21.9
COMMUNITY	2	6	20	5	3	13	117 60.9
WORK	3		4				12 6.3
RELIGION	4		5			2	16 8.3
FAMILY	5					2	5 2.6
(Continued)	Column Total	8 4.2	37 19.3	6 3.1	4 2.1	21 10.9	192 100.0

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by NATION NATIONALITY

Page 2 of 4

LIFE#4	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
LEISURE	1	1	2	4	3	3	42 21.9
COMMUNITY	2	1	2	10	5	3	117 60.9
WORK	3				2		12 6.3
RELIGION	4	1		4	1		16 8.3
FAMILY	5						5 2.6
(Continued)	Column Total	3 1.6	4 2.1	18 9.4	11 5.7	6 3.1	192 100.0

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by NATION NATIONALITY

Page 3 of 4

LIFE#4	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
LEISURE	1	1	1	2	7		42 21.9
COMMUNITY	2	1	2	4	31	4	117 60.9
WORK	3	1			5		12 6.3
RELIGION	4		1		2		16 8.3
FAMILY	5				2		5 2.6
(Continued)	Column Total	3 1.6	4 2.1	6 3.1	47 24.5	4 2.1	192 100.0

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by NATION NATIONALITY

Page 4 of 4

LIFE#4	Count	NATION		Row Total
		SUDANESE	TUNISIAN	
		S	T	
LEISURE	1	1	1	42 21.9
COMMUNITY	2	4	3	117 60.9
WORK	3			12 6.3
RELIGION	4			16 8.3
FAMILY	5	1		5 2.6
	Column Total	6 3.1	4 2.1	192 100.0

Number of Missing Observations: 4

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by NATION NATIONALITY

Page 1 of 4

LIFE#5	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
LEISURE	1	2	6	3		17	100 52.1
COMMUNITY	2	1	6	1		4	36 18.8
WORK	3						3 1.6
RELIGION	4	5	25	2	3		52 27.1
FAMILY	5				1		1 .5
(Continued)	Column Total	8 4.2	37 19.3	6 3.1	4 2.1	21 10.9	192 100.0

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by NATION NATIONALITY

Page 2 of 4

LIFE#5	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
LEISURE	1	1	1	8	5	3	100 52.1
COMMUNITY	2	1	2	4	4	3	36 18.8
WORK	3	1					3 1.6
RELIGION	4		1	6	2		52 27.1
FAMILY	5						1 .5
(Continued)	Column Total	3 1.6	4 2.1	18 9.4	11 5.7	6 3.1	192 100.0

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by NATION NATIONALITY

Page 3 of 4

LIFE#5	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
LEISURE	1	1	2	4	36	4	100 52.1
COMMUNITY	2		1	1	6		36 18.8
WORK	3				1		3 1.6
RELIGION	4	2	1	1	4		52 27.1
FAMILY	5						1 .5
(Continued)	Column Total	3 1.6	4 2.1	6 3.1	47 24.5	4 2.1	192 100.0

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by NATION NATIONALITY

Page 4 of 4

LIFE#5	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
LEISURE	1	4	3	100 52.1
COMMUNITY	2	1	1	36 18.8
WORK	3	1		3 1.6
RELIGION	4			52 27.1
FAMILY	5			1 .5
	Column Total	6 3.1	4 2.1	192 100.0

Number of Missing Observations: 4

MOTIV#1 MOTIVATION FACTOR #1 by NATION NATIONALITY

Page 1 of 4

MOTIV#1	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
EQUITY & FAIR TR	0	2	5	1		5	32 16.4
ACHIEVEMENT	1		11		1	6	44 22.6
PROMOTION	2		1		2	3	17 8.7
MONETARY REWARD	3	2	7			1	15 7.7
WORK ITSELF	4		2		1	2	7 3.6
RECOGNITION	5	1	4	2		3	31 15.9
COMPANY POLICY &	6						5 2.6
CONSULTATION	7		1	1			5 2.6
CHALLENGING RESP	8	3	6	2		1	39 20.0
(Continued)	Column Total	8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

MOTIV#1 MOTIVATION FACTOR #1 by NATION NATIONALITY

MOTIV#1	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
EQUITY & FAIR TR	0			4	3	1	32 16.4
ACHIEVEMENT	1	2	1	4	3	1	44 22.6
PROMOTION	2		1	1	3		17 8.7
MONETARY REWARD	3			2		1	15 7.7
WORK ITSELF	4						7 3.6
RECOGNITION	5		1	3	1		31 15.9
COMPANY POLICY &	6					1	5 2.6
CONSULTATION	7				1		5 2.6
CHALLENGING RESP	8	2	1	4	1	1	39 20.0
Column (Continued) Total		4 2.1	4 2.1	18 9.2	12 6.2	5 2.6	195 100.0

MOTIV#1 MOTIVATION FACTOR #1 by NATION NATIONALITY

MOTIV#1	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	IAN	Q	R	
EQUITY & FAIR TR	0			2	4	2	32 16.4
ACHIEVEMENT	1		1	1	9	1	44 22.6
PROMOTION	2	1	1		4		17 8.7
MONETARY REWARD	3	1	1				15 7.7
WORK ITSELF	4				2		7 3.6
RECOGNITION	5		1	2	12		31 15.9
COMPANY POLICY &	6				2	1	5 2.6
CONSULTATION	7	1			1		5 2.6
CHALLENGING RESP	8			1	15		39 20.0
(Continued)	Column Total	3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

MOTIV#1 MOTIVATION FACTOR #1 by NATION NATIONALITY

Page 4 of 4

MOTIV#1	Count	NATION		Row Total
		SUDANESE S	TUNISIAN T	
EQUITY & FAIR TR	0	1	2	32 16.4
ACHIEVEMENT	1	2	1	44 22.6
PROMOTION	2			17 8.7
MONETARY REWARD	3			15 7.7
WORK ITSELF	4			7 3.6
RECOGNITION	5	1		31 15.9
COMPANY POLICY &	6	1		5 2.6
CONSULTATION	7			5 2.6
CHALLENGING RESP	8	1	1	39 20.0
	Column Total	6 3.1	4 2.1	195 100.0

Number of Missing Observations: 1

MOTIV#2 MOTIVATION FACTOR # 2 by NATION NATIONALITY

MOTIV#2	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
EQUITY & FAIR TR	0	1	4	1		1	22 11.3
ACHIEVEMENT	1	3	6	4		5	40 20.5
PROMOTION	2		4		1	5	27 13.8
MONETARY REWARD	3	1	5		2	1	16 8.2
WORK ITSELF	4	1	2	1	1	2	18 9.2
RECOGNITION	5		7			2	30 15.4
COMPANY POLICY &	6					1	5 2.6
CONSULTATION	7		2			1	10 5.1
CHALLENGING RESP	8	1	6			2	20 10.3
SPEEDY REWARD	9	1	1			1	7 3.6
(Continued) Column Total		8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

MOTIV#2 MOTIVATION FACTOR # 2 by NATION NATIONALITY

MOTIV#2	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
EQUITY & FAIR TR	0			2	2	1	22 11.3
ACHIEVEMENT	1	1	2	4			40 20.5
PROMOTION	2	1	1	3	1	1	27 13.8
MONETARY REWARD	3	1	1	1	2		16 8.2
WORK ITSELF	4			1	1	1	18 9.2
RECOGNITION	5			3	3	2	30 15.4
COMPANY POLICY &	6			1	1		5 2.6
CONSULTATION	7	1			1		10 5.1
CHALLENGING RESP	8			3	1		20 10.3
SPEEDY REWARD	9						7 3.6
(Continued)	Column Total	4 2.1	4 2.1	18 9.2	12 6.2	5 2.6	195 100.0

MOTIV#2 MOTIVATION FACTOR # 2 by NATION NATIONALITY

MOTIV#2	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
EQUITY & FAIR TR	0		1		8		22 11.3
ACHIEVEMENT	1	1		1	10		40 20.5
PROMOTION	2		1	1	6	1	27 13.8
MONETARY REWARD	3			1	1		16 8.2
WORK ITSELF	4				6	1	18 9.2
RECOGNITION	5	1	1	1	8		30 15.4
COMPANY POLICY &	6		1		1		5 2.6
CONSULTATION	7			1	3	1	10 5.1
CHALLENGING RESP	8	1			4	1	20 10.3
SPEEDY REWARD	9			1	2		7 3.6
(Continued)	Column Total	3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

MOTIV#2 MOTIVATION FACTOR # 2 by NATION NATIONALITY

		NATION		Page 4 of 4
Count		SUDANESE	TUNISIAN	
MOTIV#2		S	T	Row Total
0	EQUITY & FAIR TR	1		22 11.3
1	ACHIEVEMENT	3		40 20.5
2	PROMOTION		1	27 13.8
3	MONETARY REWARD			16 8.2
4	WORK ITSELF		1	18 9.2
5	RECOGNITION		2	30 15.4
6	COMPANY POLICY &			5 2.6
7	CONSULTATION			10 5.1
8	CHALLENGING RESP	1		20 10.3
9	SPEEDY REWARD	1		7 3.6
Column Total		6 3.1	4 2.1	195 100.0

Number of Missing Observations: 1

MOTIV#3 MOTIVATION FACTOR # 3 by NATION NATIONALITY

Page 1 of 4

MOTIV#3	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
EQUITY & FAIR TR	0		3			4	19 9.7
ACHIEVEMENT	1	2	4			2	26 13.3
PROMOTION	2		7		1	2	19 9.7
MONETRY REWARD	3		3	1		2	14 7.2
WORK ITSELF	4	2	5		1	1	19 9.7
RECOGNITION	5	1	6	3	1	3	38 19.5
COMPANY POLICY &	6	1			1		7 3.6
CONSULTATION	7	1	4	1		1	17 8.7
CHALLENGING RESP	8	1	3	1		5	31 15.9
SPEEDY REWARD	9		2			1	5 2.6
(Continued) Column Total		8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

MOTIV#3 MOTIVATION FACTOR # 3 by NATION NATIONALITY

Page 2 of 4

MOTIV#3	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
EQUITY & FAIR TR	0		1	3			19 9.7
ACHIEVEMENT	1	1		3	3		26 13.3
PROMOTION	2				1	1	19 9.7
MONETRY REWARD	3		2		2		14 7.2
WORK ITSELF	4	1	1	2		1	19 9.7
RECOGNITION	5	1		5	2	2	38 19.5
COMPANY POLICY &	6						7 3.6
CONSULTATION	7			1			17 8.7
CHALLENGING RESP	8	1		4	4	1	31 15.9
SPEEDY REWARD	9						5 2.6
(Continued)	Column Total	4 2.1	4 2.1	18 9.2	12 6.2	5 2.6	195 100.0

MOTIV#3 MOTIVATION FACTOR # 3 by NATION NATIONALITY

Page 3 of 4

MOTIV#3	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
EQUITY & FAIR TR	0			2	4	1	19 9.7
ACHIEVEMENT	1	1	1	1	8		26 13.3
PROMOTION	2	1		1	4		19 9.7
MONETRY REWARD	3				2		14 7.2
WORK ITSELF	4				3	1	19 9.7
RECOGNITION	5		1		10	1	38 19.5
COMPANY POLICY &	6			1	4		7 3.6
CONSULTATION	7				8	1	17 8.7
CHALLENGING RESP	8	1	1	1	5		31 15.9
SPEEDY REWARD	9		1		1		5 2.6
(Continued)	Column Total	3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

MOTIV#3 MOTIVATION FACTOR # 3 by NATION NATIONALITY

		NATION		Page 4 of 4
Count		SUDANESE	TUNISIAN	
		S	T	Row Total
MOTIV#3				
0	EQUITY & FAIR TR		1	19 9.7
1	ACHIEVEMENT			26 13.3
2	PROMOTION	1		19 9.7
3	MONETRY REWARD		2	14 7.2
4	WORK ITSELF	1		19 9.7
5	RECOGNITION	2		38 19.5
6	COMPANY POLICY &			7 3.6
7	CONSULTATION			17 8.7
8	CHALLENGING RESP	2	1	31 15.9
9	SPEEDY REWARD			5 2.6
	Column Total	6 3.1	4 2.1	195 100.0

Number of Missing Observations: 1

NEEDS#1 YOUR NEED # 1 IN CURRENT JOB by NATION NATIONALITY

Page 1 of 4

NEEDS#1	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
POWER & PRESTIGE	1					1	8 4.1
MONEY	2	1	11		1	3	31 16.0
SECURITY	3	1	9		2	3	27 13.9
FRIENDSHIP	4						2 1.0
SELF-ESTEEM	5	2	4	3		4	39 20.1
BASIC NEEDS	6	2	2			1	12 6.2
CHALLENGE & EXPE	7	2	11	3	1	9	75 38.7
(Continued)	Column Total	8 4.1	37 19.1	6 3.1	4 2.1	21 10.8	194 100.0

NEEDS#1 YOUR NEED # 1 IN CURRENT JOB by NATION NATIONALITY

Page 2 of 4

NEEDS#1	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
1	POWER & PRESTIGE			1			8 4.1
2	MONEY			2	2	1	31 16.0
3	SECURITY		1		2		27 13.9
4	FRIENDSHIP						2 1.0
5	SELF-ESTEEM	1		5	3	2	39 20.1
6	BASIC NEEDS		1	1	2		12 6.2
7	CHALLENGE & EXPE	3	2	9	3	2	75 38.7
Column (Continued) Total		4 2.1	4 2.1	18 9.3	12 6.2	5 2.6	194 100.0

NEEDS#1 YOUR NEED # 1 IN CURRENT JOB by NATION NATIONALITY

Page 3 of 4

NEEDS#1	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	IAN	Q	R	
1	POWER & PRESTIGE				5	1	8 4.1
2	MONEY	1	2		5		31 16.0
3	SECURITY	2		3	2		27 13.9
4	FRIENDSHIP		1				2 1.0
5	SELF-ESTEEM			3	9	1	39 20.1
6	BASIC NEEDS				2		12 6.2
7	CHALLENGE & EXPE		1		25	2	75 38.7
Column (Continued) Total		3 1.5	4 2.1	6 3.1	48 24.7	4 2.1	194 100.0

NEEDS#1 YOUR NEED # 1 IN CURRENT JOB by NATION NATIONALITY

Page 4 of 4

NEEDS#1	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
1 POWER & PRESTIGE				8 4.1
2 MONEY		1	1	31 16.0
3 SECURITY		2		27 13.9
4 FRIENDSHIP		1		2 1.0
5 SELF-ESTEEM		2		39 20.1
6 BASIC NEEDS			1	12 6.2
7 CHALLENGE & EXPE			2	75 38.7
	Column Total	6 3.1	4 2.1	194 100.0

Number of Missing Observations: 2

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB by NATION NATIONALITY

Page 1 of 4

NEEDS#2	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
POWER & PRESTIGE	1	1				1	13 6.7
MONEY	2		10	2	1	4	38 19.6
SECURITY	3	3	8	1	2	3	36 18.6
FRIENDSHIP	4		2	1		2	9 4.6
SELF-ESTEEM	5	1	2	1		3	32 16.5
BASIC NEEDS	6	1	5			3	19 9.8
CHALLENGE & EXPE	7	2	10	1	1	5	47 24.2
(Continued)	Column Total	8 4.1	37 19.1	6 3.1	4 2.1	21 10.8	194 100.0

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB by NATION NATIONALITY

Page 2 of 4

NEEDS#2	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
1 POWER & PRESTIGE				3	1	1	13 6.7
2 MONEY		1	2	1	2	1	38 19.6
3 SECURITY				4	1	2	36 18.6
4 FRIENDSHIP		1					9 4.6
5 SELF-ESTEEM		2	1	6	2	1	32 16.5
6 BASIC NEEDS				1	2		19 9.8
7 CHALLENGE & EXPE			1	3	4		47 24.2
Column (Continued) Total		4 2.1	4 2.1	18 9.3	12 6.2	5 2.6	194 100.0

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB by NATION NATIONALITY

NEEDS#2	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	IAN	P	Q	
POWER & PRESTIGE	1				5		13 6.7
MONEY	2		1	2	10	1	38 19.6
SECURITY	3		1	1	9		36 18.6
FRIENDSHIP	4				3		9 4.6
SELF-ESTEEM	5		1		10	1	32 16.5
BASIC NEEDS	6		1	1	3	1	19 9.8
CHALLENGE & EXPE	7	3		2	8	1	47 24.2
Column (Continued) Total		3 1.5	4 2.1	6 3.1	48 24.7	4 2.1	194 100.0

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB by NATION NATIONALITY

NATION Page 4 of 4

NEEDS#2	Count	NATION		Row Total
		SUDANESE S	TUNISIAN T	
1 POWER & PRESTIGE	1	1		13 6.7
2 MONEY	2			38 19.6
3 SECURITY	3		1	36 18.6
4 FRIENDSHIP	4			9 4.6
5 SELF-ESTEEM	5		1	32 16.5
6 BASIC NEEDS	6		1	19 9.8
7 CHALLENGE & EXPE	7	5	1	47 24.2
Column Total		6 3.1	4 2.1	194 100.0

Number of Missing Observations: 2

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB by NATION NATIONALITY

Page 1 of 4

NEEDS#3	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
1	POWER & PRESTIGE		3			2	27 13.9
2	MONEY	3	8	1	2	5	30 15.5
3	SECURITY	3	7	1		5	42 21.6
4	FRIENDSHIP		7			5	24 12.4
5	SELF-ESTEEM	1	6	2	1	4	34 17.5
6	BASIC NEEDS		4	2	1		24 12.4
7	CHALLENGE & EXPE	1	2				13 6.7
Column (Continued) Total		8 4.1	37 19.1	6 3.1	4 2.1	21 10.8	194 100.0

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB by NATION NATIONALITY

Page 2 of 4

NEEDS#3	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
1 POWER & PRESTIGE	2	2		3	2	2	27 13.9
2 MONEY	2		1	2	1		30 15.5
3 SECURITY	3		1	8	4	1	42 21.6
4 FRIENDSHIP	4	1		1		1	24 12.4
5 SELF-ESTEEM	5		1	1	1		34 17.5
6 BASIC NEEDS	6		1	2	2		24 12.4
7 CHALLENGE & EXPE	7	1		1	2	1	13 6.7
Column (Continued) Total		4 2.1	4 2.1	18 9.3	12 6.2	5 2.6	194 100.0

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB by NATION NATIONALITY

NEEDS#3	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	IAN	Q	R	
1	POWER & PRESTIGE			1	12		27 13.9
2	MONEY				4	1	30 15.5
3	SECURITY		2	1	6	2	42 21.6
4	FRIENDSHIP	1		1	6		24 12.4
5	SELF-ESTEEM	1		1	12		34 17.5
6	BASIC NEEDS	1	1	2	5		24 12.4
7	CHALLENGE & EXPE		1		3	1	13 6.7
	Column Total	3 1.5	4 2.1	6 3.1	48 24.7	4 2.1	194 100.0

(Continued)

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB by NATION NATIONALITY

Page 4 of 4

NEEDS#3	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
1 POWER & PRESTIGE				27 13.9
2 MONEY	1	1		30 15.5
3 SECURITY	1			42 21.6
4 FRIENDSHIP			1	24 12.4
5 SELF-ESTEEM	2	1		34 17.5
6 BASIC NEEDS	2	1		24 12.4
7 CHALLENGE & EXPE				13 6.7
	Column Total	6 3.1	4 2.1	194 100.0

Number of Missing Observations: 2

PREF.#1 DECISION PREFERENCE # 1 by NATION NATIONALITY

Count	NATION					Row Total
	AMERICAN A	BRITISH B	CANADIAN C	DUTCH D	EGYPTIAN E	
PREF.#1						
1 EXPLAIN AT DECIS	1	3	1	1	4	22 11.2
2 EXPLAIN AFTER DE		1		1	2	6 3.1
3 MANAGER INSTRUCT		2			1	13 6.6
4 DECISION BY MAJO		1		1	2	8 4.1
5 DECISION AS A GR	2	6	1		2	44 22.4
6 CONSULT / DECISI	5	24	4	1	10	103 52.6
Column Total	8 4.1	37 18.9	6 3.1	4 2.0	21 10.7	196 100.0

(Continued)

PREF.#1 DECISION PREFERENCE # 1 by NATION NATIONALITY

Count	NATION					Row Total
	FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
	F	G	I	N J	I K	
PREF.#1						
1 EXPLAIN AT DECIS		1	4		1	22 11.2
2 EXPLAIN AFTER DE			1			6 3.1
3 MANAGER INSTRUCT		1		2		13 6.6
4 DECISION BY MAJO						8 4.1
5 DECISION AS A GR	2	1	6	4		44 22.4
6 CONSULT / DECISI	2	1	7	6	5	103 52.6
Column (Continued) Total	4 2.0	4 2.0	18 9.2	12 6.1	6 3.1	196 100.0

PREF.#1 DECISION PREFERENCE # 1 by NATION NATIONALITY

Page 3 of 4

Count	NATION					Row Total
	LEBANESE L	SRILANKA N	PALESTIN IAN P	QATARI Q	IRAQI R	
PREF.#1						
1 EXPLAIN AT DECIS			1	5		22 11.2
2 EXPLAIN AFTER DE		1				6 3.1
3 MANAGER INSTRUCT		1		6		13 6.6
4 DECISION BY MAJO				2	1	8 4.1
5 DECISION AS A GR	1	2	4	8	2	44 22.4
6 CONSULT / DECISI	2		1	28	1	103 52.6
Column (Continued) Total	3 1.5	4 2.0	6 3.1	49 25.0	4 2.0	196 100.0

PREF.#1 DECISION PREFERENCE # 1 by NATION NATIONALITY

NATION Page 4 of 4

Count	NATION		Row Total
	SUDANESE S	TUNISIAN T	
PREF.#1			
1 EXPLAIN AT DECIS			22 11.2
2 EXPLAIN AFTER DE			6 3.1
3 MANAGER INSTRUCT			13 6.6
4 DECISION BY MAJO	1		8 4.1
5 DECISION AS A GR	2	1	44 22.4
6 CONSULT / DECISI	3	3	103 52.6
Column	6	4	196
Total	3.1	2.0	100.0

Number of Missing Observations: 0

PREF.#2 DECISION PREFERENCE # 2 by NATION NATIONALITY

Page 1 of 4

Count	NATION					Row Total
	AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
	A	B	C	D	E	
PREF.#2						
1 EXPLAIN AT DECIS	2	15	2	2	5	50 25.6
2 EXPLAIN AFTER DE	1	1			2	10 5.1
3 MANAGER INSTRUCT		2				4 2.1
4 DECISION BY MAJO	2	5	2		3	33 16.9
5 DECISION AS A GR	1	9	2	1	8	58 29.7
6 CONSULT / DECISI	2	5		1	3	40 20.5
Column (Continued) Total	8 4.1	37 19.0	6 3.1	4 2.1	21 10.8	195 100.0

PREF.#2 DECISION PREFERENCE # 2 by NATION NATIONALITY

Count	NATION					Row Total
	FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
	F	G	I	N J	I K	
PREF.#2						
1 EXPLAIN AT DECIS	3		5	2		50 25.6
2 EXPLAIN AFTER DE		1	1		1	10 5.1
3 MANAGER INSTRUCT						4 2.1
4 DECISION BY MAJO		1	3	5	1	33 16.9
5 DECISION AS A GR		1	3	2	3	58 29.7
6 CONSULT / DECISI	1	1	5	3	1	40 20.5
Column (Continued) Total	4 2.1	4 2.1	17 8.7	12 6.2	6 3.1	195 100.0

PREF.#2 DECISION PREFERENCE # 2 by NATION NATIONALITY

Page 3 of 4

Count	NATION					Row Total
	LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
	L	N	IAN	Q	R	
PREF.#2						
1 EXPLAIN AT DECIS			1	11		50 25.6
2 EXPLAIN AFTER DE				2		10 5.1
3 MANAGER INSTRUCT				2		4 2.1
4 DECISION BY MAJO		1	1	7	1	33 16.9
5 DECISION AS A GR	2		1	20	1	58 29.7
6 CONSULT / DECISI	1	3	3	7	2	40 20.5
Column Total	3 1.5	4 2.1	6 3.1	49 25.1	4 2.1	195 100.0

(Continued)

PREF.#2 DECISION PREFERENCE # 2 by NATION NATIONALITY

		NATION		Page 4 of 4
PREF.#2	Count	SUDANESE TUNISIAN		Row Total
		S	T	
1	EXPLAIN AT DECIS	1	1	50 25.6
2	EXPLAIN AFTER DE	1		10 5.1
3	MANAGER INSTRUCT			4 2.1
4	DECISION BY MAJO	1		33 16.9
5	DECISION AS A GR	2	2	58 29.7
6	CONSULT / DECISI	1	1	40 20.5
Column Total		6 3.1	4 2.1	195 100.0

Number of Missing Observations: 1

PREF.#3 DECISION PREFERENCE # 3 by NATION NATIONALITY

Page 1 of 4

Count	NATION					Row Total
	AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
	A	B	C	D	E	
PREF.#3						
1 EXPLAIN AT DECIS	2	3	1		6	39 20.1
2 EXPLAIN AFTER DE	2	11	2	3	2	31 16.0
3 MANAGER INSTRUCT	1	5	2		1	23 11.9
4 DECISION BY MAJO	1	9		1	4	47 24.2
5 DECISION AS A GR	1	4	1		7	33 17.0
6 CONSULT / DECISI	1	5			1	21 10.8
Column (Continued) Total	8 4.1	37 19.1	6 3.1	4 2.1	21 10.8	194 100.0

PREF.#3 DECISION PREFERENCE # 3 by NATION NATIONALITY

Page 2 of 4

Count	NATION					Row Total
	FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
	F	G	I	N J	I K	
PREF.#3						
1 EXPLAIN AT DECIS		1	2	3	2	39 20.1
2 EXPLAIN AFTER DE	1		2	2		31 16.0
3 MANAGER INSTRUCT	1	1	3		2	23 11.9
4 DECISION BY MAJO	1	1	3	2	2	47 24.2
5 DECISION AS A GR	1	1	4	4		33 17.0
6 CONSULT / DECISI			3	1		21 10.8
Column (Continued) Total	4 2.1	4 2.1	17 8.8	12 6.2	6 3.1	194 100.0

PREF.#3 DECISION PREFERENCE # 3 by NATION NATIONALITY

Count	NATION					Row Total
	LEBANESE L	SRILANKA N	PALESTIN IAN P	QATARI Q	IRAQI R	
PREF.#3 1 EXPLAIN AT DECIS		2	1	11	2	39 20.1
2 EXPLAIN AFTER DE			1	5		31 16.0
3 MANAGER INSTRUCT	1	1		3		23 11.9
4 DECISION BY MAJO	2	1	2	14		47 24.2
5 DECISION AS A GR			1	8	1	33 17.0
6 CONSULT / DECISI			1	8	1	21 10.8
Column Total	3 1.5	4 2.1	6 3.1	49 25.3	4 2.1	194 100.0

(Continued)

PREF.#3 DECISION PREFERENCE # 3 by NATION NATIONALITY

Page 4 of 4

Count	NATION		Row Total
	SUDANESE S	TUNISIAN T	
PREF.#3			
1 EXPLAIN AT DECIS	3		39 20.1
2 EXPLAIN AFTER DE			31 16.0
3 MANAGER INSTRUCT	1	1	23 11.9
4 DECISION BY MAJO	1	3	47 24.2
5 DECISION AS A GR			33 17.0
6 CONSULT / DECISI			21 10.8
Column Total	5 2.6	4 2.1	194 100.0

Number of Missing Observations: 2

PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB by NATION NATIONALITY

Page 1 of 4

PRESSURE	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
LESS STRESS	L	4	10	4		3	36 25.5
MORE STRESS	M	2	11			11	48 34.0
NOT APPLICABLE	N		2			1	12 8.5
SAME STRESS	S	2	14	2	4	6	45 31.9
	Column Total	8 5.7	37 26.2	6 4.3	4 2.8	21 14.9	141 100.0

(Continued)

PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB by NATION NATIONALITY

Page 2 of 4

PRESSURE	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
LESS STRESS	L	2	2	5	1	1	36 25.5
MORE STRESS	M	1	1	5	5	3	48 34.0
NOT APPLICABLE	N		1	2	2	2	12 8.5
SAME STRESS	S	1		6	2		45 31.9
(Continued)	Column Total	4 2.8	4 2.8	18 12.8	10 7.1	6 4.3	141 100.0

PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB by NATION NATIONALITY

Page 3 of 4

PRESSURE	Count	NATION					Row Total
		LEBANESE L	SRILANKA N	PALESTIN IAN P	IRAQI R	SUDANESE S	
LESS STRESS	L		1	1		1	36 25.5
MORE STRESS	M	1	2	1		3	48 34.0
NOT APPLICABLE	N			1	1		12 8.5
SAME STRESS	S	2	1	1	1	2	45 31.9
	Column Total	3 2.1	4 2.8	4 2.8	2 1.4	6 4.3	141 100.0

(Continued)

PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB by NATION NATIONALITY

Page 4 of 4

Count		NATION	Row Total
		TUNISIAN	
		T	
PRESSURE			
LESS STRESS	L	1	36 25.5
MORE STRESS	M	2	48 34.0
NOT APPLICABLE	N		12 8.5
SAME STRESS	S	1	45 31.9
	Column Total	4	141
		2.8	100.0

Number of Missing Observations: 55

STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1 by NATION NATIONALITY

Page 1 of 4

STEP#1	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
ACHIEVEMENT	A						1 .5
CHALLENGING RESP	C		5				24 13.2
CAREER DEVELOPME	D						4 2.2
EQUITY & FAIR TR	E	2	4	1		5	28 15.4
EDUCATION ASSIST	H						1 .5
MONETARY / SALAR	M	4	13		2	3	30 16.5
OTHERS	O	1	8	2		3	40 22.0
PROMOTION	P		4	1	1	6	25 13.7
RECOGNITION	R	1	3	2		4	29 15.9
	Column Total	8 4.4	37 20.3	6 3.3	3 1.6	21 11.5	182 100.0

(Continued)

STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1 by NATION NATIONALITY

Page 2 of 4

STEP#1	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
A						1	
ACHIEVEMENT						.5	
C		1	2	3	1	24	
CHALLENGING RESP						13.2	
D			1			4	
CAREER DEVELOPME						2.2	
E			7	2	1	28	
EQUITY & FAIR TR						15.4	
H						1	
EDUCATION ASSIST						.5	
M		1	2	1	1	30	
MONETARY / SALAR						16.5	
O	3	1	1	3	1	40	
OTHERS						22.0	
P			1	1		25	
PROMOTION						13.7	
R		1	2		1	29	
RECOGNITION						15.9	
Column		3	4	16	10	5	182
(Continued) Total		1.6	2.2	8.8	5.5	2.7	100.0

STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1 by NATION NATIONALITY

STEP#1	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
ACHIEVEMENT	A					1	1 .5
CHALLENGING RESP	C				10		24 13.2
CAREER DEVELOPME	D				3		4 2.2
EQUITY & FAIR TR	E			2	1	1	28 15.4
EDUCATION ASSIST	H				1		1 .5
MONETARY / SALAR	M	1			2		30 16.5
OTHERS	O	1	1	1	10	1	40 22.0
PROMOTION	P	1	1	1	7		25 13.7
RECOGNITION	R		2	1	11		29 15.9
Continued)	Column Total	3 1.6	4 2.2	5 2.7	45 24.7	3 1.6	182 100.0

STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1 by NATION NATIONALITY

Page 4 of 4

Count		NATION		Row Total
		SUDANESE S	TUNISIAN T	
STEP#1				
ACHIEVEMENT	A			1 .5
CHALLENGING RESP	C	1	1	24 13.2
CAREER DEVELOPME	D			4 2.2
EQUITY & FAIR TR	E	1	1	28 15.4
EDUCATION ASSIST	H			1 .5
MONETARY / SALAR	M			30 16.5
OTHERS	O	3		40 22.0
PROMOTION	P		1	25 13.7
RECOGNITION	R	1		29 15.9
	Column	6	3	182
	Total	3.3	1.6	100.0

Number of Missing Observations: 14

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2 by NATION NATIONALITY

STEP#2	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
ACHIEVEMENT	A		1				2 1.1
CHALLENGING RESP	C					3	13 7.3
CAREER DEVELOPME	D						3 1.7
EQUITY & FAIR TR	E	1	4			4	21 11.8
EDUCATION ASSIST	H		1				3 1.7
MONETARY / SALAR	M	3	6	1	1	3	41 23.0
OTHERS	O	3	14	4	1	3	47 26.4
PROMOTION	P		2	1	1	4	17 9.6
RECOGNITION	R	1	5			3	27 15.2
TRUST	T		2				4 2.2
(Continued)	Column Total	8 4.5	35 19.7	6 3.4	3 1.7	20 11.2	178 100.0

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2 by NATION NATIONALITY

Page 2 of 4

STEP#2	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
A						2	
ACHIEVEMENT						1.1	
C	1		2	1		13	
CHALLENGING RESP						7.3	
D			1			3	
CAREER DEVELOPME						1.7	
E		2	1	1	1	21	
EQUITY & FAIR TR						11.8	
H					1	3	
EDUCATION ASSIST						1.7	
M		2	1	4	1	41	
MONETARY / SALAR						23.0	
O	2		6			47	
OTHERS						26.4	
P			1	2		17	
PROMOTION						9.6	
R			3	2	2	27	
RECOGNITION						15.2	
T			1			4	
TRUST						2.2	
	Column Total	3 1.7	4 2.2	16 9.0	10 5.6	5 2.8	178 100.0

(Continued)

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2 by NATION NATIONALITY

Page 3 of 4

STEP#2	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
ACHIEVEMENT	A				1		2 1.1
CHALLENGING RESP	C			1	5		13 7.3
CAREER DEVELOPME	D				2		3 1.7
EQUITY & FAIR TR	E		3	1	3		21 11.8
EDUCATION ASSIST	H				1		3 1.7
MONETARY / SALAR	M	1	1	2	11	2	41 23.0
OTHERS	O	1		1	10		47 26.4
PROMOTION	P				3		17 9.6
RECOGNITION	R	1			8		27 15.2
TRUST	T				1		4 2.2
(Continued)	Column Total	3 1.7	4 2.2	5 2.8	45 25.3	2 1.1	178 100.0

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2 by NATION NATIONALITY

Page 4 of 4

STEP#2	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
A				2
ACHIEVEMENT				1.1
C				13
CHALLENGING RESP				7.3
D				3
CAREER DEVELOPME				1.7
E				21
EQUITY & FAIR TR				11.8
H				3
EDUCATION ASSIST				1.7
M	1	1		41
MONETARY / SALAR				23.0
O	2			47
OTHERS				26.4
P	2	1		17
PROMOTION				9.6
R	1	1		27
RECOGNITION				15.2
T				4
TRUST				2.2
	Column	6	3	178
	Total	3.4	1.7	100.0

Number of Missing Observations: 18

STRESS JOB STRESS LEVEL by NATION NATIONALITY

Page 1 of 4

STRESS	Count	NATION					Row Total
		AMERICAN	BRITISH	CANADIAN	DUTCH	EGYPTIAN	
		A	B	C	D	E	
E EXTREMELY HIGH S	2	2			3	19 9.7	
H HIGH STRESS	3	11	2	3	10	80 40.8	
L LOW STRESS	1	5	1		1	14 7.1	
M MEDIUM STRESS	2	18	2	1	7	80 40.8	
V VERY LOW STRESS		1	1			3 1.5	
(Continued)	Column Total	8 4.1	37 18.9	6 3.1	4 2.0	21 10.7	196 100.0

STRESS JOB STRESS LEVEL by NATION NATIONALITY

Page 2 of 4

STRESS	Count	NATION					Row Total
		FRENCH	ALGERIAN	INDIAN	JORDANIA	PAKISTAN	
		F	G	I	N J	I K	
EXTREMELY HIGH S	E			2	2	1	19 9.7
HIGH STRESS	H	2	3	7	3	2	80 40.8
LOW STRESS	L		1				14 7.1
MEDIUM STRESS	M	2		9	7	3	80 40.8
VERY LOW STRESS	V						3 1.5
	Column Total	4 2.0	4 2.0	18 9.2	12 6.1	6 3.1	196 100.0

(Continued)

STRESS JOB STRESS LEVEL by NATION NATIONALITY

STRESS	Count	NATION					Row Total
		LEBANESE	SRILANKA	PALESTIN	QATARI	IRAQI	
		L	N	P	Q	R	
EXTREMELY HIGH STRESS	E			2	4		19 9.7
HIGH STRESS	H	1	2	4	22	2	80 40.8
LOW STRESS	L		1		2	1	14 7.1
MEDIUM STRESS	M	2	1		20	1	80 40.8
VERY LOW STRESS	V				1		3 1.5
	Column Total	3 1.5	4 2.0	6 3.1	49 25.0	4 2.0	196 100.0

(Continued)

STRESS JOB STRESS LEVEL by NATION NATIONALITY

Page 4 of 4

STRESS	Count	NATION		Row Total
		SUDANESE TUNISIAN		
		S	T	
EXTREMELY HIGH STRESS	E	1		19 9.7
HIGH STRESS	H	2	1	80 40.8
LOW STRESS	L		1	14 7.1
MEDIUM STRESS	M	3	2	80 40.8
VERY LOW STRESS	V			3 1.5
	Column Total	6 3.1	4 2.0	196 100.0

Number of Missing Observations: 0

Appendix (F)

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#1	Count Row Pct Col Pct Tot Pct	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 LEISURE	1 33.3 2.9 .5	1 33.3 1.4 .5	1 33.3 2.3 .5	1 33.3 2.3 .5			3 1.6
2 COMMUNITY	2		1 100.0 1.4 .5				1 .5
3 WORK	3 22.2 17.1 3.1	6 22.2 17.1 3.1	8 29.6 11.3 4.2	3 11.1 6.8 1.6	8 29.6 28.6 4.2	2 7.4 14.3 1.0	27 14.1
4 RELIGION	4 31.1 65.7 12.0	23 31.1 65.7 12.0	42 56.8 59.2 21.9	1 1.4 2.3 .5	4 5.4 14.3 2.1	4 5.4 28.6 2.1	74 38.5
5 FAMILY	5 5.7 14.3 2.6	5 5.7 14.3 2.6	19 21.8 26.8 9.9	39 44.8 88.6 20.3	16 18.4 57.1 8.3	8 9.2 57.1 4.2	87 45.3
Column Total		35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0

Number of Missing Observations: 4

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by NAT.GRP NATIONALITY GROUPS

LIFE#2	Count Row Pct Col Pct Tot Pct	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
LEISURE	1		3 25.0 4.2 1.6	7 58.3 15.9 3.6		2 16.7 14.3 1.0	12 6.3
COMMUNITY	2	1 25.0 2.9 .5	3 75.0 4.2 1.6				4 2.1
WORK	3	9 14.3 25.7 4.7	13 20.6 18.3 6.8	26 41.3 59.1 13.5	10 15.9 35.7 5.2	5 7.9 35.7 2.6	63 32.8
RELIGION	4	4 16.0 11.4 2.1	6 24.0 8.5 3.1	7 28.0 15.9 3.6	7 28.0 25.0 3.6	1 4.0 7.1 .5	25 13.0
FAMILY	5	21 23.9 60.0 10.9	46 52.3 64.8 24.0	4 4.5 9.1 2.1	11 12.5 39.3 5.7	6 6.8 42.9 3.1	88 45.8
Column Total		35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0

Number of Missing Observations: 4

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#3	Count Row Pct Col Pct Tot Pct	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 LEISURE	1 2.9 2.9 .5	1 11.4 5.6 2.1	4 11.4 15.5 5.7	19 54.3 22.7 5.2	7 20.0 25.0 3.6	4 11.4 28.6 2.1	35 18.2
2 COMMUNITY	2 11.8 11.4 2.1	4 32.4 15.5 5.7	11 32.4 15.5 5.7	13 38.2 29.5 6.8	5 14.7 17.9 2.6	1 2.9 7.1 .5	34 17.7
3 WORK	3 21.8 54.3 9.9	19 47.1 57.7 21.4	41 47.1 57.7 21.4	10 11.5 22.7 5.2	10 11.5 35.7 5.2	7 8.0 50.0 3.6	87 45.3
4 RELIGION	4 20.0 14.3 2.6	5 44.0 15.5 5.7	11 44.0 15.5 5.7	2 8.0 4.5 1.0	5 20.0 17.9 2.6	2 8.0 14.3 1.0	25 13.0
5 FAMILY	5 54.5 17.1 3.1	6 36.4 5.6 2.1	4 36.4 5.6 2.1		1 9.1 3.6 .5		11 5.7
Column Total	35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0	

Number of Missing Observations: 4

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#4	Count Row Pct Col Pct Tot Pct	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 LEISURE	8 19.0 22.9 4.2	13 31.0 18.3 6.8	10 23.8 22.7 5.2	8 19.0 28.6 4.2	3 7.1 21.4 1.6	42 21.9	
2 COMMUNITY	22 18.8 62.9 11.5	45 38.5 63.4 23.4	24 20.5 54.5 12.5	15 12.8 53.6 7.8	11 9.4 78.6 5.7	117 60.9	
3 WORK		8 66.7 11.3 4.2	4 33.3 9.1 2.1			12 6.3	
4 RELIGION	2 12.5 5.7 1.0	3 18.8 4.2 1.6	6 37.5 13.6 3.1	5 31.3 17.9 2.6		16 8.3	
5 FAMILY	3 60.0 8.6 1.6	2 40.0 2.8 1.0				5 2.6	
Column Total	35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0	

Number of Missing Observations: 4

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#5	Count Row Pct Col Pct Tot Pct	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	EUROPEAN EU	ASIAN FE	NORTH AM ERICAN NA	
LEISURE	1	25 25.0 71.4 13.0	50 50.0 70.4 26.0	7 7.0 15.9 3.6	13 13.0 46.4 6.8	5 5.0 35.7 2.6	100 52.1
COMMUNITY	2	8 22.2 22.9 4.2	11 30.6 15.5 5.7	7 19.4 15.9 3.6	8 22.2 28.6 4.2	2 5.6 14.3 1.0	36 18.8
WORK	3	1 33.3 2.9 .5	1 33.3 1.4 .5	1 33.3 2.3 .5			3 1.6
RELIGION	4	1 1.9 2.9 .5	9 17.3 12.7 4.7	28 53.8 63.6 14.6	7 13.5 25.0 3.6	7 13.5 50.0 3.6	52 27.1
FAMILY	5			1 100.0 2.3 .5			1 .5
Column Total		35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0

Number of Missing Observations: 4

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by RELIGION RELIGION

Page 1 of 1

LIFE#1	Count Row Pct Col Pct Tot Pct	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
LEISURE	1	1 33.3 1.6 .5		2 66.7 1.7 1.0		3 1.6
COMMUNITY	2			1 100.0 .8 .5		1 .5
WORK	3	5 18.5 8.1 2.6	5 18.5 55.6 2.6	17 63.0 14.4 8.9		27 14.1
RELIGION	4	3 4.1 4.8 1.6		71 95.9 60.2 37.0		74 38.5
FAMILY	5	53 60.9 85.5 27.6	4 4.6 44.4 2.1	27 31.0 22.9 14.1	3 3.4 100.0 1.6	87 45.3
Column Total		62 32.3	9 4.7	118 61.5	3 1.6	192 100.0

Number of Missing Observations: 4

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by RELIGION RELIGION

LIFE#2	Count Row Pct Col Pct Tot Pct	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
LEISURE	1	11 91.7 17.7 5.7		1 8.3 .8 .5		12 6.3
COMMUNITY	2			4 100.0 3.4 2.1		4 2.1
WORK	3	33 52.4 53.2 17.2	4 6.3 44.4 2.1	23 36.5 19.5 12.0	3 4.8 100.0 1.6	63 32.8
RELIGION	4	9 36.0 14.5 4.7		16 64.0 13.6 8.3		25 13.0
FAMILY	5	9 10.2 14.5 4.7	5 5.7 55.6 2.6	74 84.1 62.7 38.5		88 45.8
	Column Total	62 32.3	9 4.7	118 61.5	3 1.6	192 100.0

Number of Missing Observations: 4

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by RELIGION RELIGION

Page 1 of 1

LIFE#3	Count Row Pct Col Pct Tot Pct	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 LEISURE	24 68.6 38.7 12.5	5 14.3 55.6 2.6	5 14.3 4.2 2.6	1 2.9 33.3 .5	35 18.2	
2 COMMUNITY	17 50.0 27.4 8.9	2 5.9 22.2 1.0	14 41.2 11.9 7.3	1 2.9 33.3 .5	34 17.7	
3 WORK	18 20.7 29.0 9.4		69 79.3 58.5 35.9		87 45.3	
4 RELIGION	3 12.0 4.8 1.6	2 8.0 22.2 1.0	19 76.0 16.1 9.9	1 4.0 33.3 .5	25 13.0	
5 FAMILY			11 100.0 9.3 5.7		11 5.7	
Column Total	62 32.3	9 4.7	118 61.5	3 1.6	192 100.0	

Number of Missing Observations: 4

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by RELIGION RELIGION

Page 1 of 1

LIFE#4	Count Row Pct Col Pct Tot Pct	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
LEISURE	1	13 31.0 21.0 6.8	2 4.8 22.2 1.0	26 61.9 22.0 13.5	1 2.4 33.3 .5	42 21.9
COMMUNITY	2	36 30.8 58.1 18.8	5 4.3 55.6 2.6	75 64.1 63.6 39.1	1 .9 33.3 .5	117 60.9
WORK	3	5 41.7 8.1 2.6		7 58.3 5.9 3.6		12 6.3
RELIGION	4	8 50.0 12.9 4.2	2 12.5 22.2 1.0	5 31.3 4.2 2.6	1 6.3 33.3 .5	16 8.3
FAMILY	5			5 100.0 4.2 2.6		5 2.6
Column Total		62 32.3	9 4.7	118 61.5	3 1.6	192 100.0

Number of Missing Observations: 4

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by RELIGION RELIGION

Page 1 of 1

LIFE#5	Count Row Pct Col Pct Tot Pct	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 LEISURE	13 13.0 21.0 6.8	2 2.0 22.2 1.0	84 84.0 71.2 43.8	1 1.0 33.3 .5	100 52.1	
2 COMMUNITY	9 25.0 14.5 4.7	2 5.6 22.2 1.0	24 66.7 20.3 12.5	1 2.8 33.3 .5	36 18.8	
3 WORK	1 33.3 1.6 .5		2 66.7 1.7 1.0		3 1.6	
4 RELIGION	39 75.0 62.9 20.3	5 9.6 55.6 2.6	7 13.5 5.9 3.6	1 1.9 33.3 .5	52 27.1	
5 FAMILY			1 100.0 .8 .5		1 .5	
Column Total	62 32.3	9 4.7	118 61.5	3 1.6	192 100.0	

Number of Missing Observations: 4

AREA MULTINATIONAL FIRMS EXPERIENCE LOCATION by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

AREA	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	EUROPEAN EU	ASIAN FE	NORTH AMERICAN NA	
BOTH	B	7	3	16	9	4	39 27.7
MIDDLE EAST	M	27	16	29	18	10	100 70.9
THIRD WORLD	T	1			1		2 1.4
Column Total		35 24.8	19 13.5	45 31.9	28 19.9	14 9.9	141 100.0

Number of Missing Observations: 55

AREAEXP MULTINATIONAL FIRMS EXPERIENCE by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

AREAEXP	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
0-1 YEAR	1					1	1 .7
1-3 YEARS	2	4		3		1	8 5.7
3-5 YEARS	3	3	1	3	1	1	9 6.4
5-7 YEARS	4			3	1	3	7 5.0
>7 YEARS	5	28	18	36	26	8	116 82.3
Column Total		35 24.8	19 13.5	45 31.9	28 19.9	14 9.9	141 100.0

Number of Missing Observations: 55

CHILDREN NO. OF CHILDREN by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

Count	NAT.GRP					Row Total
	ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
CHILDREN						
0		7	2			9 4.6
1	3	3	5	3	4	18 9.3
2	12	15	24	14	6	71 36.6
3	8	14	9	9	2	42 21.6
4	7	20	5	1	2	35 18.0
5	4	4		1		9 4.6
6	1	8				9 4.6
7		1				1 .5
Column Total	35 18.0	72 37.1	45 23.2	28 14.4	14 7.2	194 100.0

Number of Missing Observations: 2

CONSULT RESPECT FOR CONSULTATION by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

CONSULT	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
I INDIFFERENT FACT	5	10	1	5	3	24 12.4	
NO N				1	1	2 1.0	
YES Y	28	63	44	22	10	167 86.5	
Column Total	33 17.1	73 37.8	45 23.3	28 14.5	14 7.3	193 100.0	

Number of Missing Observations: 3

CULTURE QGPC SPECIAL CULTURE by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

CULTURE	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
A ARABIC	5	4	4	3	1	17 8.7	
I ISLAMIC	2	4	10	3	2	21 10.7	
M MIXTURE	20	60	30	21	11	142 72.4	
O OTHERS	2	3				5 2.6	
R ORIENTAL	2			1		3 1.5	
W WESTERN	4	3	1			8 4.1	
Column Total	35 17.9	74 37.8	45 23.0	28 14.3	14 7.1	196 100.0	

Number of Missing Observations: 0

DEMOT#1 DEMOTIVATION FACTOR # 1 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

DEMOT#1	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
0 DELAYED REWARD			1	1			2 1.0
1 INEQUITY		15	23	9	9	4	60 30.8
2 SALARY		3	3	11	2	1	20 10.3
3 COMPANY POLICY &		1	3	3	2	3	12 6.2
4 WORKING CONDITIO		3	7	3	4		17 8.7
5 RELATION WITH OT		1	1	1	1	1	5 2.6
6 LACK OF RECOGNIT		8	26	7	7	2	50 25.6
7 DELAYED PROMOTIO		2	4	1	1		8 4.1
8 LACK OF INFORMAT			3	4			7 3.6
9 MONOTONY & ROUTI		1	3	5	2	3	14 7.2
Column Total		34 17.4	74 37.9	45 23.1	28 14.4	14 7.2	195 100.0

Number of Missing Observations: 1

DEMOT#2 DEMOTIVATION FACTOR # 2 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

DEMOT#2	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
0 DELAYED REWARD	1	1	3	2	3		9 4.6
1 INEQUITY	1	3	9	8	5	3	28 14.4
2 SALARY	2	8	6	5	2	3	24 12.3
3 COMPANY POLICY &	3		8	4	3	1	16 8.2
4 WORKING CONDITIO	4	8	7	4	3	1	23 11.8
5 RELATION WITH OT	5	1	3	2		1	7 3.6
6 LACK OF RECOGNIT	6	6	11	7	6	2	32 16.4
7 DELAYED PROMOTIO	7	4	11	1	1		17 8.7
8 LACK OF INFORMAT	8	2	13	8	2	3	28 14.4
9 MONOTONY & ROUTI	9	1	3	4	3		11 5.6
Column Total		34 17.4	74 37.9	45 23.1	28 14.4	14 7.2	195 100.0

Number of Missing Observations: 1

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#1	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1	1	1	1	1			3
LEISURE							1.6
2			1				1
COMMUNITY							.5
3	6	8	3	8	2		27
WORK							14.1
4	23	42	1	4	4		74
RELIGION							38.5
5	5	19	39	16	8		87
FAMILY							45.3
Column Total		35	71	44	28	14	192
		18.2	37.0	22.9	14.6	7.3	100.0

Number of Missing Observations: 4

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#2	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 LEISURE	1		3	7		2	12 6.3
2 COMMUNITY	2	1	3				4 2.1
3 WORK	3	9	13	26	10	5	63 32.8
4 RELIGION	4	4	6	7	7	1	25 13.0
5 FAMILY	5	21	46	4	11	6	88 45.8
Column Total		35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0

Number of Missing Observations: 4

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

LIFE#3	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
LEISURE	1	1	4	19	7	4	35 18.2
COMMUNITY	2	4	11	13	5	1	34 17.7
WORK	3	19	41	10	10	7	87 45.3
RELIGION	4	5	11	2	5	2	25 13.0
FAMILY	5	6	4		1		11 5.7
Column Total		35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0

Number of Missing Observations: 4

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by NAT.GRP NATIONALITY GROUPS

LIFE#5	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1	LEISURE	25	50	7	13	5	100 52.1
2	COMMUNITY	8	11	7	8	2	36 18.8
3	WORK	1	1	1			3 1.6
4	RELIGION	1	9	28	7	7	52 27.1
5	FAMILY			1			1 .5
Column Total		35 18.2	71 37.0	44 22.9	28 14.6	14 7.3	192 100.0

Number of Missing Observations: 4

MOTIV#2 MOTIVATION FACTOR # 2 by NAT.GRP NATIONALITY GROUPS

MOTIV#2	Count	NAT.GRP					Row Total
		ARAB I CAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
EQUITY & FAIR TR	0	2	10	4	4	2	22 11.3
ACHIEVEMENT	1	10	12	7	4	7	40 20.5
PROMOTION	2	7	9	6	5		27 13.8
MONETARY REWARD	3	2	4	8	1	1	16 8.2
WORK ITSELF	4	3	8	3	2	2	18 9.2
RECOGNITION	5	4	13	7	6		30 15.4
COMPANY POLICY &	6	1	2		2		5 2.6
CONSULTATION	7	1	6	3			10 5.1
CHALLENGING RESP	8	3	7	6	3	1	20 10.3
SPEEDY REWARD	9	2	3	1		1	7 3.6
Column Total		35 17.9	74 37.9	45 23.1	27 13.8	14 7.2	195 100.0

Number of Missing Observations: 1

MOTIV#3 MOTIVATION FACTOR # 3 by NAT.GRP NATIONALITY GROUPS

MOTIV#3	Count	NAT.GRP					Row Total
		ARAB AFR ICAN AA	ARAB ASI AN AS	EUROPEAN EU	ASIAN FE	NORTH AM ERICAN NA	
EQUITY & FAIR TR	0	6	7	3	3		19 9.7
ACHIEVEMENT	1	2	13	5	4	2	26 13.3
PROMOTION	2	3	7	8	1		19 9.7
MONETRY REWARD	3	6	4	3		1	14 7.2
WORK ITSELF	4	3	4	7	3	2	19 9.7
RECOGNITION	5	5	13	8	8	4	38 19.5
COMPANY POLICY &	6		5	1		1	7 3.6
CONSULTATION	7	1	9	4	1	2	17 8.7
CHALLENGING RESP	8	8	11	4	6	2	31 15.9
SPEEDY REWARD	9	1	1	2	1		5 2.6
Column Total		35 17.9	74 37.9	45 23.1	27 13.8	14 7.2	195 100.0

Number of Missing Observations: 1

NEEDS#1 YOUR NEED # 1 IN CURRENT JOB by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

NEEDS#1	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 POWER & PRESTIGE	1	1	6		1		8 4.1
2 MONEY	2	5	8	12	5	1	31 16.0
3 SECURITY	3	6	9	11		1	27 13.9
4 FRIENDSHIP	4	1			1		2 1.0
5 SELF-ESTEEM	5	6	16	5	7	5	39 20.1
6 BASIC NEEDS	6	3	4	2	1	2	12 6.2
7 CHALLENGE & EXPE	7	13	30	15	12	5	75 38.7
Column Total		35 18.0	73 37.6	45 23.2	27 13.9	14 7.2	194 100.0

Number of Missing Observations: 2

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

NEEDS#2	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 POWER & PRESTIGE	2	2	6		4	1	13 6.7
2 MONEY	2	6	15	12	3	2	38 19.6
3 SECURITY	3	4	11	10	7	4	36 18.6
4 FRIENDSHIP	4	2	3	3		1	9 4.6
5 SELF-ESTEEM	5	5	13	4	8	2	32 16.5
6 BASIC NEEDS	6	4	7	5	2	1	19 9.8
7 CHALLENGE & EXPE	7	12	18	11	3	3	47 24.2
Column Total		35 18.0	73 37.6	45 23.2	27 13.9	14 7.2	194 100.0

Number of Missing Observations: 2

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

NEEDS#3	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1 POWER & PRESTIGE	2	2	15	5	5		27 13.9
2 MONEY	8	8	6	10	2	4	30 15.5
3 SECURITY	7	7	13	7	11	4	42 21.6
4 FRIENDSHIP	6	6	8	8	2		24 12.4
5 SELF-ESTEEM	8	8	15	7	1	3	34 17.5
6 BASIC NEEDS	4	4	10	5	3	2	24 12.4
7 CHALLENGE & EXPE			6	3	3	1	13 6.7
Column Total		35 18.0	73 37.6	45 23.2	27 13.9	14 7.2	194 100.0

Number of Missing Observations: 2

PREF.#1 DECISION PREFERENCE # 1 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

Count	NAT.GRP					Row Total
	ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
PREF.#1						
1 EXPLAIN AT DECIS	5	6	4	5	2	22 11.2
2 EXPLAIN AFTER DE	2		2	2		6 3.1
3 MANAGER INSTRUCT	2	8	2	1		13 6.6
4 DECISION BY MAJO	3	3	2			8 4.1
5 DECISION AS A GR	6	19	8	8	3	44 22.4
6 CONSULT / DECISI	17	38	27	12	9	103 52.6
Column Total	35 17.9	74 37.8	45 23.0	28 14.3	14 7.1	196 100.0

Number of Missing Observations: 0

PREF.#2 DECISION PREFERENCE # 2 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

Count	NAT.GRP					Row Total
	ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
PREF.#2 1 EXPLAIN AT DECIS	7	14	20	5	4	50 25.6
2 EXPLAIN AFTER DE	4	2	1	2	1	10 5.1
3 MANAGER INSTRUCT		2	2			4 2.1
4 DECISION BY MAJO	5	14	5	5	4	33 16.9
5 DECISION AS A GR	13	26	10	6	3	58 29.7
6 CONSULT / DECISI	6	16	7	9	2	40 20.5
Column Total	35 17.9	74 37.9	45 23.1	27 13.8	14 7.2	195 100.0

Number of Missing Observations: 1

PREF.#3 DECISION PREFERENCE # 3 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

PREF.#3	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
1	EXPLAIN AT DECIS	10	17	3	6	3	39 20.1
2	EXPLAIN AFTER DE	2	8	15	2	4	31 16.0
3	MANAGER INSTRUCT	4	4	6	6	3	23 11.9
4	DECISION BY MAJO	9	20	11	6	1	47 24.2
5	DECISION AS A GR	8	14	5	4	2	33 17.0
6	CONSULT / DECISI	1	11	5	3	1	21 10.8
	Column Total	34 17.5	74 38.1	45 23.2	27 13.9	14 7.2	194 100.0

Number of Missing Observations: 2

PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB
 by NAT.GRP NATIONALITY GROUPS

Count		NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ARAB ASI EU	EUROPEAN ASIAN FE	NORTH AM ERICAN NA	
PRESSURE	L	7	2	12	7	8	36 25.5
LESS STRESS	M	17	7	12	10	2	48 34.0
MORE STRESS	N	2	4	2	4		12 8.5
NOT APPLICABLE	S	9	6	19	7	4	45 31.9
SAME STRESS							
Column		35	19	45	28	14	141
Total		24.8	13.5	31.9	19.9	9.9	100.0

Number of Missing Observations: 55

STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

STEP#1	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
A ACHIEVEMENT			1				1 .5
C CHALLENGING RESP		3	13	5	3		24 13.2
D CAREER DEVELOPME			3		1		4 2.2
E EQUITY & FAIR TR		7	6	4	8	3	28 15.4
H EDUCATION ASSIST			1				1 .5
M MONETARY / SALAR		4	4	15	3	4	30 16.5
O OTHERS		7	16	11	3	3	40 22.0
P PROMOTION		7	10	5	2	1	25 13.7
R RECOGNITION		6	12	3	5	3	29 15.9
Column Total		34 18.7	66 36.3	43 23.6	25 13.7	14 7.7	182 100.0

Number of Missing Observations: 14

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2 by NAT.GRP NATIONALITY GROUPS

Page 1 of 1

STEP#2	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
A			1	1			2 1.1
ACHIEVEMENT							
C		3	7	1	2		13 7.3
CHALLENGING RESP							
D			2		1		3 1.7
CAREER DEVELOPME							
E		6	5	4	5	1	21 11.8
EQUITY & FAIR TR							
H			1	1	1		3 1.7
EDUCATION ASSIST							
M		7	20	7	3	4	41 23.0
MONETARY / SALAR							
O		5	12	17	6	7	47 26.4
OTHERS							
P		7	5	3	1	1	17 9.6
PROMOTION							
R		5	11	5	5	1	27 15.2
RECOGNITION							
T			1	2	1		4 2.2
TRUST							
Column Total		33 18.5	65 36.5	41 23.0	25 14.0	14 7.9	178 100.0

Number of Missing Observations: 18

STRESS JOB STRESS LEVEL by NAT.GRP NATIONALITY GROUPS

STRESS	Count	NAT.GRP					Row Total
		ARAB ICAN AA	AFR AN AS	ASI EU	EUROPEAN FE	ASIAN NA	
EXTREMELY HIGH S	E	4	8	2	3	2	19 9.7
HIGH STRESS	H	16	32	16	11	5	80 40.8
LOW STRESS	L	3	3	5	1	2	14 7.1
MEDIUM STRESS	M	12	30	21	13	4	80 40.8
VERY LOW STRESS	V		1	1		1	3 1.5
	Column Total	35 17.9	74 37.8	45 23.0	28 14.3	14 7.1	196 100.0

Number of Missing Observations: 0

Page

Numbering

As

Original

AREA MULTINATIONAL FIRMS EXPERIENCE LOCATION by RELIGION RELIGION

Page 1 of 1

AREA	Count	RELIGION				Row Total
		CHRISTIANITY C	HINDU H	ISLAM I	OTHERS O	
BOTH	B	20	3	14	2	39 27.7
MIDDLE EAST	M	43	5	51	1	100 70.9
THIRD WORLD	T		1	1		2 1.4
	Column Total	63 44.7	9 6.4	66 46.8	3 2.1	141 100.0

Number of Missing Observations: 55

AREAEXP MULTINATIONAL FIRMS EXPERIENCE by RELIGION RELIGION

Page 1 of 1

AREAEXP	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
0-1 YEAR	1	1				1 .7
1-3 YEARS	2	4		4		8 5.7
3-5 YEARS	3	3	1	5		9 6.4
5-7 YEARS	4	4		3		7 5.0
>7 YEARS	5	51	8	54	3	116 82.3
Column Total		63 44.7	9 6.4	66 46.8	3 2.1	141 100.0

Number of Missing Observations: 55

CHILDREN NO. OF CHILDREN by RELIGION RELIGION

Page 1 of 1

CHILDREN	Count	RELIGION				Row Total
		CHRISTIANITY C	HINDU H	ISLAM I	OTHERS O	
0	2			7		9 4.6
1	10	2		6		18 9.3
2	32	6		31	2	71 36.6
3	12	1		28	1	42 21.6
4	7			28		35 18.0
5				9		9 4.6
6				9		9 4.6
7				1		1 .5
Column Total		63 32.5	9 4.6	119 61.3	3 1.5	194 100.0

Number of Missing Observations: 2

CONSULT RESPECT FOR CONSULTATION by RELIGION RELIGION

Page 1 of 1

CONSULT	Count	RELIGION				Row Total
		CHRISTIA NITY	HINDU	ISLAM	OTHERS	
		C	H	I	O	
I INDIFFERENT FACT		4	4	15	1	24 12.4
NO	N	1	1			2 1.0
YES	Y	58	4	103	2	167 86.5
	Column Total	63 32.6	9 4.7	118 61.1	3 1.6	193 100.0

Number of Missing Observations: 3

CULTURE QGPC SPECIAL CULTURE by RELIGION RELIGION

Page 1 of 1

Count	RELIGION				Row Total
	CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
CULTURE					
A	6		11		17 8.7
ARABIC					
I	13		7	1	21 10.7
ISLAMIC					
M	43	8	89	2	142 72.4
MIXTURE					
O			5		5 2.6
OTHERS					
R		1	2		3 1.5
ORIENTAL					
W	1		7		8 4.1
WESTERN					
Column Total	63 32.1	9 4.6	121 61.7	3 1.5	196 100.0

Number of Missing Observations: 0

DEMOT#1 DEMOTIVATION FACTOR # 1 by RELIGION RELIGION

		RELIGION				Page 1 of 1
Count	RELIGION	CHRISTIA	HINDU	ISLAM	OTHERS	Row Total
		NITY C	H	I	O	
DEMOT#1						
0	DELAYED REWARD	1		1		2 1.0
1	INEQUITY	14	3	42	1	60 30.8
2	SALARY	14	2	4		20 10.3
3	COMPANY POLICY &	7		5		12 6.2
4	WORKING CONDITIO	2	1	14		17 8.7
5	RELATION WITH OT	2		2	1	5 2.6
6	LACK OF RECOGNIT	11	2	37		50 25.6
7	DELAYED PROMOTIO	1		6	1	8 4.1
8	LACK OF INFORMAT	3		4		7 3.6
9	MONOTONY & ROUTI	8	1	5		14 7.2
Column		63	9	120	3	195
Total		32.3	4.6	61.5	1.5	100.0

Number of Missing Observations: 1

DEMOT#2 DEMOTIVATION FACTOR # 2 by RELIGION RELIGION

Page 1 of 1

Count	RELIGION				Row Total
	CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
DEMOT#2					
0 DELAYED REWARD	3	3	3		9 4.6
1 INEQUITY	11		17		28 14.4
2 SALARY	7		16	1	24 12.3
3 COMPANY POLICY &	6	1	9		16 8.2
4 WORKING CONDITIO	6	1	16		23 11.8
5 RELATION WITH OT	3		4		7 3.6
6 LACK OF RECOGNIT	13	1	17	1	32 16.4
7 DELAYED PROMOTIO	2		15		17 8.7
8 LACK OF INFORMAT	10	1	16	1	28 14.4
9 MONOTONY & ROUTI	2	2	7		11 5.6
Column Total	63 32.3	9 4.6	120 61.5	3 1.5	195 100.0

Number of Missing Observations: 1

DEMOT#3 DEMOTIVATION FACTOR # 3 by RELIGION RELIGION

Page 1 of 1

DEMOT#3	Count	RELIGION				Row Total
		CHRISTIA NITY	HINDU	ISLAM	OTHERS	
		C	H	I	O	
0	4		6		10	5.1
1	9	2	9	1	21	10.8
2	12		15		27	13.8
3	2		12		14	7.2
4	7	3	17	1	28	14.4
5	2		11		13	6.7
6	7		15		22	11.3
7	6	1	10		17	8.7
8	7	2	20	1	30	15.4
9	7	1	5		13	6.7
Column Total	63	9	120	3	195	100.0
	32.3	4.6	61.5	1.5		

Number of Missing Observations: 1

LIFE#1 IMPORTANCE OF LIFE CATEGORIES # 1 by RELIGION RELIGION

Page 1 of 1

LIFE#1	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 LEISURE	1	1		2		3 1.6
2 COMMUNITY	2			1		1 .5
3 WORK	3	5	5	17		27 14.1
4 RELIGION	4	3		71		74 38.5
5 FAMILY	5	53	4	27	3	87 45.3
Column Total		62 32.3	9 4.7	118 61.5	3 1.6	192 100.0

Number of Missing Observations: 4

LIFE#2 IMPORTANCE OF LIFE CATEGORIES # 2 by RELIGION RELIGION

Page 1 of 1

LIFE#2	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 LEISURE	11			1		12 6.3
2 COMMUNITY				4		4 2.1
3 WORK	33	4	23	3		63 32.8
4 RELIGION	9		16			25 13.0
5 FAMILY	9	5	74			88 45.8
Column Total	62 32.3	9 4.7	118 61.5	3 1.6		192 100.0

Number of Missing Observations: 4

LIFE#3 IMPORTANCE OF LIFE CATEGORIES # 3 by RELIGION RELIGION

Page 1 of 1

LIFE#3	Count	RELIGION				Row Total
		CHRISTIA NITY	HINDU	ISLAM	OTHERS	
		C	H	I	O	
1 LEISURE	24	5	5	1	35 18.2	
2 COMMUNITY	17	2	14	1	34 17.7	
3 WORK	18		69		87 45.3	
4 RELIGION	3	2	19	1	25 13.0	
5 FAMILY			11		11 5.7	
Column Total	62 32.3	9 4.7	118 61.5	3 1.6	192 100.0	

Number of Missing Observations: 4

LIFE#4 IMPORTANCE OF LIFE CATEGORIES # 4 by RELIGION RELIGION

Page 1 of 1

LIFE#4	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 LEISURE	1	13	2	26	1	42 21.9
2 COMMUNITY	2	36	5	75	1	117 60.9
3 WORK	3	5		7		12 6.3
4 RELIGION	4	8	2	5	1	16 8.3
5 FAMILY	5			5		5 2.6
Column Total		62 32.3	9 4.7	118 61.5	3 1.6	192 100.0

Number of Missing Observations: 4

LIFE#5 IMPORTANCE OF LIFE CATEGORIES # 5 by RELIGION RELIGION

Page 1 of 1

LIFE#5	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 LEISURE	13	2	84	1	100 52.1	
2 COMMUNITY	9	2	24	1	36 18.8	
3 WORK	1		2		3 1.6	
4 RELIGION	39	5	7	1	52 27.1	
5 FAMILY			1		1 .5	
Column Total	62 32.3	9 4.7	118 61.5	3 1.6	192 100.0	

Number of Missing Observations: 4

MOTIV#1 MOTIVATION FACTOR #1 by RELIGION RELIGION

Page 1 of 1

MOTIV#1	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
0		9	1	22		32
EQUITY & FAIR TR						16.4
1		14	2	27	1	44
ACHIEVEMENT						22.6
2		5	1	10	1	17
PROMOTION						8.7
3		10	2	2	1	15
MONETARY REWARD						7.7
4		2		5		7
WORK ITSELF						3.6
5		7	2	22		31
RECOGNITION						15.9
6				5		5
COMPANY POLICY &						2.6
7		1		4		5
CONSULTATION						2.6
8		15	1	23		39
CHALLENGING RESP						20.0
Column Total		63	9	120	3	195
		32.3	4.6	61.5	1.5	100.0

Number of Missing Observations: 1

MOTIV#2 MOTIVATION FACTOR # 2 by RELIGION RELIGION

Page 1 of 1

MOTIV#2	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
EQUITY & FAIR TR	0	8		13	1	22 11.3
ACHIEVEMENT	1	14	1	25		40 20.5
PROMOTION	2	7		20		27 13.8
MONETARY REWARD	3	10	1	5		16 8.2
WORK ITSELF	4	1	1	16		18 9.2
RECOGNITION	5	10	2	17	1	30 15.4
COMPANY POLICY &	6		1	3	1	5 2.6
CONSULTATION	7	4		6		10 5.1
CHALLENGING RESP	8	7	3	10		20 10.3
SPEEDY REWARD	9	2		5		7 3.6
Column Total		63 32.3	9 4.6	120 61.5	3 1.5	195 100.0

Number of Missing Observations: 1

MOTIV#3 MOTIVATION FACTOR # 3 by RELIGION RELIGION

Page 1 of 1

MOTIV#3	Count	RELIGION				Row Total
		CHRISTIA NITY	HINDU	ISLAM	OTHERS	
		C	H	I	O	
EQUITY & FAIR TR	0	3	2	14		19 9.7
ACHIEVEMENT	1	8	2	16		26 13.3
PROMOTION	2	8		11		19 9.7
MONETRY REWARD	3	4		10		14 7.2
WORK ITSELF	4	10	1	8		19 9.7
RECOGNITION	5	14	1	22	1	38 19.5
COMPANY POLICY &	6			7		7 3.6
CONSULTATION	7	4	1	12		17 8.7
CHALLENGING RESP	8	10	2	18	1	31 15.9
SPEEDY REWARD	9	2		2	1	5 2.6
Column Total		63 32.3	9 4.6	120 61.5	3 1.5	195 100.0

Number of Missing Observations: 1

NEEDS#1 YOUR NEED # 1 IN CURRENT JOB by RELIGION RELIGION

Page 1 of 1

NEEDS#1	Count	RELIGION				Row Total
		CHRISTIANITY C	HINDU H	ISLAM I	OTHERS O	
1 POWER & PRESTIGE	1	1		7		8 4.1
2 MONEY	2	14	2	13	2	31 16.0
3 SECURITY	3	13		14		27 13.9
4 FRIENDSHIP	4			2		2 1.0
5 SELF-ESTEEM	5	9	3	27		39 20.1
6 BASIC NEEDS	6	4		8		12 6.2
7 CHALLENGE & EXPE	7	22	4	48	1	75 38.7
Column Total		63 32.5	9 4.6	119 61.3	3 1.5	194 100.0

Number of Missing Observations: 2

NEEDS#2 YOUR NEED # 2 IN CURRENT JOB by RELIGION RELIGION

Page 1 of 1

NEEDS#2	Count	RELIGION				Row Total
		CHRISTIA NITY	HINDU	ISLAM	OTHERS	
		C	H	I	O	
POWER & PRESTIGE	1	1	2	10		13 6.7
MONEY	2	13	1	24		38 19.6
SECURITY	3	15	1	19	1	36 18.6
FRIENDSHIP	4	4		5		9 4.6
SELF-ESTEEM	5	8	3	20	1	32 16.5
BASIC NEEDS	6	6		12	1	19 9.8
CHALLENGE & EXPE	7	16	2	29		47 24.2
Column Total		63 32.5	9 4.6	119 61.3	3 1.5	194 100.0

Number of Missing Observations: 2

NEEDS#3 YOUR NEED # 3 IN CURRENT JOB by RELIGION RELIGION

Page 1 of 1

NEEDS#3	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
1 POWER & PRESTIGE	6	2	19		27 13.9	
2 MONEY	12	1	17		30 15.5	
3 SECURITY	10	5	26	1	42 21.6	
4 FRIENDSHIP	9		15		24 12.4	
5 SELF-ESTEEM	11	1	22		34 17.5	
6 BASIC NEEDS	10		13	1	24 12.4	
7 CHALLENGE & EXPE	5		7	1	13 6.7	
Column Total	63 32.5	9 4.6	119 61.3	3 1.5	194 100.0	

Number of Missing Observations: 2

PREF.#1 DECISION PREFERENCE # 1 by RELIGION RELIGION

Page 1 of 1

Count	RELIGION				Row Total
	CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
PREF.#1					
1 EXPLAIN AT DECIS	6	2	14		22 11.2
2 EXPLAIN AFTER DE	2	1	2	1	6 3.1
3 MANAGER INSTRUCT	3		10		13 6.6
4 DECISION BY MAJO	2		6		8 4.1
5 DECISION AS A GR	11	2	29	2	44 22.4
6 CONSULT / DECISI	39	4	60		103 52.6
Column Total	63 32.1	9 4.6	121 61.7	3 1.5	196 100.0

Number of Missing Observations: 0

PREF.#2 DECISION PREFERENCE # 2 by RELIGION RELIGION

Page 1 of 1

PREF.#2	Count	RELIGION				Row Total
		CHRISTIANITY C	HINDU H	ISLAM I	OTHERS O	
1	EXPLAIN AT DECIS	26	2	22		50 25.6
2	EXPLAIN AFTER DE	2		8		10 5.1
3	MANAGER INSTRUCT	2		2		4 2.1
4	DECISION BY MAJO	7	3	22	1	33 16.9
5	DECISION AS A GR	14	2	42		58 29.7
6	CONSULT / DECISI	11	2	25	2	40 20.5
	Column Total	62 31.8	9 4.6	121 62.1	3 1.5	195 100.0

Number of Missing Observations: 1

PRESSURE STRESS COMPARISON WITH HOME/PREVIOUS JOB by RELIGION RELIGION

Page 1 of 1

Count	RELIGION				Row Total
	CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
PRESSURE L LESS STRESS	20	4	12		36 25.5
MORE STRESS M	15	3	28	2	48 34.0
NOT APPLICABLE N	5		7		12 8.5
SAME STRESS S	23	2	19	1	45 31.9
Column Total	63 44.7	9 6.4	66 46.8	3 2.1	141 100.0

Number of Missing Observations: 55

STEP#1 YOUR MOST IMPORTANT MOTIVATING STEP # 1 by RELIGION RELIGION

Page 1 of 1

STEP#1	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
A				1		1
ACHIEVEMENT						.5
C	6	1	17			24
CHALLENGING RESP						13.2
D			4			4
CAREER DEVELOPME						2.2
E	10	2	16			28
EQUITY & FAIR TR						15.4
H			1			1
EDUCATION ASSIST						.5
M	18	2	10			30
MONETARY / SALAR						16.5
O	16		23	1		40
OTHERS						22.0
P	7	1	16	1		25
PROMOTION						13.7
R	5	1	22	1		29
RECOGNITION						15.9
	Column Total	62	7	110	3	182
		34.1	3.8	60.4	1.6	100.0

Number of Missing Observations: 14

STEP#2 YOUR MOST IMPORTANT MOTIVATING STEP # 2 by RELIGION RELIGION

Page 1 of 1

STEP#2	Count	RELIGION				Row Total
		CHRISTIA NITY	HINDU	ISLAM	OTHERS	
		C	H	I	O	
A	1		1		2	1.1
ACHIEVEMENT						
C	2	1	10		13	7.3
CHALLENGING RESP						
D		1	2		3	1.7
CAREER DEVELOPME						
E	5		14	2	21	11.8
EQUITY & FAIR TR						
H	1		2		3	1.7
EDUCATION ASSIST						
M	12	1	27	1	41	23.0
MONETARY / SALAR						
O	24	3	20		47	26.4
OTHERS						
P	4		13		17	9.6
PROMOTION						
R	9	1	17		27	15.2
RECOGNITION						
T	2		2		4	2.2
TRUST						
Column Total	60 33.7	7 3.9	108 60.7	3 1.7	178 100.0	

Number of Missing Observations: 18

STRESS JOB STRESS LEVEL by RELIGION RELIGION

STRESS	Count	RELIGION				Row Total
		CHRISTIA NITY C	HINDU H	ISLAM I	OTHERS O	
EXTREMELY HIGH S	E	3	1	15		19 9.7
HIGH STRESS	H	21	4	53	2	80 40.8
LOW STRESS	L	7		7		14 7.1
MEDIUM STRESS	M	30	4	45	1	80 40.8
VERY LOW STRESS	V	2		1		3 1.5
	Column Total	63 32.1	9 4.6	121 61.7	3 1.5	196 100.0

Number of Missing Observations: 0

Appendix (G)

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