

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

THE IMPACT OF QATARIZATION ON MOTIVATION AND JOB PERFORMANCE

BY

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## **ABSTRACT**

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The flourishing economy of Qatar has created many jobs opportunities in the country. The severe shortage in the national workforce, made Qatar dependent on expatriate workers, that has dominated the labor force. As a response, Qatar has adopted a nationalization program, called Qatarization, which sought to nationalize the workforce. The application of the program may affect employees' attitude and performance. This paper investigates the impact of workforce nationalism on employees' motivation and job performance. The study depends on two data sources, secondary and primary data. The secondary data come from a literature review of Qatarization, motivation and job performance, while the primary data were collected via questionnaires. The questionnaires were distributed at the offices of the Qatar Olympic Committee targeting all the employees. Out of 500 questionnaires distributed, 134 were deemed acceptable. The results of the analysis in the study support the research hypotheses: that is, the Qatarization strategy does have an impact on employee motivation and work performance. In addition, the study shows a positive correlation between employee motivation and performance. Implications of the findings for both practitioners and researchers are also discussed in the project.

**Key words: Nationalism, Qatarization, Motivation, Job Performance, Qatar Olympic Committee, Qatar**

## **DEDICATION**

*To my parents, patient husband and my lovely kids Mohameed and Maryam*

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## CHAPTER ONE: INTRODUCTION

The State of Qatar is considered one of the richest countries in the world. It is located in the Middle East, in the north-eastern part of the Arabian Peninsula (World Economic Forum, 2015). Its population is about 2.3 million, the majority being emigrants (Hukoomi, 2016). Due to its vast oil resources, the State of Qatar has been in the leading ranks of the world's economies, as the most economically developed country in the Middle East and fourteenth in the world (World Economic Forum, 2015). In addition, the state has the third largest stock of natural gas reserves in the world, which has helped in becoming the leader in energy exports (Qatar gas, 2018).

Together with the neighboring GCC countries, the increasingly flourishing economy of Qatar quickly created a high demand for professional and skilled workers, but this has unfortunately made it difficult for the national workforce to increase its performance and thus to meet the needs of the economy. In addition to posing threats to the working and sustainability of Qatar's economy, the poor representation of Qataris in the private and public sectors may lead to additional threats to the national identity and culture. The authorities started to consider steps that would attract more of the local population to the workforce. They have adopted one of the most important and common resource management strategies in all the countries of the GCC region (Budhwar and Kamel, 2006). The state of Qatar has adopted a nationalization program, aimed at nationalizing the labor force. This program is called Qatarization and is part of the national strategy, called the Qatar National Vision 2030 (Williams, Bhanugopan & Fish, 2011). Reducing the dependency on expatriate workers, creating work opportunities for locals,

and developing a capable Qatari workforce through education and training are the major aims of the program. Nowadays all sectors are involved in the program and are obliged to put every effort into implementing the Qatarization strategy.

One of the sectors to adopt this program is that of sport. Qatar has recently shifted its investment and is now investing heavily in this sector. Fadol (2015) maintains that Qatar puts money into a global array of sports. The country has recently hosted such world-class sporting events as the 2006 Asian games and the 2015 men's world handball championship and will be hosting the FIFA World Cup in 2022. The aim in hosting those events is to inspire and involve the younger generation through sport, raise the importance of sport awareness, increase tourism and employment opportunities, and make global friendships (Qatar Olympic Committee, 2018). Since the sports sector is a vital to Qatar, this study chose to investigate the impact of nationalism on employees in the offices of the Qatar Olympic Committee (QOC).

This committee is Qatar's supervisory body of the Olympic movement. It was established in 1979 and was formally recognized by the international Olympic committee in 1980. The QOC is responsible for encouraging the citizens of Qatar to participate in sports activities, bringing world-class sports events to Qatar, promoting the Olympic movement and contributing to its sporting success. It has around 27 national federations and 13 departments (Qatar Olympic Committee, 2018). Its employees are of different nationalities, but Qataris form the majority. QOC gives priority to the training and recruitment of nationals, following the Qatarization strategy. Like any other organization adopting a new strategy, the QOC in adopting the nationalization strategy may have created an impact on its employees. As Aldulaimi and Sailan (2012) argue, organizations in Qatar

which adopt new strategy, policies, or budgets find that the resulting changes affect employees' behavior. Accordingly, the present paper examines the application of the Qatarization strategy on employee motivation and performance within the Qatar Olympic Committee.

The paper starts with a literature review in Chapter 2, followed by the research methodology in Chapter 3, and the research results in Chapter 4. A discussion of the results appears in Chapter 5, and Chapter 6 concludes the paper.

### **Research Importance**

After reviewing the previous studies, it appears that this study can be considered the first academic investigation of the impact of workforce nationalism in the state of Qatar. This study would make new areas of investigation, to enrich the current literature on Qatarization. Furthermore, this study is important since it focuses on parts of Qatar's National Vision 2030, namely Qatarization and the sports sector.

Moreover, since it is crucial for managers to increase the motivation of employees at work and to enhance their performance, this paper investigates the impact of the Qatarization strategy on employees' motivation and performance; the results of this research can be used by organizations and managers to help them understand what factors impact upon employees and to help in managing them.

### **Research Objective**

The study objectives are as follows:

- Review the literature on Qatarization, motivation, and job performance.
- Examine the impact of Qatarization on both motivation and job performance.

- Examine the correlation between motivation and job performance.
- Offer recommendations for future researches and studies.

### **Research Questions**

The study tries to answer the following questions:

- Dose Qatarization strategy impact employee' motivation?
- Dose Qatarization strategy impact employee' work performance?
- Is there a correlation between employee' motivation and his performance?

## CHAPTER TWO: LITERATURE REVIEW

According to Boote and Beile (2005), the review of the literature is considered a crucial academic discipline which incorporates a genre that is fundamental for the start of any researcher's enquiries. Good research is practically impossible to generate without a thorough understanding of the literature that is directly related to the topic selected (Rowe, 2014). This being so, as Zorn and Campbell (2006) remark, the process of searching for the right reviews and writing the literature review section has a heavy impact on the researcher's knowledge of the research topic. In addition, the review of the literature when it is well conducted can become the basis for designing the methodology of the research and a background to planning the collection of data and the analytical tools required (Creswell, 2012). From this perspective, investigating the impact of Qatarization on motivation and job performance requires more knowledge about such major topics as nationalism, Qatarization, the objective of Qatarization and the implementation of this strategy. In addition, theories related to motivation and job performance should be investigated, including the meaning of motivation, the types of motivation and the major theories related to it, the measurement of job performance, the factors affecting job performance.

### **Nationalism**

In recent years, the Gulf Cooperation Council (GCC) states have experienced growth and development; however, the lack of a professional and qualified labor force has made them dependent on migrant workers, to the extent that foreigners now comprise about

one-third of the GCC population. Among the countries of GCC, Qatar and the UAE are suffering the most, since indigenous citizens compose one-quarter and one-fifth of the population, respectively (Kasim, 2012). With this in mind, the authorities in these countries have begun to consider taking steps to attract more local population into the workforce, called ‘workforce nationalization’. This strategy is also known as Qatarization, Bahrainization, Emiratisation, Omanization, Kuwaitization, and Saudization. The concept in each case proposes reducing the expatriate employment through the work involvement of more residents. The step has become one of the most important and common resource management strategies in all the GCC countries (Budhwar and Kamel, 2006).

The current nationalization strategy seeks to alleviate the structural labor shortages that have occurred in these countries in recent decades. With the discovery of oil in the 1940s, the countries of the present GCC required differently skilled people and met this requirement by recruiting foreign workers (Budhwar and Kamel, 2006). However, with the economic growth of these countries, it has become more important to have a national workforce, so the countries are now taking active measures to fill the required workplaces with local specialists (Budhwar and Kamel, 2006). The current need to diversify the economy with the help of income generated from other sources than oil extraction and sales demonstrates that GCC countries require the development of other industries with the help of work by the residents. Debra Johnson states that “the strategy of oil-exporting developing countries... [is] to develop their hydrocarbon industries and utilize the revenues from them to diversify into new economic activities, thereby reducing their over-reliance on the oil sector and migrant labor” (Kasim, 2012). The GCC governments have decided to involve the national population in mainstream economic activities, to teach them and

create employment opportunities for professionals of all levels as well as permitting women to participate in the formal economy (Kasim, 2012). The local skilled and semi-skilled population will be provided with working opportunities with skilled specialists to pass on their experience so that it can spread in all the national workplaces.

### **Qatarization**

Qatar's budget is based on revenues from the oil industry, the oil production center being the city of Dukhan. Taking into account the strong economic position of Qatar, the state has now the third largest natural gas reserves in the world, after Russia and Iran, a fact which has helped the country to become a leading energy exporter (Qatar gas, 2018). Exports contribute 92 percent of the general income of the state (Central Intelligence Agency, 2016). Qatar has the highest rate of per-capita income and the lowest rate of unemployment in the region.

However, the issues associated the national workforce are creating threats to Qatar's economic sustainability. Like the neighboring GCC countries, the increasingly flourishing economy of Qatar quickly created such a high demand for professional skilled workers it has become difficult for Qataris to increase their performance enough to meet the needs of the economy. For instance, statistics from the end of 2016 showed that 95 percent of the labor force in Qatar were expatriates and only five percent were indigenous (Ministry of Development Planning and Statistics, 2016). In addition to this lack of Qatari labor in the public sector, many private companies also suffer similarly. In 2015, statistics showed that 80 percent of the Qataris who were economically active were working in the public sector and 81 percent of the expatriates in the country had been hired to work in the

private sector (Ministry of Development Planning and Statistics, 2015). In addition to posing threats to the work and sustainability of the economy, the low proportion of Qataris in both sectors may bring an additional threat to the national identity and culture. This is why Qatarization is being implemented. (Williams, Bhanugopan & Fish, 2011).

In 1962, the first attempt at Qatarization was formulated by Law No (3). This law stated that Qataris should be given priority in employment in positions in the various sectors. Furthermore, when the Qatar gained its independence in 1970 all the administration positions in the public sector were Qatarized. However, in the private sector, this process took rather longer and was expedited by the decision of the Amir of Qatar in 1997, who obliged private firms to employ Qatari citizens in at least 20% of their jobs.

The Qatarization program that we know today was formulated in June 2000. The Amir of Qatar, His Highness Sheik Hamad bin Khalifa AL-Thani, wanted to raise the percentage of Qatari workers in the energy sector to 50% (Brewer, Augustine, Zellman, Ryan, Goldman, 2007). The Planning Council of Qatar, together with the Qatar Foundation, asked the World Bank to assess the potential, the possible risks, opportunities and financial investments that were required for the Qatarization program, which has become part of the Qatar National Vision 2030 (Government of Qatar Planning Council, 2007).

Nowadays all sectors are involved in the program and are obliged to put every effort into implementing the Qatarization program which is going ahead with the complete commitment of every citizen of Qatar.

## **Qatarization Strategy' Objectives**

Reducing dependency on expatriate workers, creating work opportunities for locals, and developing a capable Qatari workforce through education and training have been the major driving forces behind the program.

The Qatarization program tries to develop the local human capital through education and training. The country needs to possess a labor force in which Qataris form the majority (Qatar General Secretariat for Development Planning, 2011). It is believed that the economic development can only be accelerated by a national labor force and thus the program plays an important role in the formation of a knowledge-based economy, where skills and talents are concentrated in the hands of Qataris, not foreigners (Qatar General Secretariat for Development Planning, 2011). This type of economy can be created through investing in an expanded education and learning process for Qataris.

Moreover, the program also proposes investing in innovation, and information technologies, with the help of which newly prepared staff will be able to reveal their skills and implement the knowledge they have received in the process of program implementation (Qatar General Secretariat for Development Planning, 2011).

Qatari organizations and companies will be able to benefit from the increase of national labor power in the future, without neglecting the expatriates who will still be appreciated and will continue to be employed. The process of Qatarization does not mean that expatriates will be replaced but their skills and talents will be added to those of the local population (Qatar General Secretariat for Development Planning, 2011).

## **Implementation of the Strategy**

In the framework of the Qatarization program, all ministries and agencies, which represent different spheres and industries in Qatar, such as agriculture, oil and gas drilling, health care and hospitality, are obligated to invest in the education, training, and recruitment of Qataris (Qatar General Secretariat for Development Planning, 2011).

Since Qatarization is based on the education and training of potential employees, the quality of education should be its basis (Alshawi & Gardner, 2013). However, in the case of Qatar, this base is poorly established, since the educational system of the country has been poorly developed and young and talented Qataris have no opportunity to get enough knowledge to reveal and develop their talents (Alshawi & Gardner, 2013). In fact, in Qatar, the system of schooling does not correspond to international standards. With this in mind, as the training of Qataris is part of Qatarization, the development of the educational sphere will take place in the framework of the Qatarization program. Qataris will be trained and educated in such subjects as engineering operations, research and development, business, information technology, health and safety and a host of other areas (Qatarization, 2003).

Training will be given to check and augment the skills and knowledge which have been obtained in the process of education. To be productive, education has to be extensively complemented with widespread training programs, which are now offered by the leading Qatar ministries and companies that support the program.

According to Berrebi, Martorell and Tanner (2009), the Qatarization strategy tries to integrate the training and educational components. In the past, when Qatar was in the initial stages of its development, education was of low level, and therefore training in the

local companies could not be conducted. As a result, workers were unable to develop their competence with the help of training. According to Devlin and Jewson (2011), the essential requirements of the Qatarization program include the presence of technical and vocational education as well as providing on-the-job training in the local enterprises for Qataris.

As noted earlier, Qatarization does not aim to eliminate the expatriates who work in the country, but to increase the percentage of locals in the labor force. In fact, employing expatriates is important, since they will help the locals to improve their work skills and give them training.

Recruitment remains a very important part of the Qatarization program, since its supporters are trying to ensure that Qataris are not only educated and properly trained, but are recruited into the full range of local companies (General Secretariat for Development Planning, 2008). As noted above, the percentage of Qatari workers should reach 50% of the total in the private and public sectors. The media plays its role in promoting the program and publishes all the achievements of the country, emphasizing the value of the local labor force. The program's success relies on the mobilization of workers, individual ownership as well as the support from the managers, the employers and the leaders of Qatari corporations.

## **Motivation**

The motivation of the personnel at the workplace remains a high priority for most managers. They understand that good performance by the employees depends on a correctly set motivation which can increase the basic productivity of the organization. In fact, a highly motivated employee works better and can demonstrate improved

performance (Dobre, 2013). Organizations in which employees work well generally show good results, and improving workers' attitudes to work increases the company's profitability. Motivation is a complex notion that can be described by theories and concepts. It can be applied in all spheres of life and business; however, motivation in the workplace is the area of research for many scholars and business analysts.

### **Motivation Definition**

Motivation are the factors that makes the employee acts in a certain way while doing their job. Motivating employee is the process of stimulating the personnel and its activities, aimed at achieving the organization's goals (Ramlall, 2004). Moreover, Staw, Robert and Pelled (1994) assert that motivation in the workplace is the process of inspiring employees to engage in activities that achieve personal or organizational goals. In addition, they argued that motivation is a set of conditions or motives that affect the behavior of a person, directing his activities, regulating the intensity of work, labor costs, perseverance and diligence in goal achievement.

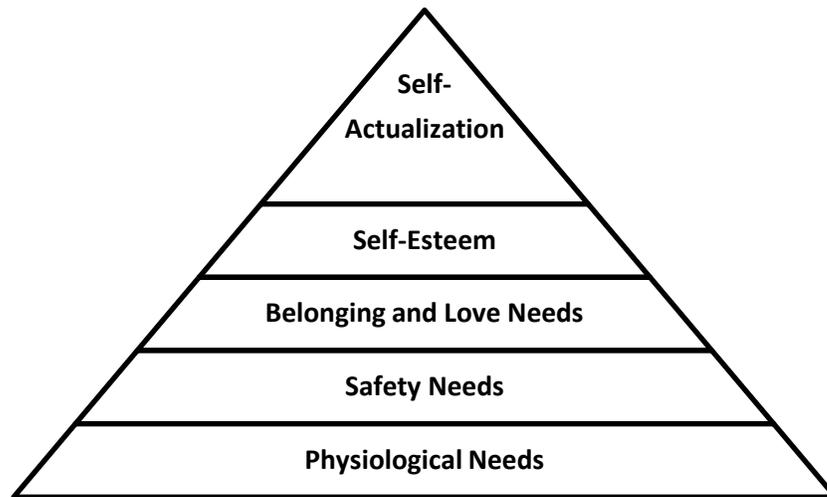
### **Major Theories of Motivation**

There are many theories of motivation in the workplace. However, the present review focuses on the most important and the widespread ones. These include the following: the theory of Douglas McGregor, Maslow's hierarchy of needs, the Hawthorne Effect Equity theory and Lindner's Theory of Motivation (Vroom, 2004). The reason for the diversity of theories and approaches to the study of motivation at workplace lies in the need to find effective ways to motivate employees at workplace. According to Herzberg,

Mausner & Snyderman (2009), in the current conditions of the market, the success of an organization depends on the quality of the work of the staff, and, consequently, on the successful functioning of the motivation system.

There are several methods of motivating and stimulating work. They are divided into the following groups: methods of using economic, social, and psychological power; moral motivation; methods based on studying motivation and motives, and methods of designing and redesigning work based on employees' involvement (Woods & West, 2014). Different countries and organizations contribute their own specific features when using these methods. However, as practice shows, the economic method is universally the most popular.

- **Maslow's Hierarchy of Needs:** This theory of motivation is one of the most widespread in contemporary organizations. It is based on the five levels of need of the employees (Maslow, 1943). Once lower needs are satisfied, the employees are motivated to work better to achieve the higher-ranking needs. Figure (1) illustrates Maslow's hierarchy of needs. The bottom of the pyramid is composed of the major physiological needs of all living creatures, namely, food, shelter and sleep (Maslow, 1943). The second level is related to safety, while the third one is related to the sense of belonging (Maslow, 1943). Finally, the top two levels of the pyramid belong to the needs of self-esteem and development. As soon as the employees of the company are given the opportunity to develop professionally and personally, they become motivated for improved performance (Maslow, 1943).



*Figure 1.* Maslow's Hierarchy of Needs

- **Hawthorne Effect Theory:** The Hawthorne Effect Theory studies motivation and explains that employees are more motivated and inspired to work better once they know their work is evaluated and measured (Sedgwick, 2012). If employees know about the assessment of their work and future feedback, they are motivated to work harder. Workers require recognition for well-done jobs and assurance that their views and concepts are considered. Only in this case are they able to provide better results.
- **Theory of Douglas McGregor:** Douglas McGregor offers two theories: Theory X and Theory Y, which divide employees into two major categories. Theory X employees evade work and detest responsibility. The motivation of such employees requires strict rules and severe measures of control with the implementation of punishment. Theory Y employees are more likely to work hard, when they have at least minor control in the workplace (Mohamed and Nor, 2013). With such workers, managers must create the opportunities for the employees to take responsibility for their work. Managers could

organize meetings with employees to appoint them to new projects and assign tasks personally, thus developing the sense of responsibility and motivating them to perform tasks in the best possible way.

- **Equity Theory:** According to the Equity Theory, employees are motivated to work harder and better, when they feel they are treated fairly and they are demotivated when they see unfair attitudes (Al-Zawahreh, and Al-Madi, 2012). If the major principles of the theory are applied to the workplace, it is evident that they involve recognizing employees for their work, providing them with bonuses and reacting fairly to jobs that are done well. When employees receive bonuses and rewards for their work, they know that they are treated fairly and their efforts are properly appreciated by the company. Managers who single out employees for blame or neglect their performance and efforts may demotivate them.
- **Lindner's Theory of Motivation:** This motivation theory focuses more on discussing rewards that may motivate employees rather than the ways in which motivation arises. According to Lindner (1998), motivation of the employees can be increased more by interesting and stimulating work than by financial means. Thus, when an employee's income gets higher, money become less interesting to him than having interesting work and the tasks themselves become a major source of motivation to perform better. According to Lindner (1998), the factors of motivation can be the following: interesting work; appreciation for work; job security; proper working conditions and professional growth.

## **Extrinsic and Intrinsic Motivation**

The theories of motivation provide the ground for defining its two major types: intrinsic and extrinsic. Each type uses a set of principles and factors that make the employees perform better.

### **Intrinsic motivation**

Intrinsic motivation arises from the task and is based on the internal motives of the worker. Ryan and Deci (2000) assert that employees are intrinsically motivated when their work gives them joy, interest, satisfaction, fun, comfort, self-enjoyment and the opportunity to overcome personal challenges at work. According to Benabou and Tirole (2003), employees who are motivated intrinsically prefer having freedom of action and making decisions. In addition, they like having channels and opportunities for creativity and advancement. Finally, intrinsic motivation takes control when employees are properly evaluated, esteemed and treated politely and fairly. If the employees are motivated intrinsically, they have enough enthusiasm to deal with tasks that are challenging and significant, and they feel an inner sense of accomplishment as soon as the tasks are completed effectively (Benabou and Tirole, 2003).

### **Extrinsic motivation**

This type of motivation is used when employees need some financial or objective inducement to improve performance and increase their overall productivity. Extrinsic rewards used to motivate employees can positively reinforce the setting of short-term aims (Adams, 2007). In other words, extrinsic motivation can be applied when it is necessary to

meet immediate goals. The only limitation in this case is the long-term adverse impact on the behavior of the employees (Adams, 2007). Although intrinsic rewards are very important, numerous scientific studies states that employees tend to expect to get rewards. In other words, employees are extrinsically motivated when they are asked to complete tasks to attain a goal that may be far from the work itself (Reiss, 2012). The choice of the correct means and ways of motivating employees should depend upon the goals set by the managers (Reiss, 2012).

### **Job performance**

Organizations use various resources for their business; one of the most important of these is human capital. The outcomes of the organization's human resources have a huge influence on its success. Human resources refer to the skills, knowledge and goodwill of all the people who work for the organization. Their performance determines organizational performance. An employee's job performance refers to his/her work-related duties and the nature of their execution. Xiaojun (2017) defines an employee's job performance as his overall effectiveness at work. Organizations with a strong human resources capability will have a substantial and sustained competitive advantage and those which lack this capability will not be able to improve their organizational performance. Because increasing performance is the target of any organization, it is essential to improve the employees' job performance in the work environment.

## **Factors Affecting Job Performance**

Various factors may influence the performance of employees in the workplace and limit or increase their productivity. Previous studies mention many factors that impact upon the employees' performance in the business environment but in the present review the discussion focuses on the basic factors, namely the work environment, the salary, personal issues, employee' skills, and motivation.

The physical environment influences the employees' performance and productivity. Employees who are satisfied with their work environment tend to be more productive than others who work in unfavorable conditions (Sekhar, Patwardhan & Vyas, 2018). Some of the environmental features that determine job performance are lighting, air quality and level of noise in the workplace and also other physical factors which may impact on the employees' behavior and perception of their job (Sekhar, Patwardhan & Vyas, 2018).

Moreover, since money is an essential motivator for employees in the workplace, salaries have a direct impact on job performance because they motivate or demoralize employees. In fact, high-income workers will have a high standard of living and work hard for their company in order to retain their positions by pleasing their employers (Bakker & Demerouti 2018).

In addition, the everyday personal challenges for employees may affect their attendance. Hence, when workers have problems at home, their job performance will be affected. The more settled the employees are both at home and at work, the more likely they are likely to concentrate and offer high productivity (Bakker & Demerouti 2018). A

well-balanced office with good relations between workers may also be conducive to top job performance.

In an organizational environment, employees have to meet performance goals and so they must have the necessary information and the expertise to execute duties. This information and knowledge are the employee knowledge and skills. It is important to discuss that without the proper knowledge and technical skills; an employee may not perform the duty as required of them. In a work environment, employee skills become essential in determining their ability to execute their job.

Finally, the motivation of employees has always been a major problem for managers and has led to the development of a wide range of studies and investigations (Amabile, 1993). These studies and investigations have demonstrated that suitable motivation may lead to higher performance. According to Dobre (2013), unmotivated workers are most likely to make little or no effort at work, turn out work of poor quality and tend to avoid working places as much as possible. In contrast, employees who feel motivated to work are likely to be persistent, creative and productive, willing to attempt high quality work. Being motivated leads to action and evokes the desire of employees to work harder in order to show better results and receive proper rewards (Dobre, 2013). Rewards are different for different people, depending on the nature of the work and the ambitions of the workers (Ford, 2005), but performance is always directly related to motivation. According to modern motivation theories, motivation arises from needs, values, goals, intentions and expectations (Ford, 2005). Therefore, considering that some motivation comes from within, managers must develop the motivation that their employees already possess. Poor motivation may lead to negative outcomes since unmotivated

employees tend to perform poorly, even though they have unlimited potential to help the company achieve its goals. Their combined productivity contributes to the development of the company. Motivation determines the overall productivity and performance, so their interrelation should not be underestimated (Ford, 2005).

### **Measuring Job Performance**

It is important to measure employees' performances to assess their contribution to the organization and to help decision-makers to take the right decisions about who requires training, and who to keep, promote or dismiss. The employees' supervisor usually evaluates the performance and productivity of his employees. Employees' performance can be evaluated through measuring the outcome of their work or by the assessment of the supervisors, work colleagues or the employees themselves (Xiaojun, 2017).

Organizations measure the employees' output within a specific period through performance appraisals made annually or semi-annually. In performance appraisals the skills, achievements, and performance of an employee are assessed. It is a method that companies use to inform their workers about their growth rate, capability, and potential (Cintrón & Flaniken, 2011). In measuring employees' performance, an employer can focus on any of the following:

- **Productivity:** employee productivity is a crucial aspect of measuring job performance. Employee productivity refers to an individual's work output. Productivity highlights the work output for particular groups in the workforce while its quality concerns the effort made (Bakker & Demerouti 2018). Employees should understand that measuring

quantity is an essential part of reviewing job performance; it also entails estimating the total number of units produced per department.

- **Quality:** The quality of work produced is crucial in measuring employee performance (Dahl and Olsen, 2009). Among the ways to capture work quality are through evaluation by the employee's supervisor, or by measuring how much work has to be redone. In addition, a business firm can easily measure quality from a negative perspective. For instance, a service company can review the complaints about employees or departments from customers.
- **Understanding Work Duties:** employees should be evaluated on the basis of their knowledge of their duties and responsibilities at work. To measure how well they understand their daily basic requirements they are evaluated based on their knowledge in carrying out a task; what equipment and tools should be used; or whether they know their work goals and requirements. An employer should define the various roles taken by employees in any production process and their overall contribution to the company. In a chaotic business environment, employees may spend valuable time negotiating a required task; to avoid this, they can be helped to complete their duties by clearly defining their roles (Sekhar, Patwardhan & Vyas, 2018). Similarly, an organization can successfully manage productivity so long as the roles within it are well defined. It is well known that business firms need to clarify their employees' responsibilities before they can achieve their objectives and goals (Sekhar, Patwardhan & Vyas, 2018). Effective productivity demands that employers also understand their own roles and responsibilities, for they have a positive impact on the success of their company.

- **Innovative Thinking:** a crucial aspect of measuring job performance is the employees' readiness to innovate. Innovation is the drive that triggers companies' success in many business situations. Kandampully and Duddy (1999) claim that the only strategy for individual and organizational survival is to be innovative and flexible and for this reason job performance relies heavily on the readiness to innovate. Angle and Lawson (1994) discuss the importance of innovation in determining employees' performance. This importance is brought out by Abubakr (2010), who contends that the readiness to innovate is a significant aspect to include in evaluating employees' performance and not to be ignored. In the same context, Thompson & Werner (1997) argue that it is not enough for employees to perform their essential job functions; they should also be expected to take the initiative and engage with innovation to assure that the organization's goals are attained.
- **Effectiveness:** employees should be evaluated on the basis of their capacity to handle particular tasks effectively. Their skills can be attained by experience supported by training programs. Evaluation helps to detect those areas of skill and knowledge that need support. It is useful for human resources managers to develop training programs which suit the employees' needs. Training employees has a direct impact on their performance and gives firms competitive advantage through improving organizational performance and the retention of key workers (Majovski & Davitkovska, 2016).

## **The link between Nationalism, Motivation, and Job Performance**

With the limited literature available on this study topic, the initial purpose was to determine the impact of the Qatarization strategy on employees' motivation and performance. According to Bryan (2015), nationalism can have a significant impact on the motivation of employees. Motivation at work is one of the best ways to improve the performance of an organization and the personal performance of each employee (Keijzer, 2010). Companies and managers do their best to motivate their employees to achieve all they can and raise the standard of their performance. Playing on nationalistic feelings is one of the most effective ways. When their nationalism is positive, workers can achieve the goals of the organization. The actions and enthusiasm of employees with intense and positive nationalistic views and ideas can be used to motivate them to perform better. By invoking nationalistic ideals, many employers create conditions in which their staff are prepared to perform better and faster. Similar to the case of Korea labor, the employees worked harder because of their nationalistic view and ethics (Kwak, 2002). The positive nationalism and nationalistic ideals that people cherish and develop can become an abundant source of inspiration at work when employees love their country and are ready to work for its benefit (Deci & Ryan, 1985). The creation of conditions in which employees are convinced that their labor and diligence will benefit their country may become an excellent motivation tool, with the help of which the company may attain its goals sooner and more effectively.

However, as Randeree (2012) states, implementing nationalization programs and motivating nationals are challenging to employers. According to Williams, Bhanugopan, and Fish (2011), many Qataris think that they and expatriate workers are not given equality;

the latter tend to be preferred, and this has demotivated Qataris and raised the level of frustration among them.

In addition to having great influence on motivation, nationalism may impact the performance of employees. When people are driven by nationalistic views, they can perform certain actions better because they are sure that these actions are done for the benefit of the state and government. Izard & Ackerman (2000) claim that many people define their roles on the basis of their nationalistic views and ideals. Therefore, the results of their work depend upon views and aspirations that are related to their country or state. According to Bryan (2015), if people's priorities are associated with national values, all other interests are considered secondary to the interests of the nation. The choice of activities depends on the extent to which they can be useful for serving the nation.

Nationalism may, however, create problems when it comes to the recruitment of nationals only. On the one hand, appointing staff who are devotedly nationalistic benefits the company because these workers try hard to increase the company's productivity for the benefit of the whole country. On the other, recruiting nationals and ignoring people of other nationalities may prevent many talented and skilled employees from using their skills and performing well, and may prevent the company from the use of a highly skilled and professional workforce. Dike (2013), studied the impact of workplace diversity on organizations, his study result showed that diversity in the work place has contributed to the success of the organization. Muhammad and Al-Buraey (2009), in their Saudization policy study they found out that recruiting local trained and hardworking citizens and replacing expatriates did not have any impact on organization performance. Al-Asfour and Khan (2014) argued that recruiting locals will increase labor cost and reduce employees'

productivity; as labor cost will increase through hiring locals with high salaries and the productivity will decrease by hiring Saudis that are not as well trained as foreign employees. Moreover, firms prefer to hire expatriates because of their high level of commitment at work compared to nationals (Alvarez, 2012). However, Ayub and Jehn (2006) underline that recruiting people of different nationalities is not beneficial because multinational and multicultural working situations may often witness conflicts, likely to prevent workers from effective performance. When people are united by the same visions of life, country and government, they can create synergy, leading to improved performance and a friendlier working environment (Kosterman and Feshbach, 1989). Druckman (1994) asserts that people are more inclined to work better when they have parallel views and nationalistic aspirations.

In contrast, nationalistic differences create an aggressive mood within teams which result in poor performance. Allport (1954), however, disagrees, commenting that it is unwise to recruit nationals alone, because people should understand that others representing different nationalities will have their own values and principles, and experience exchange should be the aim. Although there are not many studies that tackle the topic of the impact of nationalism, they all validate the belief that nationalism, in one way or another, does have an impact on employees' motivation and performance and that employee motivation has a significant effect on employee performance.

### **Summary of the review**

The literature review has sought to increase understanding of the chosen topic through gathering data about the most important areas that are linked directly or indirectly to the aim and objectives of the research. From this basis, the review investigated the

concept of nationalism, Qatarization and its objectives. It also discussed and analyzed the objectives and implementation of the Qatarization program before moving to the theories that are related to motivation and job performance which are crucial elements of the research aim and objectives. Finally, the review discusses the link between Qatarization, motivation, and job performance and draws important conclusions. This section, as discussed by Creswell (2012), is essential for shaping the methodology required for the research topic.

### **Research Hypotheses**

The research hypotheses are as following:

**H01:** Qatarization strategy has significant impact on Employee Motivation

**H02:** Qatarization strategy has significant impact on the types of Employee Motivation

- **H02-1:** Qatarization strategy has significant impact on Employee Intrinsic Motivation
- **H02-2:** Qatarization strategy has significant impact on Employee Extrinsic Motivation

**H03:** Qatarization strategy dimensions (Performance, Communication, Recruitment, Training) have significant impact on Employee Motivation

- **H03-1:** Performance dimension has significant impact on Employee Motivation
- **H03-2:** Communication dimension has significant impact on Employee Motivation
- **H03-3:** Recruitment dimension has significant impact on Employee Motivation
- **H03-4:** Training dimension has significant impact on Employee Motivation

**H04:** Qatarization strategy has significant impact on Employee Performance

**H05:** Qatarization strategy has significant impact on Employee Performance dimensions (Understanding Work Duty, Work Skills, Quality of Work, Quantity of Work, and Readiness to innovate)

- **H05-1:** Qatarization strategy has significant impact on the Employee Understanding Work Duty dimension
- **H05-2:** Qatarization strategy has significant impact on the Employee Work Skills dimension
- **H05-3:** Qatarization strategy has significant impact on the Employee Quality of Work dimension
- **H05-4:** Qatarization strategy has significant impact on the Employee Quantity of Work dimension
- **H05-5:** Qatarization strategy has significant impact on the Employee Readiness to innovate dimension

**H06:** Qatarization strategy dimensions (Performance, Communication, Recruitment, Training) have significant impact on Employee Performance

- **H06-1:** Performance dimension has significant impact on Employee Performance
- **H06-2:** Communication dimension has significant impact on Employee Performance
- **H06-3:** Recruitment dimension has significant impact on Employee Performance
- **H06-4:** Training dimension has significant impact on Employee Performance

**H07:** Motivation has significant impact on Employee Performance

## Research Model

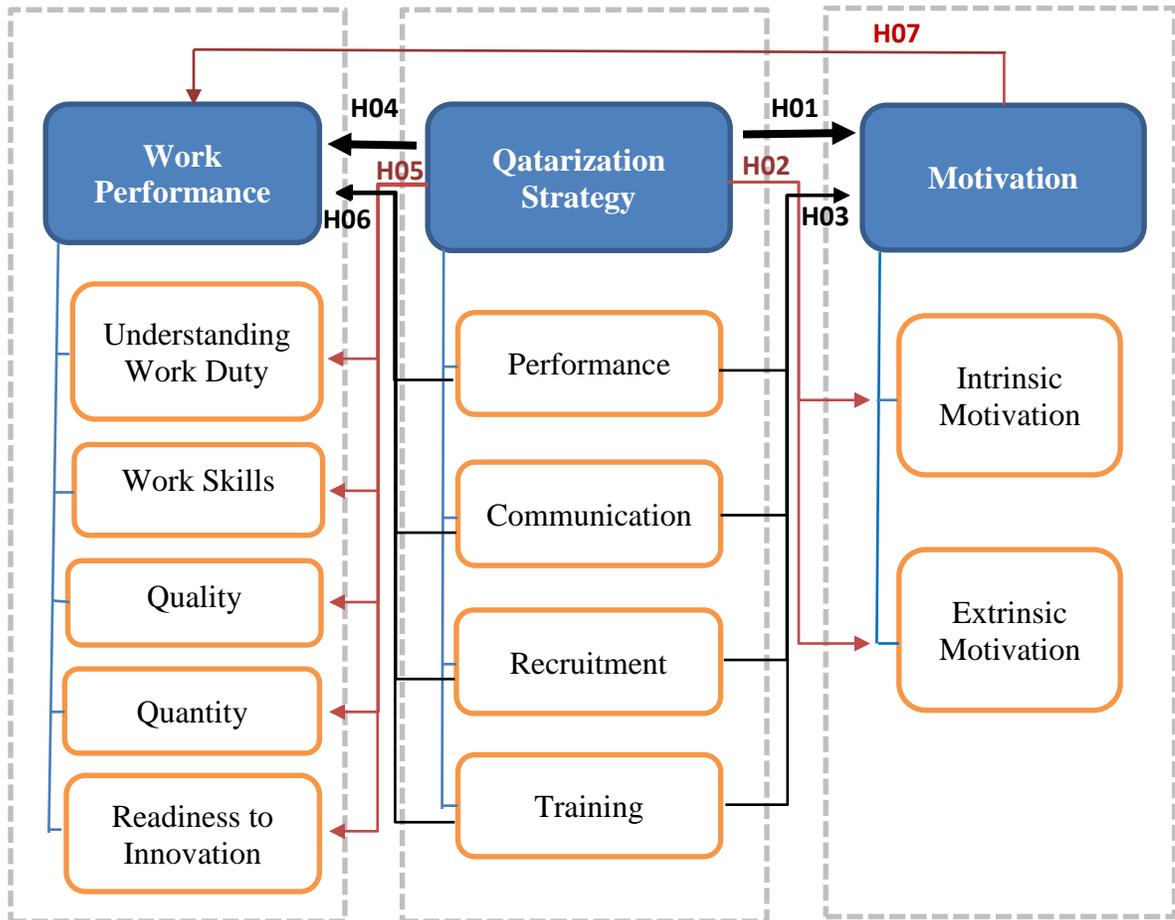


Figure 2. Research Model

Figure (2) illustrate the research hypotheses. The model shows the three main hypotheses namely, Qatarization strategy has a significant impact on motivation, Qatarization strategy has a significant impact on job performance, and motivation has significant impact on job performance.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

This paper adopted the quantitative descriptive method to investigate the research problem. It used two data sources, secondary and primary data. Secondary data included a literature review and primary data were obtained from a questionnaire that was distributed.

### **Questionnaire Development**

The study questionnaire was designed in four parts; participants' general information, Qatarization strategy, employee motivation, and employee self-rated performance. A five point scale was offered to respondents to the survey questions, where (1) = strongly disagree, (2) = disagree, (3) = neutral, (4) = agree, (5) =strongly agree (see Appendix A). The questionnaire was developed by means of exploratory research that involved the literature review, an interview with an expert on Qatarization, and academic recommendations.

### **The Validity of the Questionnaire**

The validity of the research tool, survey questions, and the layout was verified and reviewed by the Qatar University Institutional Review Board; it met all the requirements and was approved, with the Research Approval No.: QU-IRB 926-E\18.

### **Study Sample**

To provide material for investigating the research problem, the staff of the Qatar Olympic Committee was chosen. The QOC has more than 500 employees in its departments, Qatari and non-Qatari. With so few employees, it was necessary to target them all. 500 questionnaires were distributed to all executive levels of the QOC. Of these

only 142 were returned; 134 sets of answers were analyzed and 8 were excluded because they were incomplete.

### **The Reliability of Measures**

Cronbach's Alpha Coefficient was calculated to test the reliability of the research tool. Qatarization Strategy, motivation and job performance show an internal consistency between .701 and .927 and a total of 0.890. The result in Table (1) demonstrates that all values are higher than 0.60, which indicates that the measures used are reliable.

**Table 1**

*Cronbach's Alpha Coefficient for the Questionnaires*

No	Cronbach's Alpha
1 Qatarization strategy	.816
2 Motivation	.701
3 Job performance	.927
<b>Total performance</b>	<b>.890</b>

### **Statistical Methods Used in Data Analysis**

The data obtained from the participants of the questioners were analyzed using SPSS and Excel. The following statistical tests were made:

- Cronbach's Alpha Coefficient.

- Descriptive statistics (mean, standard deviation, percentage, and frequency).
- Correlation Coefficient.
- Linear regression.

## CHAPTER FOUR: RESULTS

### Description of the Sample Characteristic

The following descriptive statistics were produced using Excel. The following tables demonstrates the frequency and percentages of the demographic characteristics of the study sample.

**Table 2**

*The Demographic Characteristics of the Study Sample (Gender)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>Gender</b>	<b>134</b>	<b>100%</b>
Male	82	61.19%
Female	52	38.81%

Table (2) shows that most of the respondents were male 61.19% and 38.81% of them were female. This is compatible with the general trend that the males, in Qatar, are more attracted to sport related jobs.

**Table 3***The Demographic Characteristics of the Study Sample (Education)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>Education</b>	<b>134</b>	<b>100%</b>
Below high school diploma	3	2.24%
High school graduate	30	22.39%
College degree	9	6.72%
Post-graduate degree	63	47.01%
Higher Diploma	13	9.70%
Master's degree or above	16	11.94%

In addition, table (3) shows that most of the Qatar Olympic Committee staff have a post-graduate degree 47.1%, indicating that candidates with such qualifications have the best chance of being recruited.

**Table 4***The Demographic Characteristics of the Study Sample (Age)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>Age</b>	<b>134</b>	<b>100%</b>
18 - 25	8	5.97%
25 - 35	64	47.76%
36 - 46	40	29.85%
47 - 57	16	11.94%

Moreover, table (4) shows that 47.76% of the respondents were between the ages of 25 and 35, which, with the above statistic, indicates that the QOC focuses on attracting and hiring young capable employees.

**Table 5**

*The Demographic Characteristics of the Study Sample (No. of years worked in current organization)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>No. of years worked in current organization</b>	<b>134</b>	<b>100%</b>
One year or less	15	11.19%
2 -7	46	34.33%
8 -13	35	26.12%
14 -19	18	13.43%
20 years or more	20	14.93%

Additionally, Table (5) shows that the percentage of employees who have worked for 2-7 years in the current organization was 34.33%, and that of employees who had worked more than 7 years there was 26.12%. This shows a decline, signifying that employees tend to stay less than 7 years at QOC before changing their job.

**Table 6**

*The Demographic Characteristics of the Study Sample (No. of years worked in the present position or job)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>No. of years worked in the present position or job</b>	<b>134</b>	<b>100%</b>
One year or less	17	12.69%
2 -7	49	36.57%
8 -13	34	25.37%
14 -19	18	13.43%
20 years or more	16	11.94%

Moreover, Table (6) shows that most of the employees have had more than two years' experience in the same job and position.

**Table 7**

*The Demographic Characteristics of the Study Sample (Job Status)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>Job Status</b>	<b>134</b>	<b>100%</b>
Director	1	0.75%
Section Head	5	3.73%
Unit Head	19	14.18%
Employee	109	81.34%

Additionally, Table (7) shows that 81.34% of the respondents were non-management employees from different departments, 14.18% were unit heads, 3.73% were section heads, and one person, 0.75% of the whole, was a director. These percentages correspond to the administrative distribution of duties in the Qatar Olympic Committee.

**Table 8**

*The Demographic Characteristics of the Study Sample (Nationality)*

<b>Variables</b>	<b>Frequency</b>	<b>Percent%</b>
<b>Nationality</b>	<b>134</b>	<b>100%</b>
Qatari National	81	60.45%
Non-Qatari National	53	39.55%

Finally, Table (8) demonstrates that more than half of the employees were Qataris 60%, indicating that the QOC follow the Qatarization strategy.

### **Description of Study Variables**

Mean and standard deviations were calculated to evaluate the center of the collected data. Table (9) shows the mean and standard deviation for the independent variable, the Qatarization strategy, and its dimensions. The results show that the center of the data for Qatarization strategy is the mean of 3.98, indicating that the employees believe that the Qatarization strategy has enhanced employee performance and communication, and provided a variety of employment and training opportunities.

**Table 9***Mean and Standard Deviation for the Qatarization Strategy Dimensions*

<b>No.</b>	<b>Dimension</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Performance Dimension	3.86	.847
2	Communication Dimension	3.79	.837
3	Recruitment Dimension	4.11	.588
4	Training Dimension	4.17	.532
	Qatarization strategy	3.98	.523

Table (10) shows the mean and standard deviation results for Motivation dimensions. The result shows the mean of intrinsic motivation to be 4.38 and the mean for extrinsic motivation to be 4.11, indicating that most of the employees are driven by intrinsic motivation.

**Table 10***Mean and Standard Deviation for Motivation Dimensions*

<b>No.</b>	<b>Dimension</b>	<b>Mean</b>	<b>Std. Deviation</b>
1	Intrinsic Motivation Dimension	4.38	.665
2	Extrinsic Motivation Dimension	4.11	.762
	Motivation	4.25	.560

Table (11) shows a high mean result for the self-rated job performance dimensions averaging at 4.42, indicating that the employees perceived themselves to be highly efficient in executing and completing their daily tasks.

**Table 11**

*Mean and Standard Deviation for Job Performance Dimensions*

<b>No.</b>	<b>Dimension</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>1</b>	Understanding Work Duty Dimension	4.49	.511
<b>2</b>	Work Skills Dimension	4.52	.553
<b>3</b>	Quality of Work Dimension	4.15	.669
<b>4</b>	Quantity of Work Dimension	4.41	.558
<b>5</b>	Readiness to innovate Dimension	4.44	.485
	Job Performance	4.42	.448

### **Testing the Validity of Data for Statistical Analysis**

This part of the study tests the correlation between the independent variables to determine whether the problem of multicollinearity exists. Excel was used to conduct the test. Table (12) demonstrates the correlation matrix of the Qatarization strategy dimensions.

**Table 12**

*Correlation Matrix of the Study Independent Variables (Qatarization Strategy Dimensions)*

	<b>Performance</b>	<b>Communication</b>	<b>Recruitment</b>	<b>Training</b>
<b>Performance</b>	1			
<b>Communication</b>	0.715064423	1		
<b>Recruitment</b>	0.416752164	0.347399157	1	
<b>Training</b>	0.253054563	0.196655037	0.26033728	1

Table (12) shows a variance in the correlations between the Qatarization strategy dimensions. The highest correlation is between Performance and Communication (0.715), and the lowest is between Communication and Training (0.19). All the values of the correlation are lower than 0.80, which indicates that the problem of multicollinearity does not exist.

### **Testing the Hypotheses**

This part of the paper reports on the testing of the hypotheses to determine whether they can be validated. The following linear regression and correlation coefficient tables were generated by using SPSS.

**H01:** Qatarization Strategy has significant impact on Employee Motivation

**Table 13***Regression Analysis for Qatarization Strategy and Employee Motivation*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.482a	.232	.226	.49330	.232	39.850	1	132	.000
a. Predictors: (Constant), Qatarization									

Table (13) shows that the P-value is (.000), which is less than  $\alpha=0.05$ , allowing us to accept H01. Hence, we can conclude that the Qatarization strategy has significant impact on employee motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.232, which means that the independent variable (Qatarization Strategy) can be explained as 23.2% of the variance in the dependent variable (employee motivation). Moreover, the Pearson correlation shows a value of 0.482, which indicates a moderate correlation between the two variables (see Appendix B).

**H02:** Qatarization strategy has significant impact on the Employee Motivation dimensions

- **H02-1:** Qatarization strategy has significant impact on Employee Intrinsic Motivation

**Table 14***Regression Analysis for the Qatarization Strategy and Employee Intrinsic Motivation*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.314 <sup>a</sup>	.099	.092	.63427	.099	14.488	1	132	.000

a. Predictors: (Constant), Qatarization

Table (14) shows that the P-value is (.000) less than  $\alpha=0.05$ , allowing us to accept H02-1. Hence, we can conclude that the Qatarization strategy has significant impact on employee intrinsic motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.099, which means that the independent variable (Qatarization Strategy) can be explained as 9.9% of the variance in the dependent variable (employee intrinsic motivation). Moreover, the Pearson correlation shows a value of 0.314, which indicates a weak correlation between the two variables (see Appendix B).

- **H02-2:** Qatarization strategy has significant impact on Employee Extrinsic Motivation

**Table 15***Regression Analysis for the Qatarization Strategy and Employee Extrinsic Motivation*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.434 <sup>a</sup>	.188	.182	.69000	.188	30.552	1	132	.000
a. Predictors: (Constant), Qatarization									

Table (15) shows that the P-value is (.000), which is less than  $\alpha=0.05$ , making H02-2 acceptable. We may thus conclude that the Qatarization strategy has significant impact on employee extrinsic motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.188, which means that the independent variable (Qatarization Strategy) can be explained as 18.8% of the variance in the dependent variable (employee extrinsic motivation). Moreover, the Pearson correlation shows a value of 0.434, which indicates a moderate correlation between the two variables (see Appendix B).

**H03:** Qatarization strategy dimensions (Performance, Communication, Recruitment, Training) have significant impact on Employee Motivation

- **H03-1:** Performance dimension has significant impact on Employee Motivation

**Table 16***Regression Analysis for the Performance Dimension and Employee Motivation*

<b>Model Summary</b>								
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.339 <sup>a</sup>	.115	.52943	.115	17.195	1	132	.000

a. Predictors: (Constant), QPER

Table (16) shows that the P-value is (.000), which is less than  $\alpha=0.05$ , enabling us to accept H03-1. This allows us to conclude that the Qatarization Strategy performance dimension has significant impact on employee motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.115, which means that the independent variable (Qatarization Strategy performance dimension) can be explained as 11.5% of the variance in the dependent variable (employee motivation). Moreover, the Pearson correlation shows a value of 0.339, which indicates a weak correlation between the two variables (see Appendix B).

- **H03-2:** Communication dimension has significant impact on Employee Motivation

**Table 17***Regression Analysis for the Communication Dimension and Employee Motivation*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.329 <sup>a</sup>	.108	.102	.53147	.108	16.050	1	132	.000

a. Predictors: (Constant), communication

Table (17) shows that the P-value is (.000), which is less than  $\alpha=0.05$ , meaning that we can accept the H03-2. This leads to the conclusion that the Qatarization strategy Communication dimension has significant impact on employee motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.108, which means that the independent variable ( Qatarization Strategy communication dimension) can be explained as 10.8% of the variance in the dependent variable (employee motivation). Moreover, the Pearson correlation shows a value of 0.329, which indicates a weak correlation between the two variables (see Appendix B)

- **H03-3:** Recruitment dimension has significant impact on Employee Motivation

**Table 18***Regression Analysis for the Recruitment Dimension and Employee Motivation*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change
					R Square Change	F Change	df1	df2	
1	.329 <sup>a</sup>	.108	.101	.53155	.108	16.008	1	132	.000
a. Predictors: (Constant), Qrecr									

Table (18) shows that the P-value is (.000), which less than  $\alpha=0.05$ , thus validating H03-3. This leads us to conclude that the Qatarization Strategy recruitment dimension has significant impact on employee motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.108, which means that the independent variable (Qatarization Strategy recruitment dimension) can be explained as 10.8% of the variance in the dependent variable (employee motivation). Moreover, the Pearson correlation shows a value of 0.329, which indicates a weak correlation between the two variables (see Appendix B).

- **H03-4:** Training dimension has significant impact on Employee Motivation

**Table 19***Regression Analysis for the Training Dimension and Employee Motivation*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.473 <sup>a</sup>	.224	.218	.49598	.224	37.995	1	132	.000

a. Predictors: (Constant), Qtrining

Table (19) shows that the P-value is (.000), which is less than  $\alpha=0.05$  hence, we can accept H03-4. By this we can conclude that the Qatarization Strategy training dimension has significant impact on employee motivation at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.224, which means that the independent variable (Qatarization Strategy training dimension) can be explained as 22.4% of the variance in the dependent variable (employee motivation). Moreover, the Pearson correlation shows a value of 0.473, which indicates a moderate correlation between the two variables (see Appendix B).

**H04:** Qatarization strategy has significant impact on Employee Performance

**Table 20***Regression Analysis for the Qatarization Strategy and Employee Performance*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.270 <sup>a</sup>	.073	.066	.43310	.073	10.378	1	132	.002

a. Predictors: (Constant), Qatarization

Table (20) shows that the P-value (.002) is less than  $\alpha=0.05$ ; we thus may accept H04. By this we can conclude that the Qatarization strategy has significant impact on employee performance at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.073, which means that the independent variable (the Qatarization strategy) can be explained as 7.3% of the variance in the dependent variable (Employee Performance). Moreover, the Pearson correlation shows a value of 0.270, which indicates a weak correlation between the two variables (see Appendix B).

**H05:** Qatarization strategy has significant impact on Employee Performance dimensions (Understanding Work Duty, Work Skills, Quality of Work, Quantity of Work, and Readiness for Innovation)

- **H05-1:** Qatarization strategy has significant impact on the Employee Understanding Work Duty dimension

**Table 21***Regression Analysis for the Qatarization Strategy and Employee Understanding Work**Duty Dimension*

<b>Model Summary</b>									
Model	R	Adjusted Square	Std. Error of the Estimate	Change Statistics					
				R Square	F	df1	df2	Sig. F	
1	.284 <sup>a</sup>	.081	.49245	.081	11.585	1	132	.001	

a. Predictors: (Constant), qatarization

Table (15) shows that the P-value (.001) is less than  $\alpha=0.05$ , validating H05-1. By this we can conclude that the Qatarization strategy has significant impact on the employees' Understanding Work Duty dimension at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.081, which means that the independent variable (the Qatarization strategy) can be explained as 8.1% of the variance in the dependent variable (Employee Understanding Work Duty). Moreover, the Pearson correlation shows a value of 0.284, which indicates a weak correlation between the two variables (see Appendix B).

- **H05-2:** Qatarization strategy has significant impact on the Employee Work Skills dimension

**Table 22***Regression Analysis for the Qatarization Strategy and Employee Work Skills Dimension*

<b>Model Summary</b>									
		R	Adjusted R	Std. Error of	Change Statistics				
Model	R				Square	the Estimate	R Square	F	Sig. F
					Change	Change	df1	df2	Change
1	.155 <sup>a</sup>	.024	.017	.54889	.024	3.255	1	132	.073
a. Predictors: (Constant), qatarization									

Table (22) shows that the P-value (.073) is more than  $\alpha=0.05$ , causing us to reject H05-2. By this we conclude that there is no evidence that the Qatarization Strategy has an impact on the Employee Work Skills dimension. Moreover, the Pearson correlation shows a value of 0.155, which indicates a very weak correlation between those two variables (see Appendix B).

- **H05-3:** Qatarization strategy has significant impact on the Employee Quality of Work dimension

**Table 23***Regression Analysis for the Qatarization Strategy and Employee Quality of Work**Dimension*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.293 <sup>a</sup>	.086	.079	.64261	.086	12.360	1	132	.001
a. Predictors: (Constant), qatarization									

Table (23) shows that the P-value (.001) is less than  $\alpha=0.05$ , enabling us to accept H05-3. Hence, we can conclude that the Qatarization strategy has significant impact on the Employee Quality of Work dimension at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.086, which means that the independent variable (the Qatarization strategy) can be explained as 8.6% of the variance in the dependent variable (Employee Quality of Work). Moreover, the Pearson correlation shows a value of 0.293, which indicates a weak correlation between the two variables (see Appendix B).

- **H05-4:** Qatarization strategy has significant impact on Employee Quantity of Work dimension

**Table 24**

*Regression Analysis for the Qatarization Strategy and Employee Quantity of Work Dimension*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.182 <sup>a</sup>	.033	.026	.55085	.033	4.520	1	132	.035
a. Predictors: (Constant), qatarization									

Table (24) shows that the P-value (.035) is more than  $\alpha=0.05$ ; we then reject the H05-4. By this we conclude that there is no evidence that the Qatarization Strategy has an impact on the Quantity of Work dimension. Moreover, the Pearson correlation shows a value of 0.182, which indicates a very weak correlation between those two variables (see Appendix B).

- **H05-5:** Qatarization strategy has significant impact on the Employee Readiness to Innovate dimension

**Table 25**

*Regression Analysis for the Qatarization Strategy and Employee Readiness to Innovate Dimension*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.208 <sup>a</sup>	.043	.036	.47699	.043	5.998	1	132	.016
a. Predictors: (Constant), Qatarization									

Table (25) shows that the P-value (.016) is more than  $\alpha=0.05$ , obliging us to reject H05-5. By this we conclude that there is no evidence that the Qatarization Strategy has an impact on the Employee Readiness to Innovate dimension. In addition, the Pearson correlation shows a value of 0.208, which indicates a weak correlation between those two variables (see Appendix B).

**H06:** Qatarization Strategy dimensions (Performance, Communication, Recruitment, Training) have significant impact on Employee Performance

- **H06-1:** Performance dimension has significant impact on Employee Performance

**Table 26***Regression Analysis for Performance Dimension and Employee Performance*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.239 <sup>a</sup>	.057	.050	.43680	.057	7.975	1	132	.005

a. Predictors: (Constant), QPER

Table (26) shows that the P-value (.005) is equal to  $\alpha=0.05$ , allowing us to accept H06-1. By this we can conclude that the Performance dimension has significant impact on Employee Performance at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.057, which means that the independent variable (Performance dimension) can be explained as 5.7% of the variance in the dependent variable (Employee Performance). Moreover, the Pearson correlation shows a value of 0.239, which indicates a weak correlation between the two variables (see Appendix B).

- **H06-2:** Communication dimension has significant impact on Employee Performance

**Table 27***Regression Analysis for the Communication Dimension and Employee Performance*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.150 <sup>a</sup>	.022	.015	.44474	.022	3.019	1	132	.085

a. Predictors: (Constant), Qcommunication

Table (27) shows that the P-value (.085) is more than  $\alpha=0.05$ . hence, we reject H06-2. By this we may conclude that there is no evidence that the Communication dimension has an impact on Employee Performance. In addition, the Pearson correlation shows a value of 0.150, which indicates a very weak correlation between those two variables (see Appendix B).

- **H06-3:** Recruitment dimension has significant impact on Employee Performance

**Table 28***Regression analysis for the Recruitment dimension and Employee Performance*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.101 <sup>a</sup>	.010	.003	.44752	.010	1.349	1	132	.248

a. Predictors: (Constant), Qrecr

Table (28) shows that the P-value (.248) is more than  $\alpha=0.05$ , compelling us to reject H06-3. By this we conclude that there is no evidence that the Recruitment dimension has any impact on Employee Performance. In addition, the Pearson correlation shows a value of 0.101, which indicates a very weak correlation between those two variables (see Appendix B).

- **H06-4:** Training dimension has significant impact on Employee Performance

**Table 29***Regression analysis for Training dimension and Employee Performance*

<b>Model Summary</b>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.336 <sup>a</sup>	.113	.106	.42367	.113	16.785	1	132	.000

a. Predictors: (Constant), Qtrining

Table (29) shows that the P-value (.000) is less than  $\alpha=0.05$ , allowing us to accept H06-4. We can conclude from this that the Training dimension has significant impact on Employee Performance at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.113, which means that the independent variable (the Training dimension) can be explained as 11.3% of the variance in the dependent variable (Employee Performance). Moreover, the Pearson correlation shows a value of 0.336, which indicates a weak correlation between the two variables (see Appendix B)

**H07:** Motivation has significant impact on Employee Performance

**Table 30***Pearson correlation for Motivation and Job Performance*

<b>Correlations</b>			
		<b>motivation</b>	<b>JOBPER</b>
<b>motivation</b>	Pearson Correlation	1	.333**
	Sig. (2-tailed)		.000
	N	134	134
<b>JOBPER</b>	Pearson Correlation	.333**	1
	Sig. (2-tailed)	.000	
	N	134	134

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 31***Regression analysis for Motivation and Employee Performance*

<b>Model Summary</b>									
		Std. Error			Change Statistics				
		R	Adjusted	of the	R Square	F	Sig. F		
Model	R	Square	R Square	Estimate	Change	Change	df1	df2	Change
1	.333 <sup>a</sup>	.111	.104	.53074	.111	16.457	1	132	.000

a. Predictors: (Constant), JOBPER

Table (31) shows that the P-value (.000) is less than  $\alpha=0.05$ , enabling us to accept  $H_0$ . Hence, we can conclude that Motivation has significant impact on Employee Performance at the 95% level. In addition, the coefficient of the determination R square shows a value of 0.111, which means that the independent variable (Motivation) can be explained as 11.1% of the variance in the dependent variable (Employee Performance). Moreover, the Pearson correlation in table (30) shows a value of 0.333, which indicates a weak correlation between the two variables

## CHAPTER FIVE: DISCUSSION

This study has put forward three main claims: first, that the Qatarization strategy has an impact on employee motivation; second, that the Qatarization strategy has an impact on employee job performance; and third, motivation has a correlation with work performance. Based on the data that have been gathered and statistically analyzed, we reach the following results.

By analyzing the sample responses and evaluating the mean of the variables, we infer that the mean of Qatarization strategy and its dimensions are high, indicating that QOC employees believe that the Qatarization strategy has an influence in enhancing employee performance and communication, and that the strategy has provided a variety of employment and training opportunities in their organization. In addition, the results of the statistical analysis revealed a high mean for the Motivation dimensions. The result shows the mean of intrinsic motivation to be higher than the mean for extrinsic motivation, indicating that most of these employees are driven by their intrinsic motivation.

Furthermore, the results of analysis by the study tool revealed a high mean result for self-rated job performance, indicating that QOC employees perceived themselves to be highly efficient in executing and completing their daily tasks. The results of hypothesis testing revealed the following:

The result of the hypothesis testing was that the Qatarization strategy has significant impact on employee motivation. This is consistent with the previous studies mentioned in the literature review. As Bryan (2015) argues, nationalism can have a significant impact

on the motivation of employees. In addition, Deci and Ryan (1985) assert that positive nationalism and nationalistic ideals can be a source of employee inspiration, when people love their country and are ready to work for its good.

In a previous study, Izard and Ackerman (2000) argue that people define their roles on the basis of their nationalistic views and the quality of their work depends upon the views and aspirations that are related to their country. This shows that nationalizing the workforce will affect the performance of individuals. Recruiting nationalistic people will have an impact on performance as well. As Ayub and Jehn (2006) emphasize, recruiting people from different nationalities is not beneficial, since multinational and multicultural working environments may witness numerous conflicts, which may prevent people from effective performance. In addition, Druckman (1994) asserts that people tend to work better, when they have parallel views and nationalistic aspirations to those of their colleagues. Although the hypothesis “Qatarization strategy has significant impact on job performance” was accepted, some of the results of analysis revealed that employees’ work skills, quantity of work produced, and readiness to innovate are not affected by Qatarization strategy. In addition, the results revealed that the Qatarization strategy dimensions (Performance and Training) has significant impact on employee work performance. As Majovski and Davitkowska (2016) said that training employees has a direct impact on their performance and gives firms competitive advantage through improving organizational performance. In addition, the result showed that (Communication and Recruitment) have no significant impact on employee performance. This can be explained by the fact that the Qatarization Strategy is not fully implemented among the Qatar Olympic Committee. If it was, the

communication and recruitment, would have impacted the performance of the employees. Since communication enhances workers' performance, and recruiting nationals only will surely affect the overall performance.

The results of hypotheses testing revealed, in addition, that motivation has a significant impact on employee performance. This result is consistent with previous studies. As Ford (2005) argued that motivation determines the overall productivity and performance, so their interrelation should not be underestimated. Keijzer (2010), for example, maintains that motivation at work is one of the best means to increase the performance of the organization and the personal performance of each employee. In addition, unmotivated workers are likely to make little or no effort in their work; they produce poor work and tend to avoid the workplace as much as possible. Strong motivation, in contrast, leads to actions and evokes the desire of employees to work harder in order to show better results and receive proper rewards (Dobre, 2013). Therefore, motivation is directly related to performance. These results may be an addition to the scientific content, as no researcher has yet examined this correlation in the Olympic Committee.

## **CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS**

The flourishing economy of Qatar, with its vast oil and gas resources has created an urgent demand for proficiency and skills, which could not be met by local recruits. Hence jobs opportunities opened for expatriates. However, over time it has been noticed that expatriate workers have begun to dominate the Qatar workforce. In response, the state of Qatar has adopted a nationalization program, called Qatarization, aimed at reversing the trend. The Qatarization strategy sought to provide training and employment opportunities for Qataris. The application of the strategy, it was found, can affect employees' motivation and their performance in the workplace. To learn more about this, the present paper investigated the impact of the Qatarization strategy in the offices of the Qatar Olympic Committee, looking at employee motivation and job performance. The results of the analysis in the study supported most of the research hypotheses, showing that the Qatarization strategy does have an impact on employees' motivation and work performance, except in the cases of employee work skills, the quantity of work produced, and employees' readiness to innovate. The results show that the Qatarization strategy has no significant impact on those variables. In addition, the results revealed that the Qatarization strategy dimensions (Communication and Recruitment) have no significant impact on employee performance. Moreover, the study shows a positive correlation between employee motivation and performance.

Although Qatarization is a national strategy that works in the interests of the country, it is important for organizations to consider the impact of nationalism on employee

motivation and performance. Therefore, policymakers should consider the impact of the implementation of the strategy on employees' attitudes and should attempt to manage it.

### **Recommendation for Future Studies**

This paper has tested only two factors that Qatarization had impact on; other factors were not highlighted. Hence, future studies could continue to investigate more of the aspects that Qatarization may have impacted, such as employees' trust, satisfaction, and job security. In addition, future studies might examine this topic in other organizations in Qatar, to enrich the limited literature on Qatarization.

### **Limitations**

This study suffers from certain limitations. First, since Qatarization is a state-generated strategy, employees were at first afraid to answer the questions in the questionnaires; however, after being assured that information obtained would be confidential they started to participate. Second, the sample size of the study was very small; it needs a wider population range to increase its accuracy. Third, the study concerned only Qatar Olympic Committee, which is very limited. It requires to be repeated in other sectors. Fourth, the topic has not often arisen in previous studies. Finally, the research required more time than the time allocated to it.

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<b>QUESTIONNAIRE</b>	<b>الاستبانة</b>
<p><b>Dear Sir/ Madam,</b></p> <p>This questionnaire aims to study the impact of Qatarization strategy on employee motivation and performance.</p> <p>The target of this research is to study work conditions. Therefore, we are seeking your feedback which will be valuable to the research.</p> <p>Your participation should take approximately 10 to 15 minutes max. Responses are voluntary and you can withdraw at any time if you feel uncomfortable.</p> <p>The researcher assures that all information provided will be used for academic statistical analysis only. All the responses you provide for this study will remain confidential and will be totally kept anonymous and will not be identified. Therefore, kindly feel at ease in filling out the answers.</p> <p>Your support will be very crucial to the success completion of this research.</p> <p>The questionnaire comprises 4 parts:</p> <ol style="list-style-type: none"><li>1. General information</li><li>2. Qatarization Strategy</li><li>3. Motivation</li><li>4. Performance</li></ol> <p><b>Please accept our most sincere appreciation</b></p> <p><b>Researcher</b> Salha Almansoori E-mail: <a href="mailto:200561081@qu.edu.qa">200561081@qu.edu.qa</a></p> <p>Kindly click on “Yes” to start the survey. If you do not wish to participate, kindly click “No” to exit. NO</p>	<p><b>أخي الفاضل/ أختي الفاضلة</b></p> <p>تهدف هذه الاستبانة إلى دراسة استراتيجية التقطير وتأثيرها على التحفيز وأداء الموظف.</p> <p>ونظراً لأن الهدف من البحث هو دراسة أجواء العمل لذلك فأنا نتطلع لأخذ آرائكم القيمة والمشاركة معنا في هذا البحث والتي ستضيف قيمة كبيرة إلى البحث.</p> <p>سيستغرق إجابتكم على الاستبيان من ١٠ إلى ١٥ دقيقة كحد أقصى، مشاركتكم طوعية وليست إلزامية ويمكنكم الانسحاب في أي لحظة إذا شعرتم بعدم الارتياح.</p> <p>يؤكد لكم الباحث بأن جميع البيانات المقدمة سيتم استخدامها للتحليل الإحصائي الأكاديمي فقط، جميع إجابتكم التي ستقدمونها ستبقى سرية ولن يتم التعرف على الأفراد من خلال الإجابات المقدمة.</p> <p>وعليه ارجو ان تكون مطمئن وأنت تُجيب على هذه الاستبانة.</p> <p>سيكون دعمكم بالغ الأهمية لإنجاح هذا البحث، تتكون الاستبانة من أربعة أقسام:</p> <ol style="list-style-type: none"><li>1. معلومات عامة</li><li>2. استراتيجية التقطير</li><li>3. التحفيز</li><li>4. الأداء الوظيفي</li></ol> <p><b>وتفضلوا بقبول فائق الاحترام والتقدير..</b></p> <p><b>الباحثة</b> صالحة المنصوري إيميل: <a href="mailto:200561081@qu.edu.qa">200561081@qu.edu.qa</a></p> <p>يرجى الضغط على "نعم" لبدء الاستبيان. وإذا كنت لا ترغب بالمشاركة، يرجى الضغط على "لا".</p> <p>نعم لا</p>

PART ONE: GENERAL INFORMATION Please tick one box for each question:	الجزء الأول: معلومات عامة الرجاء وضع علامة (√) لكل سؤال:	
<b>A. Gender</b> (1) Male ( ) ( ) (2) Female ( ) ( )	<b>أ - الجنس:</b> (1) ذكر (2) أنثى	
<b>B. Marital Status:</b> (1) Married ( ) ( ) (2) Unmarried ( ) ( )	<b>ب- الحالة الاجتماعية:</b> (1) متزوج/متزوجة (2) غير متزوج/غير متزوجة	
<b>C. Education:</b> (1) Less than high school ( ) ( ) (2) High school ( ) ( ) (3) College degree ( ) ( ) (4) Graduate degree ( ) ( ) (5) High Diploma ( ) ( ) (6) Masters or above ( ) ( )	<b>ج- المرحلة التعليمية:</b> (1) أقل من الشهادة الثانوية (2) الشهادة الثانوية (3) خريج/خريجة كلية (4) متخرج/متخرجة (5) الدبلوم العالي (6) الماجستير أو أعلى	
<b>D. Age:</b> (1) 18-25 ( ) ( ) (2) 26 -35 ( ) ( ) (3) 36 -46 ( ) ( ) (4) 47-57 ( ) ( ) (5) 58 or above ( ) ( )	<b>د- العمر:</b> (1) 25-18 (2) 35 - 26 (3) 46 – 36 (4) 57 – 47 (5) 58 وأكثر	
<b>E. No. of years worked in current organization:</b> (1) One year or less ( ) ( ) (2) 2 -7 ( ) ( ) (3) 8 -13 ( ) ( ) (4) 14 -19 ( ) ( ) (5) 20 years or above ( ) ( )	<b>هـ - عدد السنوات التي قضيتها في منطمتك:</b> (1) سنة أو أقل (2) 7 – 2 (3) 13 – 8 (4) 19 – 14 (5) 20 سنة أو أكثر	
<b>F. No. of years worked in the position or job:</b> (1) One year or less ( ) ( ) (2) 2 -7 ( ) ( ) (3) 8- 13 ( ) ( ) (4) 14 -19 ( ) ( ) (5) 20 years or above ( ) ( )	<b>و - عدد سنوات الخدمة في نفس الوظيفة أو العمل:</b> (1) سنة أو أقل (2) 7 – 2 (3) 13-8 (4) 19 – 14 (5) 20 سنة أو أكثر	
<b>G. Job Status:</b> (1) Director ( ) ( ) (2) Section Head ( ) ( ) (3) Unit Head ( ) ( ) (4) Employee ( ) ( )	<b>ز - المستوى الوظيفي:</b> (1) مدير إدارة (2) رئيس قسم (3) رئيس وحدة (4) موظف	
<b>H. Nationality:</b> (1) Qatari National ( ) ( ) (2) Non-Qatari National ( ) ( )	<b>ح - الجنسية:</b> (1) قطري (2) غير قطري	

PART TWO: QATARIZATION STRATEGY Please tick one box for each item:						الجزء الثاني: استراتيجية التقطير الرجاء وضع علامة (√) لكل سؤال:					
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبرة
1. Qatarization strategy enhanced my performance											١. عززت استراتيجية التقطير أدائي
2. Qatarization strategy helped me to acquire new skills											٢. ساعدتني استراتيجية التقطير في اكتساب مهارات جديدة
3. As a result of Qatarization strategy I feel more prepared to create and innovate											٣. نتيجة لاستراتيجية التقطير، أشعر أنني أكثر استعداداً للإبداع والابتكار
4. I feel that Qatarization strategy has enhanced communication											٤. أشعر أن استراتيجية التقطير قد عززت عملية التواصل
5. Qatarization strategy resulted in a more conducive work atmosphere											٥. أسفرت استراتيجية التقطير عن مناخ عمل أكثر ملائمة
6. Qatarization strategy supported superior-subordinate communication and relationship											٦. تدعم استراتيجية التقطير علاقة الرئيس بالمرؤوس وعملية التواصل بينهم
7. Qatari employees are fully capable of taking responsibility											٧. الموظفون القطريين قادرون تماماً على تحمل المسؤولية
8. Qatarization provides a variety of employment opportunities											٨. توفر استراتيجية التقطير مجموعة متنوعة من فرص العمل

PART TWO: QATARIZATION STRATEGY Please tick one box for each item: (contd.)						الجزء الثاني: استراتيجية التقطير الرجاء وضع علامة (✓) لكل سؤال:					
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبرة
9. Non-Qataris are easier to dismiss than are Qataris											٩. فصل الموظف الغير قطري عن العمل أسهل من فصل الموظف القطري
10. Qatarization provides a variety of training opportunities											١٠. توفر استراتيجيات التقطير مجموعة متنوعة من فرص التدريب
11. Qatari graduates need additional training before they are ready to work											١١. يحتاج الخريجين القطريين إلى تدريب إضافي قبل التوظيف
12. Qataris who have completed internship programs are more employable as a result											١٢. القطريين الذين أكملوا برنامج التدريب الداخلي أكثر قابلية للتوظيف

**PART THREE: MOTIVATION**  
Please tick one box for each question:

**الجزء الثالث: التحفيز**  
الرجاء وضع علامة (✓) لكل سؤال:

statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
1. I put effort into my work, because I want to get a promotion											١. ابذل مجهود في عملي لكي احصل على ترقية
2. I put effort into my work because I want to get financial rewards											٢. ابذل مجهود في عملي لكي أحصل على مكافآت مالية
3. I put effort into my work because my company offers me greater job security if I put enough effort											٣. ابذل مجهود في عملي لأن عملي يقدم لي المزيد من الأمن الوظيفي إذا وضعت جهداً كافياً
4. I put effort into my work because it's aligns with my personal values											٤. ابذل مجهود في عملي لأنه يتوافق مع قيمي الشخصية
5. I put effort into my work because I have fun doing it											٥. ابذل مجهود في عملي لأنني أستمتع بالقيام بذلك
6. I put effort into my work because what I do in my work is exciting											٦. ابذل مجهود في عملي لأن عملي مثير

PART FOUR: Self-rated PERFORMANCE Please tick one box for each item:						الجزء الرابع: الأداء الوظيفي- تقييم ذاتي الرجاء وضع علامة (√) لكل سؤال:				
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD	لا أوافق بشده	لا أوافق	محايد	أوافق	أوافق بشده
<b>A. Self-Rated Performance</b>										
1. I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used										1. أفهم ما يجب على القيام به يومياً وأية معدات و مواد يجب استخدامها
2. I understand my work goals and requirements										2. أفهم أهداف عملي ومتطلباته
3. I understand my job responsibilities										3. أفهم مسؤوليات عملي
4. I have sufficient client know-how to carry out my work proficiently										4. لدي المعرفة الكافية للقيام بعملي بكفاءة
5. I understand the steps, procedures, and methods required to carry out the job										5. أفهم الخطوات، الإجراءات والطرق اللازمة للقيام بالعمل
6. I am familiar with the skills required on the job to perform effectively										6. إنني على دراية بالمهارات المطلوبة للقيام بمهام الوظيفة بصورة فعالة
7. My work outcomes are free from errors and accurate										7. إنتاجي في العمل خالي من الأخطاء ودقيق
8. I am able to complete quality work on time										8. يمكنني إكمال وتقديم عمل عالي الجودة وفي الوقت المحدد
9. My work speed is satisfactory										9. سرعة قيامي بعملي مرضية
10. I am able to complete quantity of work on time										10. يمكنني إكمال كمية من العمل في الوقت المحدد
11. I stick to established rules and procedures when doing my job										11. ألتزم بالقوانين والإجراءات القائمة عند قيامي بعملي
12. I search for fresh new ways of resolving problems in my work										12. أبحث عن الأساليب الحديثة في حل المشاكل في عملي
13. I come up with and try new ideas in my work										13. أتقدم بأفكار جديدة وأنفذها في عملي
14. I try to question old ways of doing things in my work										14. أحاول مناقشة الطرق القديمة في أداء عملي

## Appendix B | Variables' Pearson Coefficient

		Correlations													
		quality	UND.WORK.DU	JOBPER	motivation	qatarization	Qcommunication	Qtrining	QPER	REInnovation	motivINTR	motivEXT	WORKSKILL	quantity	Qrecr
quality	Pearson Correlation	1	.500**	.804**	.242**	.293**	.204*	.368**	.232**	.580**	.279**	.112	.654**	.646**	.085
	Sig. (2-tailed)		.000	.000	.005	.001	.018	.000	.007	.000	.001	.198	.000	.000	.331
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
UND.WORK.DU	Pearson Correlation	.500**	1	.800**	.359**	.284**	.214*	.282**	.219*	.547**	.450**	.135	.704**	.523**	.136
	Sig. (2-tailed)	.000		.000	.000	.001	.013	.001	.011	.000	.000	.121	.000	.000	.118
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
JOBPER	Pearson Correlation	.804**	.800**	1	.333**	.270**	.150	.336**	.239**	.837**	.412**	.130	.889**	.776**	.101
	Sig. (2-tailed)	.000	.000		.000	.002	.085	.000	.005	.000	.000	.134	.000	.000	.248
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
motivation	Pearson Correlation	.242**	.359**	.333**	1	.482**	.329**	.473**	.339**	.255**	.749**	.816**	.293**	.209*	.329**
	Sig. (2-tailed)	.005	.000	.000		.000	.000	.000	.000	.003	.000	.000	.001	.015	.000
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
qatarization	Pearson Correlation	.293**	.284**	.270**	.482**	1	.836**	.508**	.872**	.208*	.314**	.434**	.155	.182*	.654**
	Sig. (2-tailed)	.001	.001	.002	.000		.000	.000	.000	.016	.000	.000	.073	.035	.000
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
Qcommunication	Pearson Correlation	.204*	.214*	.150	.329**	.836**	1	.196*	.715**	.036	.219*	.293**	.092	.103	.347**
	Sig. (2-tailed)	.018	.013	.085	.000	.000		.023	.000	.679	.011	.001	.290	.238	.000
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
Qtrining	Pearson Correlation	.368**	.282**	.336**	.473**	.508**	.196*	1	.253**	.266**	.286**	.445**	.288**	.167	.260**
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.023		.003	.002	.001	.000	.001	.054	.002
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
QPER	Pearson Correlation	.232**	.219*	.239**	.339**	.872**	.715**	.253**	1	.227**	.219*	.308**	.106	.208*	.416**
	Sig. (2-tailed)	.007	.011	.005	.000	.000	.000	.003		.008	.011	.000	.223	.016	.000
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
REInnovation	Pearson Correlation	.580**	.547**	.837**	.255**	.208*	.036	.266**	.227**	1	.293**	.119	.653**	.542**	.123
	Sig. (2-tailed)	.000	.000	.000	.003	.016	.679	.002	.008		.001	.172	.000	.000	.156
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
motivINTR	Pearson Correlation	.279**	.450**	.412**	.749**	.314**	.219*	.286**	.219*	.293**	1	.229**	.409**	.243**	.233**
	Sig. (2-tailed)	.001	.000	.000	.000	.001	.011	.001	.011	.001		.008	.000	.005	.007
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
motivEXT	Pearson Correlation	.112	.135	.130	.816**	.434**	.293**	.445**	.308**	.119	.229**	1	.073	.095	.280**
	Sig. (2-tailed)	.198	.121	.134	.000	.000	.001	.000	.000	.172	.008		.401	.273	.001
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
WORKSKILL	Pearson Correlation	.654**	.704**	.889**	.293**	.155	.092	.288**	.106	.653**	.409**	.073	1	.620**	.008
	Sig. (2-tailed)	.000	.000	.000	.001	.073	.290	.001	.223	.000	.000	.401		.000	.930
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
quantity	Pearson Correlation	.646**	.523**	.776**	.209*	.182*	.103	.167	.208*	.542**	.243**	.095	.620**	1	.051
	Sig. (2-tailed)	.000	.000	.000	.015	.035	.238	.054	.016	.000	.005	.273	.000		.557
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134
Qrecr	Pearson Correlation	.085	.136	.101	.329**	.654**	.347**	.260**	.416**	.123	.233**	.280**	.008	.051	1
	Sig. (2-tailed)	.331	.118	.248	.000	.000	.000	.002	.000	.156	.007	.001	.930	.557	
	N	134	134	134	134	134	134	134	134	134	134	134	134	134	134

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).