

Job Satisfaction Among the Expatriates in the UAE

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ABSTRACT

The aim of the present study was to identify the specific factors associated with Job Satisfaction among the expatriates in the UAE. For this purpose employees at a leading global remittance and foreign exchange organization having partners across the world, representing over 40 nationalities and having over 7000 employees were chosen. The study focuses on revealing the influence of various demographic characteristics that these employees exhibited, which affect their satisfaction level.

The questionnaires were distributed among 1202 employees (972 males and 230 females) working in the 4 regions of the UAE. The Factor Analysis (KMO Test) was done to identify the critical factors associated with job satisfaction vis-à-vis their Tenure, Age, Gender and Nationality. A total of 14 factors explained 56.273 % of the total variance. Overall the employees were moderately satisfied with the jobs but more satisfied with the following aspects of their current work situation: Future prospects, Team Work, Work Environment and Supervisor Behaviour and Training Programmes (being the Top 5 Satisfiers) and least satisfied with: Incentives, Social Recognition Programmes and Compensation (being the bottom 3 i.e. dissatisfiers).

The data also revealed the influence of the demographic factors chosen for the study on the over-all impact on job-satisfaction. The analysis revealed that a total of 14 factors were important for the males whereas the responses from females indicated that a total of 20 factors were important for females. The dominant factors: Customer satisfaction, Ethics, Events, etc. came out to be as important factors for females over and above the 14 factors which were important for males.

Key Words: Job Satisfaction; Demographic Variables; Expatriates; UAE; Gender Study;

Introduction

This paper examines the role that demographic factors play in determining job satisfaction in the United Arab Emirates (UAE). Demographic factors are attributes of the individual such as age, race, gender, education level, and years of work experience. Although a large number of studies have been undertaken to explore the causes and the consequences of job satisfaction in organizations (Spector, 1997), the topic has largely escaped research attention in the Middle East. Results from past studies in Western countries cannot be applied directly to Middle Eastern organizations. An extensive body of literature has reported variance in the determinants and consequences of job satisfaction across cultures (Spector, 2008; Kirkman and Shapiro, 2001; Diener et al., 2003; Vecernik, 2003; Kanungo and Wright, 1983; Lincoln and Kalleberg, 1985; Huang and Van de Vliert, 2004; Diener et al., 1995). Therefore, given the importance of understanding the determinants of job satisfaction, and the dearth of research on the topic in the Middle East, this study is of great importance to the practitioners in the region. The aim of this study is to identify the factors affecting job satisfaction in the UAE. Specifically, the study examines the relative effects of demographic factors on job

satisfaction among UAE expatriates. The remainder of the paper is structured as follows. The next section provides a brief literature review of the determinants of job satisfaction. In this, the key individual determinants of job satisfaction are identified and discussed. Thereafter, the method section describes the research methodology. The analysis section, which follows, presents the findings of the study. The final section of the paper discusses the results of the study and concludes the paper.

There is no one definition that summarizes job satisfaction. As early as the 1970s, Locke (1976) defined job satisfaction as a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences. Simply defined, job satisfaction refers to "the degree to which people like their jobs" (Spector, 1997). Scholars use the concept to show a combination of employee feelings towards the different facets of job satisfaction such as the nature of the work itself, promotion opportunities, level of pay and satisfaction with co-workers (Schermerhorn et al., 2005). The importance of studying job satisfaction comes from two important sets of findings. First, job satisfaction is associated with increased productivity and organisational commitment, lower absenteeism and turnover, and ultimately, with increased organisational effectiveness (Ellickson and Logsdon, 2001). According to Wright and Davis (2003), the benefits that employees receive from their organisations influence the skill, effort, creativity and productivity that they are willing to give in return. Organisational interest in job satisfaction has been also motivated by humanitarian interests, namely the whim that employees deserve to be treated with respect and have their psychological and physical well-being maximised (Spector, 1997; Ellickson and Logsdon, 2001). The second important finding is that low job satisfaction has negative outcomes, such as withdrawal behaviour, increasing costs, decreasing profits and, eventually, customer dissatisfaction (Zeffane et al., 2008).

Determinants of job satisfaction

Since many years, numerous studies have attempted to classify and determine the factors influencing job satisfaction. The literature on determinants of job satisfaction can be divided into two camps: the content perspective which approaches job satisfaction from the perspective of needs fulfilment, and the process perspective which emphasises the cognitive process leading to job satisfaction (Foster, 2000; Spector, 1997).

Research from both needs and content perspectives has reported a superfluity of factors in relation to job satisfaction, which can be grouped into two broad categories: Demographic factors which focus on individual attributes and characteristics such as gender, age and job level.

Demographic characteristics include factors that define individuals such as gender, age and education level as well as other factors related to their work experience, such as job level and years of experience. The core assumption here is that given that the workforce of any organisation is not demographically homogeneous, one expects employee satisfaction to differ across sub-groups (Fosam et al., 1998). The research on job satisfaction in Middle Eastern countries suggests a strong association between demographic factors and job satisfaction (Crossman and Abou-Zaki, 2003;

Suliman, 2006; Abu Elanain, 2009). Crossman and Abou-Zaki (2003) reported that male Lebanese employees have higher job satisfaction from "quality of supervision" than do female employees whereas female employees obtain more satisfaction from "fair pay" than do the male employees. Besides, demographic factors, much attention has been given to factors arising from the work environment in motivating employees to work with high levels of job satisfaction. Although recent researchers advocate that the work environment is a better predictor of job satisfaction (Reiner and Zhao, 1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994), a small, but significant, researches state that demographic factors are also good predictors of job satisfaction. For

instance, researchers have paid significant attention to the association between the gender variable and job satisfaction, even though reporting inconsistent results (Smith et al., 1969; Tait et al., 1989). Thus, we consider the demographic variables in this study.

Employee Satisfaction - Various researchers have asserted that various factors like employee engagement, the company policies, work environment and rewards and recognition play an important role in the development of favourable job and organizational attitudes leading to motivation and increased performance. It's a known fact that the employees are the greatest assets of an organization, but to make these assets work at their optimal capacity, strength and dedication it should be checked that they are satisfied with their organization and are continuously motivated to achieve the organizational goals. The level of satisfaction and staff well-being is found to have a direct impact on organizational performance and ultimately leading to the organizational success. Dissatisfied staffs is unlikely to foster a satisfied customer base, and dissatisfied customers directly impact on the bottom line. Satisfied, motivated employees create higher customer satisfaction and in turn positively influence organizational performance. For a few years now, research has shown that employers want employees who have the courage to go an extra mile to give their best to the work. They want good work and with this shift, there has been an escalating focus on employee engagement as a constituent of employee satisfaction.

Engagement is a mixture of dedication, commitment to the work, organization and its values, plus a willingness to help out colleagues. It is something beyond job satisfaction and is not simply motivation. Engagement is something where an employee has a feeling that the organization belongs to him, he sees his personal development in the organizational development. It is not just a contract between the employee and the organization but a relation between the two. An "engaged employee" is the one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. There are many individual and organizational factors that determine whether employees become engaged, and to what extent they become engaged. The main drivers of employee engagement are:

- Having opportunities to feed your views upwards
- Feeling well-informed about what is happening in the organization
- Believing that your manager is committed to your organization

Smart organizations work to develop and nurture engagement as the benefits speak for themselves. Alan, 2006 stated that job and organization engagement are related to work outcomes as follows: Job and organization engagement are positively related to (a) job satisfaction, (b) organizational commitment and (c) organizational citizenship behavior, and negatively related to (d) intention to quit. It is important to note, the employee engagement process does require a two-way relationship between employer and employee. Employees who are engaged with the organization tend to display particular recognizable primary behaviours. They will:-

- Speak positively about the organization to co-workers, potential employees and customers
- Have a strong desire to be a member of the organization
- Give that extra effort to contribute to the organization's success

Opportunity - Most of the people enjoy the work that accompanies personal progress and development. And personal advancement in our job is one of the ways that we can realize that progress. Indeed, many of us would give above-average effort to gain that feeling if the opportunity was there. However, in most companies the opportunities for position advancement are few and far between. Acknowledging the fact that a person is worthy of being given an opportunity is one of the

tasks that the management needs to be good at. Opportunities give a chance to employees to prove their worth. If the opportunities are availed properly, it leads to recognition and rewards. This ultimately leads to a satisfied employee who is an asset to the company. Increased effort from the side of an employer leads to increased revenues and is in the benefit of the company as a whole. The prospect of career advancement is an important motive for the expatriates. Suutari (2003) suggested that one of the main reasons for employees accepting an expatriation is that they usually expect that international assignments increase their career opportunities within the company. As stated by Fernandez (1981), individuals who are demographically dissimilar (expatriate) to other members (domestic) of their work group may perceive their chances for development within an organization as low. As a result, the career opportunities form a very integral factor affecting the job satisfaction amongst the expatriates.

Organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is asked to follow them. Although employees will never feel a great sense of motivation or satisfaction due to the company policies, the dissatisfaction can be decreased in this area by making sure that the policies are fair and apply equally to all. Also, making printed copies of the policies-and-procedures manual easily accessible to all members of the staff will lead to a satisfied employee base. The company policies should also be in line with those of competing firms in order to make the employees feel that the policies are not unreasonably strict or whether too harsh.

Rewards and Recognition - Although job satisfaction does not depend only on the economic dimension of jobs, the literature considers pay a key human resources practice which affects employee satisfaction (Dolliver, 2004; Ducharme et al., 2005). Also, personal recognition is a powerful tool in building morale and motivation. A pat on the back, a personal note from a peer or a supervisor does wonders. Small, informal celebrations are many times more effective than a once a quarter or once a year formal event. Compensation is important. If the average compensation in the company is well below average for other competing firms, then certainly it is an issue that organization should address. However, the most prevalent complaint which has been observed about compensation is the lack of relationship between pay and performance. If there is a lack of a strong pay/performance relationship in the organization, a non-monetary recognition program will be of limited value. If the organization pays its employees market rates, and grants larger pay increases to top-performers, an employee recognition program should be able to boost morale. A recognition program does not have to be expensive. The structure of a recognition program is limited only by the imagination of the organization. An effective program has the following components:-

- Fairness
- High visibility and consistency.

The actual rewards can be anything you want. One approach is to have small rewards initially, and make each employee who receives eligible to receive a larger reward at the end of the year. The reward itself should be just part of the process. Recognition can be achieved by having the reward given at a gathering of employees, and by recognizing the award in corporate communications, such as the corporate newsletter or Intranet site.

The **Work environment** is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnover is a key to developing a high-performance workforce. A number of scholars, such as Herzberg (1968) and Spector (2008), have stated that the work environment has a significant effect on the level of (dis)satisfaction of employees. The various factors that comprise the work environment are as follows –

i. Personal Respect:

Personal respect for employees forms the most important part of a positive work environment. Personal respect in the workplace encompasses such issues as discrimination based on age, gender or ethnic background, sexual harassment and the role of personal politics in forming workplace relationships. In general, the more personal respect employees are given at work, the more satisfied they will be in their jobs.

ii. Co-workers:

Social network theory has pointed that social support from the co-workers serves as a resource that affects job satisfaction (Ducharme and Martin, 2000, Bonache, 2005). Social support has been defined broadly as the availability of helping relationships and their quality (Hulbert, 1991). Social support may lead a person to believe that he/she is cared for, esteemed, and valued (Hulbert, 1991; Katz and Kahn 1978; Podolny and Baron, 1997). Prior research has shown that social support can originate from a number of sources: supervisor, colleagues, family, and friends (Lee, 2004). By the same token, Raabe and Beehr (2003) argue that co-worker relationships have an important influence on employee organizational commitment that results from employee job satisfaction. Furthermore, Bolon (1997) has found that co-workers' support and satisfaction with co-workers both correlate positively with overall job satisfaction. A relationship with immediate supervisor is an important factor affecting employee's job satisfaction (Dupre and Day, 2007). The consideration a supervisor has for his/her subordinates' feelings, well being, and contributions are an important contributor to job satisfaction ((McCormack et al. 2006; Gagnon and Judd, 2004). Research has shown that employees who have supportive supervisors experience less job dissatisfaction than employees without supportive supervisors (Darby, 2000; Hisam, 1997). Bonache, (2005) argues that social ties are less likely to develop between people who do not share a common background. In that sense, expatriates may be exposed to less interaction with their local peers and miss an opportunity to learn about the domestic culture of their host setting.

iii. Company Culture:

Company culture includes elements such as the way in which conflicts are handled, the freedom to try new things and fail without consequences, dress code policies, predominant communication styles and other intangible details. Like management styles, no company culture is inherently better than another. Company cultures must fit with their employees to increase job satisfaction, or else employees may look elsewhere to find a workplace better suited to their personalities.

In addition to having achievable goals, employee work motivation also requires that performance objectives be viewed as important. If employees do not perceive their job to be important or meaningful, they have little reason to be motivated to perform their work. Although self-efficacy is important when understanding motivation at the job level, it is the concept of job importance that is especially salient in understanding the contributions public service motivation and organization mission make toward organization performance. There are a number of ways in which organizations can affect the employee's perceptions of goal importance. First, as mentioned above, managers can persuade employees that their jobs are important by providing a convincing rationale for their work tasks. One way managers may attempt to do this is by linking the job performance directly to organizational performance. Similar to the concept of task significance, if employees can see how their work contributes to achieving important organizational goals, then they are more likely to see their work as meaningful. If achieving assigned goals can satisfy personal employee motives, such as performing public service, then they are more likely to be perceived as important and accepted as personal goals.

Methodology

Context of the study

The data was collected by conducting a survey on a questionnaire having 85 questions on the focus group employees, i.e. employees of the leading global remittance and foreign exchange organization of the UAE. The research was carried out following the mixed-model method of research. Likert scale was used to record the responses of the employees. The employees were asked to rate their satisfaction level on a scale of 5 (1 – Strongly Agree, 2 – Agree, 3 – Neutral, 4 – Disagree and 5 – Strongly Disagree). A quantitative method was followed and the data was collected from huge number of employees spread across the UAE making the sample size as 1202. The employees of the organization were grouped into 4 regions depending upon the number of employees in each region (each region having approximately 300 employees).

- i. Abu Dhabi
- ii. Dubai
- iii. Sharjah
- iv. Ajman, Umm Al-Qaiwain, Ras Al-Khaimah and Fujairah clubbed together as the Northern Emirates

Data analysis

Factor analysis was carried out with the 85 questions of the questionnaire. To explore the factor structure, principle components analysis with varimax rotation was used.

Table: I

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.907
Bartlett's Test of Sphericity	Approx. Chi-Square	33776.039
	Df	2346
	Sig.	.000

The KMO value of the analysis should be greater than 0.4 if the sample is adequate (Field 2000). The above table shows that the KMO value is 0.907 which indicates that the sample size is adequate. The factors corresponding to the Eigen values greater than 1.5 were taken into consideration (Gregor Torkar, Feb 2010).

Field (2005) suggests deletion of questions with factor loading less than 0.4. We removed 16 questions since they emerged as being unrelated to the principle.

Table: II

Reliability Statistics	
Cronbach's Alpha	N of Items
.934	69

Further, the reliability of each sub-scale and for the entire scale using the Cronbach alpha reliability test showed high internal consistency with coefficient 0.934 for the entire scale. This shows that the data collected is highly reliable.

After verifying the reliability of the data and the sample size, 14 factors were identified to be contributing towards job satisfaction. The results were listed in factor analysis under "Total Variance

explained” table showing that Factor 1 accounted for the most variance at 7.067 per cent. Together, the 14 factors accounted for 56.273 per cent of the variability of the 69 items.

Table: III

Future prospects	Incentives	Team work	Work environment
Career opportunities	Performance evaluation	Roles and responsibilities	Policies and transparency
Social recognition	Engagement	Training programmes	Supervisor behaviour
Compensation	Objectives and motivation		

The factors were then ranked according to the satisfaction level of the respondents for each factor. The average of average method was followed to find out the mean score for each factor. Here it was assumed that each question and each factor carries the same weight. The result as indicated in the table showed that the sample of employees surveyed is most satisfied with the “Future prospects” (value 1.8522 indicating closeness to Agree on a scale of 5) promoted by the organization. The “Compensation” (value 3.0003 indicating Neutral on a scale of 5) provided to the employees lead to a dis-satisfaction amongst the employees.

Table: IV

Factors	Average
Vision and strategy	1.8522
Team work	1.8705
Work environment	1.9168
Supervisor behavior	1.9588
Training programmes	2.0784
Roles and responsibilities	2.1824
Policies and transparency	2.2433
Objectives and motivation	2.2479
Engagement	2.2863
Performance evaluation	2.3147
Career opportunities	2.3810
Incentives	2.3949
Social recognition	2.5403
Compensation	3.0003

Comparative study of the various factors considered and their relative impact on male and female employees

Respondents were preponderantly males (972 males in a sample size of 1202) representing 80.87% of the sample. Females consisted (230 females in a sample size of 1202) 19.13% of the sample size. The factor analysis was again carried out for identifying the predominant factors affecting the job satisfaction in males and females.

For males, 17 questions were removed since they emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 14 factors were identified to be contributing to the job satisfaction for males.

Table: V

Policies/Transparency	Objectives/Targets and Motivation	Career guidance	Training Programmes
Performance evaluation	Incentives	Supervisor Behavior	Compensation
Career opportunities and Rewards/Promotions	Social Recognition	Future prospects	Work Environment
Engagement	Team Work		

For females, 1 question was removed since it emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 20 factors were identified to be contributing to the job satisfaction for females.

Table: VI

Supervisor behavior	Social recognition	Training programmes	Engagement
Career opportunities/guidance	Team work	Performance evaluation	Roles and responsibility
Work environment	Compensation	Motivation	Policies/Transparency
Customer satisfaction	Objectives/targets	Travelling	Ethics/Morals
Attachment	Future prospects	Rewards	Events

The analysis clearly shows the difference in the preference levels of males and females. The analysis clearly supports our hypothesis that females consider more factors while rating the job satisfaction. The job satisfaction of the females is affected by 6 additional factors as compared to those which affect that of males; namely Customer Satisfaction, Ethics/Morals, Travelling, Attachment and Events/Celebrations. This explains that for the female employees the customer satisfaction, the ethics of the company so as to ensure safety and transparency in the organization, the amount of travel they need to do for the job, the attachment with the job and the extra-curricular events also play an important role in determining the level of their job satisfaction. Also, for males, Rewards and Career opportunities are clubbed together as 1 factor. For females these factors are listed as separate.

Comparative study of the various factors considered and their relative impact on age as the demographic variable

Respondents were grouped into 4 different categories based on their age – Below 25 years of age, 25 to 30 years of age, 30 to 40 years of age and above 40 years of age. The majority of the respondents belonged to the “25 to 30 years of age” category with the count being 502 out of 1202 (i.e. 41.76%). The count for the category “30 to 40 years of age” was 494 out of 1202 (i.e. 41.10%). 115 respondents (i.e. 9.557%) belonged to the category “Below 25 years of age” 91 respondents (i.e. 7.57%) belonged to “above 40” category of age. The factor analysis was again carried out for the comparison of the predominant factors affecting the job satisfaction amongst the various categories of age.

For the category “Below 25 years of age”, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 18 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: VII

Supervisor Behavior	Engagement	Training Programmes	Social Recognition
Career opportunities	Performance evaluation	Team Work	
Career guidance		Motivation	Work Environment
Policies/Transparency	Customer satisfaction	Open communication	Compensation
Attachment	Objectives/Targets and Future prospects		

For the category “25 to 30 years of age”, 1 question was removed since it emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 18 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: VIII

Supervisor behavior	Engagement	Training programmes	Social recognition
Career guidance	Team work	Performance evaluation	Roles and Responsibilities
Work environment	Compensation	Motivation	Policies/Transparency
Attachment and Future prospects	Objectives/targets	Societal contribution and Events	Ethics/Morals
Incentives	Other factors		

For the category “30 to 40 years of age”, 2 questions were removed since they emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 17 factors were identified to be contributing to the job satisfaction for this age group of employees. Though the number of factors has reduced, but the “Respect/Care” emerged out to be the requirement for job satisfaction specific to this age group. Some of the other factors were clubbed up to fall under a single factor.

Table: IX

Supervisor behavior	Engagement	Training programmes	Social recognition
Career guidance/Career opportunities	Team work and Customer satisfaction	Performance evaluation and Rewards/Promotions	Roles and Responsibilities
Respect/Care	Compensation	Motivation and Work environment	Policies/Transparency
Future prospects	Objectives/targets	Incentives	Ethics/Morals
Societal contribution and events			

For the category “Above 40 years of age”, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 16 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: X

Supervisor behavior	Engagement	Training programmes	Social recognition
Career guidance	Team work and Respect/Care	Objectives/targets and Performance evaluation	Motivation
Incentives	Compensation	Roles and Responsibilities and Customer satisfaction	Policies/Transparency and Future prospects
Attachment	Societal contribution and Events		

Comparative study of the various factors considered and their relative impact on Tenure as the demographic variable

Respondents were grouped into 5 different categories based on their tenure – “Less than 6 months”, “6 months to 1 year”, “1 year to 3 years”, “3 years to 5 years” and “more than 5 years”. The majority of the respondents belonged to the “3 to 5 years” category with the count being 415 out of 1202 (i.e. 34.53%). The count for the category “1 to 3 years” was 268 out of 1202 (i.e. 22.29%). 320 respondents (i.e. 26.62%) belonged to the category “More than 5 years”. 66 respondents (i.e. 5.49%) belonged to “6 months to 1 year” category of age and 133 respondents (i.e. 11.06%) belonged to “Less than 6 months” category. The factor analysis was again carried out for the comparison of the predominant factors affecting the job satisfaction amongst the various categories of tenure.

For the category “Less than 6 months”, 1 question was removed since it emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 15 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XI

Supervisor behavior and Respect/Care	Attachment and Motivation	Social recognition	Team work
Training Programmes	Incentives	Career opportunities	Work environment
Roles and Responsibilities	Career guidance	Engagement	Compensation
Policies/Transparency	Future prospects and Rewards/Promotion	Miscellaneous	

For the category “6 months to 1 year”, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 17 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XII

Supervisor behavior	Motivation and Attachment	Career Opportunities	Work environment
Social recognition	Performance evaluation	Career guidance	Training programmes
Policies/Transparency	Customer satisfaction and Respect/Care	Engagement	Travel and Team work
Compensation	Societal Contribution	Future prospects	

For the category “1 to 3 years”, 13 questions were removed since they emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 11 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XIII

Engagement and Motivation	Supervisor behaviour and Team work	Social recognition	Customer satisfaction, Objectives/Targets and Incentives
Training programmes	Career opportunities	Compensation	Work environment
Future prospects	Policies/Transparency and Roles and responsibilities	Performance evaluation	

For the category “3 to 5 years of age”, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 15 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XIV

Supervisor behavior and Respect/Care	Training programmes	Social recognition	Future prospects and performance evaluation
Engagement	Career opportunities	Compensation and Rewards/Promotion	Work environment
Customer satisfaction and team work	Motivation	Objectives/Targets	Policies/Transparency
Travel and Attachment	Roles and responsibilities	Incentives	

For the category “More than 5 years”, 13 questions were removed since they emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 17 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XV

Training programmes	Supervisor behavior	Social recognition	Roles and responsibilities and Policies/Transparency
Engagement	Future prospects and events	Team work	Performance evaluation
Career opportunities	Career guidance	Compensation	Motivation
Objectives/Targets and Rewards/Promotion	Customer satisfaction	Incentives	Societal contribution
Work environment			

Comparative study of the various factors considered and their relative impact on Nationality as the demographic variable

Respondents were grouped into 12 different categories based on their tenure – Indians, Filipinos, Bangladeshis, Sri-Lankans, Pakistanis, Emirati, Nepalese, Egyptian, Indonesian, Moroccans, Ethiopian and Sudanese. The respondents constituting a majority were Indians, Filipinos and Bangladeshis. The numbers of respondents for the rest of the nationalities were insufficient to carry out the analysis of the data. So all the other nationality respondents were clubbed together to form a new category – others.

The majority of the respondents were Indians with the count being 673 out of 1202 (i.e. 55.99%). The Filipinos constituted 149 out of 1202 (i.e. 12.40%) of the respondents and 104 respondents (i.e. 8.65%) were Bangladeshis. The others category constituted of 276 out of 1202 (i.e. 22.96%). The factor analysis was again carried out for the comparison of the predominant factors affecting the job satisfaction amongst the various categories of tenure.

For the people having their nationality as Indian, 3 questions were removed since they emerged as being unrelated to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 17 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XVI

Supervisor behavior	Engagement	Training programmes	Social recognition
Objectives/Targets	Future prospects	Team work	Career opportunities
Motivation	Compensation	Performance evaluation and Rewards/Promotion	Career guidance and growth
Work environment	Policies/Transparency	Roles and responsibilities and Respect	Miscellaneous
Incentives			

For the people having their nationality as Filipino, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 19 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XVII

Supervisor behavior	Career opportunities	Social recognition	Performance evaluation
Engagement	Training programmes	Customer satisfaction and Objectives/Targets	Compensation
Future prospects	Motivation	Work environment	Roles and responsibilities
Policies/Transparency	Team work	Incentives	Miscellaneous
Travel	Events	Career aspirations	

For the people having their nationality as Bangladeshi, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 20 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XVIII

Supervisor behavior	Engagement	Performance evaluation and Objectives/Targets	Social recognition
Training programmes	Career guidance	Customer satisfaction and My contribution	Compensation
Team work	Promotion/Rewards	Future prospects	Events
Motivation	Work environment	Career opportunities	Roles and responsibilities
Policies/Transparency	Incentives	Travel and Care	Other factors

For the category “Others”, all 85 questions were considered as they all emerged as being related to the principle (Field (2005)) which suggests deletion of questions with factor loading less than 0.4). 17 factors were identified to be contributing to the job satisfaction for this age group of employees.

Table: XIX

Supervisor behavior	Social recognition	Engagement	Objectives/Targets
Career guidance	Training programmes	Motivation	Compensation
Team work	Roles and responsibilities/My contribution	Attachment and Customer satisfaction	Performance evaluation
Policies/Transparency	Future prospects	Work environment	Events
Incentives			

Discussion

The first objective of this paper is to identify the determinants of job satisfaction among the expatriate employees in the UAE. We employed factor analysis to identify the influence of demographic variables on job satisfaction.

Of the 14 factors, compensation clearly emerged as the most powerful determinant of job satisfaction. The finding suggests that the surveyed people pay a great deal of attention to remunerations such as salary, fringe benefits, allowances, recognition, and financial rewards. Remunerations can mean different things in different contexts. We attribute the employees’ putting up a strong emphasis on salary and incentives in the UAE is because of their impact on living standards and their importance in providing a sense of security (Aksu and Aktas, 2005), especially for non-UAE nationals where perceived job security is very low (Budhwar and Mellahi, 2007). Further, the high importance paid to the compensation could be attributed to the high cost of living in the UAE as compared to other Middle Eastern emirates (Bagaean, 2007), where for instance residential rents rose sharply in the last few years reaching up to 50 per cent in 2006 (Westley, 2006).

The gender-wise analysis of the responses confirmed our hypothesis that the females take into consideration more factors as compared to males when it comes to job satisfaction. Apart from the factors which affect the males, the factors such as Roles and responsibilities, events, customer satisfaction, ethics/morals, travelling and attachment also affect the females. Females expect a properly framed structure – well defined roles and responsibilities. Also, for females the customer satisfaction plays an important part of their job satisfaction. The researches have already shown in the past that the females are more considerate towards their customers/clients. The events/functions that are held at an organization help to remove the monotony from the job and hence interest the females more as they feel connected to the organization with such kind of events. Also it has been

observed that females like to travel less. The women have a lot of other responsibilities to be taken care of and hence they don't like to spend more time in travelling for the job. The females also get attached to the things/people very soon and so the attachment which they are able to make with their organization/job also affects their job satisfaction. The morals/ethics followed by the company also affect the female job satisfaction. The females prefer a rather transparent and open communication type of work organization wherein the security of the job is always maintained. All these factors form an integral part of female job satisfaction.

The age-wise analysis demonstrates some of the well accepted results. As we found, the age group below 25 years of age yielded 18 factors, 25 to 30 years of age yielded 18 factors, the age group 30 to 40 yielded 17 factors and the age group above 40 yielded 16 factors. Though the number of factors reduces with the increasing age, some predominant factors come into play after a certain age. As we can see from the results, Respect/Care is a factor which emerged out in the age groups 30 to 40 years and above 40 years. The age group less than 25 majorly constitutes of freshers in their neonatal phase of their job. Being new to the job, this age group people take into consideration the factors such as customer satisfaction and open communication in determining the job satisfaction. The results clearly indicate that the age group below 25 years of age people take into consideration the maximum number of factors i.e. 18 for job satisfaction when compared to that of other age groups.

The nationality-wise analysis displays the results for Indians, Filipinos, Bangladeshis and rest all the nationality people were grouped together as others. The results display that the Indian require 17 factors, Filipinos 19 factors, Bangladeshi 20 and others 17. The results indicate that the Bangladeshis and the Filipinos take into consideration more factors than the Indians. These factors can be listed as events, career aspiration and travel. The expatriates not being a part of the local country population need to get well established and friendly with the job and the people surrounding. The expatriates come to the UAE for the purpose of earning money leaving their families back in their own countries altogether to a new place. Travelling huge distances can be a tiresome job and many people don't prefer travelling a lot. The travel facilities provided by the company /available for his/her to and fro transports also thus play an important role in the job satisfaction. The career aspirations describe the targets/aim of the employees for his life and his future aspirations from the job.

The demographic variables thus contribute a lot towards job satisfaction. The study hence proves the importance of the demographic variables on the job satisfaction. Since no such study has been carried out in the past for the Middle East region, this study forms a base for the future researches in the same region. This research was limited to the identification of the factors affecting the job satisfaction among the expatriates in the UAE. The same can now be carried forward to rank the importance of each factor using regression analysis.

Our study's results should be viewed in light of our research design's limitations, which also serve to highlight future research opportunities. One of the limitations of the research was that each question in the questionnaire was given an equal weight irrespective of its weighted importance. As the questionnaire was a protracted one and yielded a large number of factors, only the factors having the Eigen values greater than 1.5 were taken into consideration (Gregor Torkar, Feb. 2010). Also the data collected was insufficient to identify the factors affecting the job satisfaction among all the targeted nationalities (Indians, Filipinos, Bangladeshi, Sri-Lankans, Pakistanis, Emirati, Nepalese, Egyptian, Indonesian, Moroccans, Ethiopian and Sudanese). This highlights the opportunities for further research to examine the determinants of job satisfaction among these nationalities' people.

Conclusion

Identifying the determinants of job satisfaction has been a key task of organisational psychology and organisational behaviour researchers for several decades, but received little attention in the Middle East. This study highlights the key determinants of job satisfaction in the UAE. Our study reveals that salary and incentives are the most important determinants of job satisfaction. In addition to this our study identifies the impact of the demographic variables such as Gender, Age, Tenure and Nationality on the job satisfaction of the employees. We hope that these findings are further used to rank the importance of each factor in its contribution towards job satisfaction, with respect to the demographic variables, to further uncover how different factors result in job satisfaction, and thereby help develop a more complete understanding of the determinants of job satisfaction in the Middle East.

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