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Bahraini Employee's Motivation in the Luxury & Hospitality Industries

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Abstract

The aim of this paper to examine the motivational factors of Bahraini employees who currently work in stores of luxury brands and in hospitality sector. So far little attention has been paid to researching the motivational factors behind the limited number of Bahraini males and females in both luxury and hospitality sector in Bahrain, while, many researches have been done tackling this issue in other countries such as USA, China and Thailand. No similar research has been done on Bahrain.

The research to date tended to focus on motivation, job satisfaction and culture. I visited Burberry and met a young Bahraini lady working there, she was very helpful. A year later, I met the same young lady working for Fendi, so that was clear that this young lady will get a job here easily because she has the experience working in this filed before. I kept noticing the increased number of Bahrainis (but still the number is small) working in luxury boutiques and in hotels. Most of Bahrainis, university graduates tend to seek job opportunities in banks, ministries and big companies in Bahrain, but not seeing this luxury and hospitality fields as promising opportunities. That is why I had interest in studying the work environment in these two sectors to identify how motivating is to work there and shed the light that these two sectors have vacancies for Bahraini university graduates to join. My background working in HR field in Industry and currently teaching HR major courses at Bahrain Polytechnic business faculty, I have this passion to discover work environment in different fields, what motivates current exiting employees to work there and how is it culturally acceptable.

This research seeks to identify the factors that motivate Bahraini employees working in luxury industry as customer service staff, sales person in order to uncover the motivational factors affecting Bahrainis working in these two sectors.

Keywords: Motivation, Job Satisfaction, and Culture.

Introduction

In the past two decades there has been a notified rapid increase in the global market for luxury products which is worth USD 263 billion in 2007 (Verdict, 2007). In 2014 the market witnessed 7% growth making it worth EUR 850 billion (approximately USD 935 billion), an increase that is driven by luxury cars (10%) and luxury hospitality (9%) (Bain & Co. 2014). In the Middle East the luxury market grew from 10% to 15% from 2011 to 2012, ranking the region as the 10th largest luxury goods market in the world.

The research is descriptive research and methodology to obtain the data will be qualitative methodology. The method to collect the data will be direct interview with the Bahraini sales employees working in stores/showrooms and their managers who can identify the motivating factors of their Bahraini sales staff and compare it with the percentage of turnover whether it is high or low.

The research will assess the following aspects:

1. Aspects that attract current Bahraini sales staff to work in these industries.
2. The career progression and promising employment opportunities in these industries in Bahrain & overseas.
3. Benefits and rewards for employees in these industries whether respondents see they less or equivalent to other sectors.
4. Aspects of employer brand, and its impact on motivating and retaining Bahraini sales staff.
5. Perception of management in hiring Bahraini citizens as sales staff.
6. Phase Three; Results & Findings-Analyzing the data (analyzing different answers from same questions) through descriptive analysis, conclude the findings, accept or reject the 3 hypothesis and suggest recommendations on the bases of the findings from the research.
7. Phase Four-Discussion of findings.

Research Questions

- What factors motivate Bahrainis to work in luxury retail sector?
- What factors motivate Bahrainis to work in hospitality sector?

Literature Review

The American Psychologist Frederic Herzberg (1959) founder of (Job Satisfaction-Factors of motivation)

Frederic Herzberg was seeking in his unstructured interviews factors (analysis of critical incidents) that motivate employees reported in his book "The motivation to work".

Employees reported that they were “satisfied” with the following factors which he described as Motivating factors because they are inherent in the job itself:

1. Obtaining sense of achievement from the work they are doing. (Achievement)
2. Having sense of responsibility or autonomy for a specific outcome of work.(Sense of responsibility/autonomy)
3. Being recognized for their special efforts/aptitudes. (Recognition)
4. Obtaining a sense of learning or development of their skills or career. (Skills learning/development)
5. Carrying out tasks which were seen as being inherent challenging & interesting. (Challenging /interesting tasks)

He also identified other factors known as “Hygiene Factors” that he described associated with dissatisfaction because they are affected by the conditions surrounding the job, such as:

1. Company Policy and administration.
2. Relationships with superiors and colleagues.
3. Technical competence of superior.
4. Working conditions.
5. Wages & salaries.

He used the term “Hygiene factors” in the sense that they are considered as maintenance factors, necessary to avoid dissatisfaction in the job, but at the same time they do not provide satisfaction.

Popoola and Ayeni (2007); Shbeilat, Al Harasees (2018) stated that in order to effectively motivate employees personnel manager should consider 4 major components in pay structures for an organization. 1. Job rate-level of importance an organization grants for each job 2. Payment-encourages employees as they are rewarded for their performance 3. Special allowance 4. Fringe benefits-pensions, paid holidays and others.

Akintoye (2000); Nor, Embong, Muda, Yunus, & Nor (2019) emphasized that money is the most important motivating strategy for organizations. The same concept that Frederic Taylor (1911) emphasized on, in order to motivate employees in his scientific management, he believed that employers should use money as a rewarding strategy in order to motivate their industrial workers so that they can increase their productivity.

Sinclair, et al. (2005) demonstrated the power of money in the motivational process. Money has the power to attract, retain and motivate employees to achieve higher performance on the job. If the employee gets an offer with higher pay in another organization where the job characteristics are similar to his current job, that employee is highly likely to accept the offer. Various researchers on employee motivation have been conducted to enhance employee job satisfaction.

According to Feinstein (2000) employees should be job advancement opportunities in order to increase their level of job satisfaction. Employee’s commitment to the organization can be

increased if there's an increase or changes in variables such as pay scales, work environment and to grant employee the opportunity to take part in policy development.

Similarly both Sonmezer and Eryaman (2008) identified that the main factors of job satisfaction from their research were **salary, advancement, social status, creativity, security, administrative-employee relationship** and ability utilization.

According to Ahmadi and Alireza (2007) ultimate causes of dissatisfaction that may lead to increased turnover rate in an organization are lack of advancement opportunities, absence of work life balance, the work environment, lack of recognition and encouragement.

Overall satisfaction of employees depends on the characteristics of the organization, such as its leadership, structure, rewards, relationship, useful mechanism and finally behavior towards change. Organizations overall have different characteristics. Nguyem (2011)

A research conducted by Iqbal, Arif and Abbas (2011) on HR practices within private and public sectors, where they identified HR practices such as training & development, team work, compensation, job definition, employees' performance appraisal and participation within different sectors differ from each other.

Another research conducted by Javed, et al. (2012) also on HR practices and job satisfaction within public sector, concluded that HR practices such as rewards, training and recognition are key influencing factors for employee job satisfaction.

The concept that gives benefits to organizations and helps employees to sense belongingness and pride is empowerment of employees. It increases company loyalty for employees and provides a win-win situation for both employees and employers. It was suggested that factors such as decision making & goal setting process do have significant effect on empowerment. (Yazdani, Yaghoubi, and Giri, 2011)

Employee participation in decision making at a higher level relates to higher level of competence, impact, meaningfulness and self-determination. Emamgholizaded, Borghei, and Matien (2012)

Employee performance may increase with the increase in intrinsic (cognitive) rewards (Lumley et al. 2011). This supports the idea that desired performance behaviors increase if they are rewarded (Suliman & Iles, 2000; Spector, 2008). According to Ghazzawi (2008), factors that have potential influence on job satisfaction are employees' co-workers, the culture they are exposed to and the groups they belong to. Moreover pay and satisfaction facet pay are closely associated with each other (Lumley et al. 2011).

Motivated frontline employees who are centered on their daily tasks, have the ability to successfully deal with customer requests on a high performance quality. Simply because engaged employees devote their emotional, physical and cognitive resources to their work roles. Karatepe (2013)

Culture

Gerard Hendrik Hofstede, Dutch psychologists, who came up with a cultural dimension theory a framework used for cross-cultural communication. It unveils the effects of a society's culture on values of its members, and how these values relate to the member's behaviour.

These dimensions are:

1. Power distance index (PDI)-The extent to which the less powerful members in an institution and organization (e.g. members of a family) where unequal distribution of power is acceptable and expected. Individuals who come from society that witness high degree of power distance accept hierarchies where individuals in positions/places without the need for any justification. Unlike societies with low power of distance, whose members try to have equal power distribution. These societies (with low power distance) are more democratic or consultative societies.
2. Individualism vs. collectivism-"The degree to which individuals are integrated into groups". Individualistic societies, stress on personal achievements and rights of individuals. People are expected to stand up for their immediate family members and themselves and to select their own affiliations. Unlike collective societies, where individuals act as members of a cohesive and lifelong group or organization. Extended family relations exist and used to protect and exchange loyalty that is not questioned.
3. Uncertainty avoidance index (UAI)-"A society's tolerance for uncertainty and ambiguity". The degree to which members of a society can tolerate anxiety, by minimizing uncertainty. In a society, where the degree of uncertainty avoidance is high, individuals tend to be more emotional. They seek to reduce any occurrence of unusual or unknown circumstances and carefully plan and implement rules & regulations with careful step by step changes. In contrast, in societies with culture of low uncertainty avoidance people feel comfortable and accept changeable environments and seek to as few rules and regulations as possible. In this culture people tend to be tolerant to change and more pragmatic.
4. Masculinity vs. femininity- "The distribution of emotional roles between the genders". Values of masculine culture are materialism, competitiveness, assertiveness, power and ambition. Feminine cultures value quality of life and relationship. Differences between roles of genders are less fluid and more dramatic in a masculine culture than the feminine culture. In feminine culture both genders men and women share same values with the emphasis on care and modesty.

5. Long-term orientation vs. short-term orientation- First known as “Confucian dynamism”, it describes time horizon of societies. Long-term societies place high importance to the future, foster pragmatic values towards rewards, persistence, saving and capacity for adaptation. Whereas short term societies place high importance on the past and present, steadiness, preservation of individual’s face reciprocation, respect for tradition and fulfilling social obligations.
6. Indulgence vs. restrain (IVR)- “The extent to which members of a society try to control their desires and impulses”. In indulgent societies members have tendency to allow free gratification of natural human desires to enjoy life and have fun. But restrained societies believe that such gratification needs to be ruled by strict norms and regulations.

Methodology

The research will be a descriptive research and suggested methodology to obtain the data will be qualitative methodology. The method to collect the data will be direct interview with the Bahraini sales employees working in stores/showrooms and their managers who can identify the motivating factors of their Bahraini sales staff and compare it with the percentage of turnover whether it is high or low.

7. The research was conducted in four phases;
8. Phase One; will focus on producing detailed literature review about employee motivation, job satisfaction, and employer brand.
- 9.
10. Phase Two; writing the interview questions and data collection, deciding what areas needed to be covered through certain questions for employees and separate interview questions for managers operating in the luxury brand industry.

The target population is Bahraini citizens working in showrooms/stores as sales staff, and in hospitality sector regardless of their age and gender.

Second target population is the management or supervisors of the Bahraini sales staff. Approximately 10-15 people are expected to be interviewed. The interview took approximately 35-40 minutes. So far 30% of population were interviewed and completed the survey questionnaire.

Findings-Luxury Retail Sector

Interview

Pre-survey interview was conducted with 5 interviewees working as sales & senior sales representatives, all are men aged between 23-35 years old. All had shown positive responses and feelings about their job in the luxury sector. 80% of the interviewees worked at retail sector, but for non-luxury brands, only one had shifted his career from airline industry, where

he was an air host for first and business class, to join the luxury fashion industry. Their work experience in this sector ranges between 1 to 15 years.

Job Satisfaction

Interviewees mentioned several aspects that increased their level of job satisfaction, and why they have joined this sector. These aspects are;

1. Better pay level.
2. The desire to work for a higher brand.
3. The desire to work for luxury fashion industry.
4. Dealing with customers.
5. The ambition to grown into a managerial position.
6. As for how they feel about their job, they are satisfied, loyal to the brand but lack labour union for Bahrainis working at the retail sector.
7. 40% of interviewees mentioned that they will consider any job opportunity to work at a big company like Bapco, Alba and Batelco. 20% will not consider such opportunity as they are happy where they are, they already work for a big company. They all believe that the training they get from the job is highly effective and helps them gain a lot of information and knowledge about the job and the new products.

Motivation

Interviewees are motivated to work for the luxury industry, some mentioned that they are motivated but not to continue working in sales, as there are several opportunities at this sector such as retail manager, brand manager and store manager. What they like most about their job is mainly customer service/relationship with customers, quality of customers, organizing the store and having new knowledge every season.

In their job they are always given the opportunity to provide work-related recommendations or suggestions.

Things they find difficult in their job are difficult customers, having problems which they can't solve and working on shift system. Some job titles such as "Retail Assistant" was very discouraging for some who started working in retail field.

Culture

As of how their job is culturally seen, whether it is suitable for a Bahraini or not, the interviewees mentioned that their job is suitable for Bahrainis. Their friends and family are proud and very supportive to them working in retail for luxury brands.

GCC countries prefer to deal with Bahraini sales person, because of the common culture and language and that Bahraini sales person always tries to help customers in finding what they want in the store.

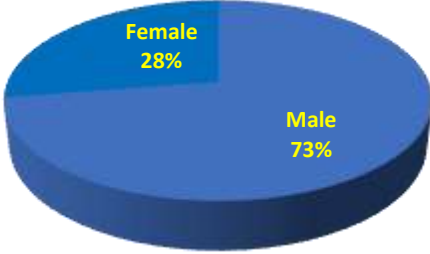
They do recommend Bahrainis graduated from universities to work in this sector, but some believes that it is not suitable for ladies since they have to work in shifts and sometimes late

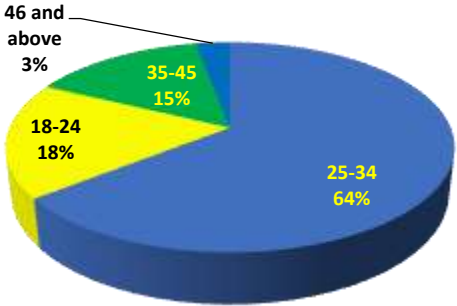
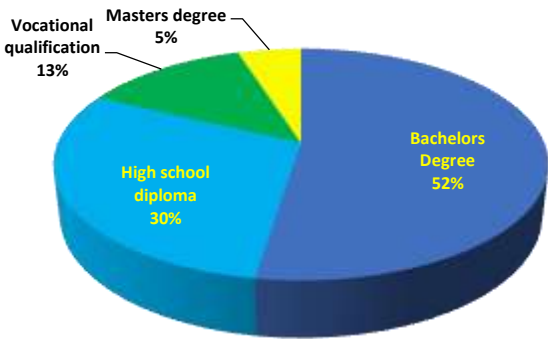
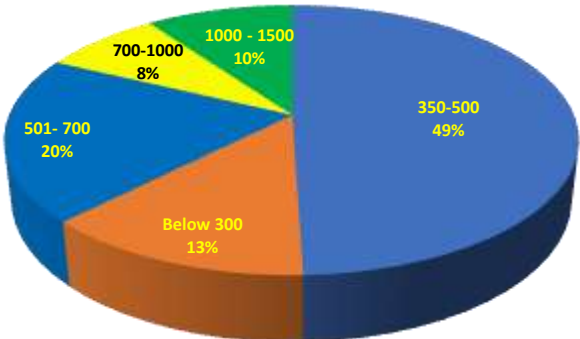
night, especially when they receive new collection that they have to arrange in store for the next day.

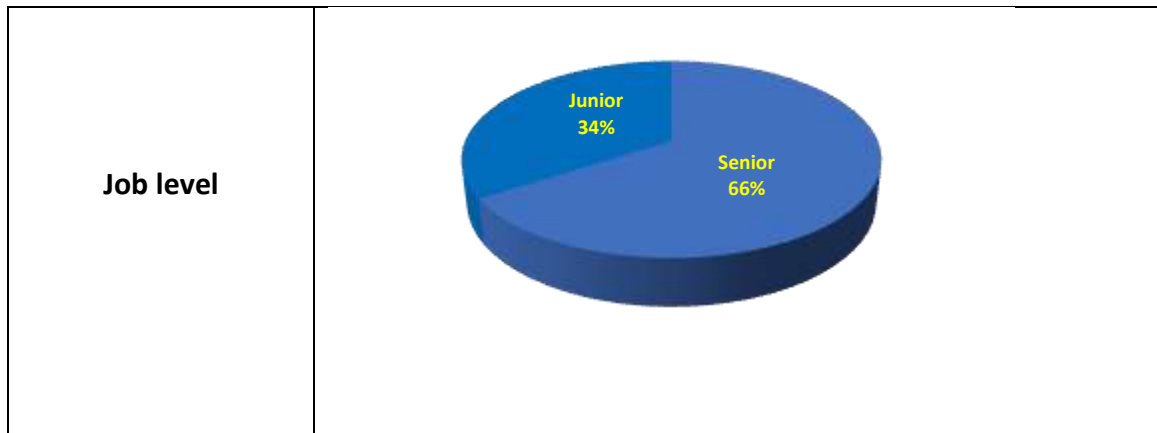
Survey Questionnaire

A survey questionnaire was distributed to a sample population of 40 respondents, all Bahraini nationals working in the luxury sector. The below table demonstrates the description of the sample population participated in the survey;

Majority are men 73% whereas females are 28%, majority are young aged between 25-34 years old 65% of the sample population, and 18% are aged between 18-24 and 15% are 35-45 years old and minority 3% are aged between 46 & above. Majority are university graduates with bachelors degree 53%, second ranking qualifications are high school diploma 30%, there's significant number of vocational qualifications holders 13%, and minority have masters degree 5%. The salary range paid in this field, is more or less similar to the range paid by other private sectors in Bahrain, yet the majority 50% are paid within the range of BHD 350-500, whereas 13% stated that they received a monthly income of BHD 300 or less (USD 796-Less) and is probably paid for staff with lower qualification like high school diploma, 20% stated that they are paid in the range of BHD 501-700 (USD 1329-USD 1857), 8% stated that they are paid in within the range of BHD 700-1000 (USD 1857-2652), and minority 10% stated that they are paid BHD 1000 and above (USD 2652 and above). 38% are paid between BHD 600-1500 (USD 1591-3979), in senior level (62.5%).

Sample population description							
Survey items	Result Luxury Retail Industry						
Gender	 <table border="1"> <caption>Gender Distribution Data</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>73%</td> </tr> <tr> <td>Female</td> <td>28%</td> </tr> </tbody> </table>	Gender	Percentage	Male	73%	Female	28%
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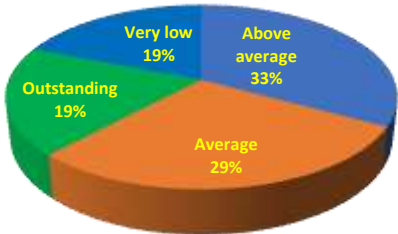
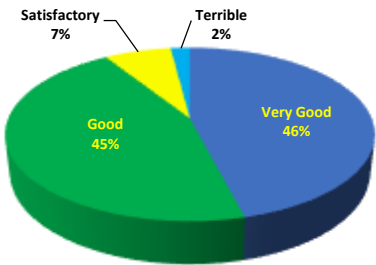
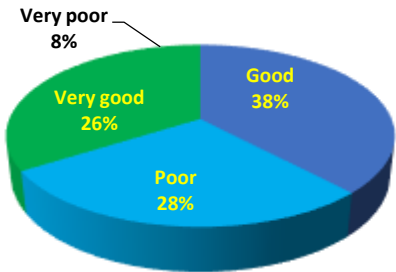
<p>Age</p>	 <table border="1"> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>25-34</td> <td>64%</td> </tr> <tr> <td>18-24</td> <td>18%</td> </tr> <tr> <td>35-45</td> <td>15%</td> </tr> <tr> <td>46 and above</td> <td>3%</td> </tr> </tbody> </table>	Age Group	Percentage	25-34	64%	18-24	18%	35-45	15%	46 and above	3%		
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<p>Qualifications- Educational background</p>	 <table border="1"> <thead> <tr> <th>Qualification</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Bachelors Degree</td> <td>52%</td> </tr> <tr> <td>High school diploma</td> <td>30%</td> </tr> <tr> <td>Vocational qualification</td> <td>13%</td> </tr> <tr> <td>Masters degree</td> <td>5%</td> </tr> </tbody> </table>	Qualification	Percentage	Bachelors Degree	52%	High school diploma	30%	Vocational qualification	13%	Masters degree	5%		
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<p>Monthly income in BHD</p>	 <table border="1"> <thead> <tr> <th>Income Range (BHD)</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>350-500</td> <td>49%</td> </tr> <tr> <td>501-700</td> <td>20%</td> </tr> <tr> <td>Below 300</td> <td>13%</td> </tr> <tr> <td>1000-1500</td> <td>10%</td> </tr> <tr> <td>700-1000</td> <td>8%</td> </tr> </tbody> </table>	Income Range (BHD)	Percentage	350-500	49%	501-700	20%	Below 300	13%	1000-1500	10%	700-1000	8%
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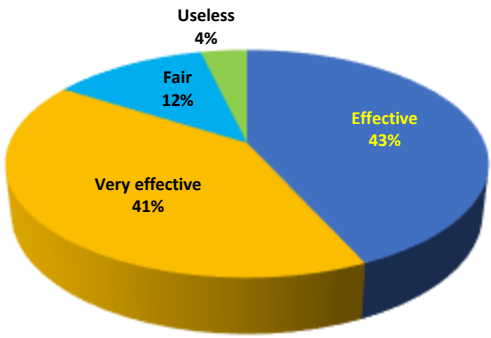
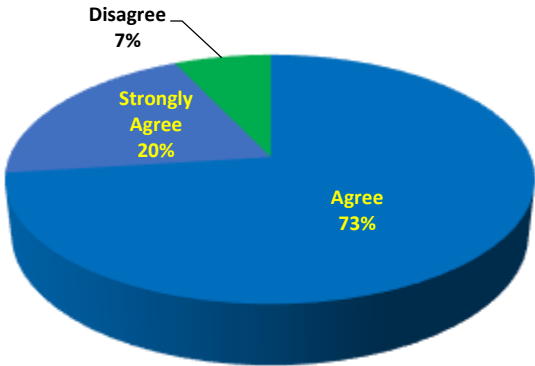
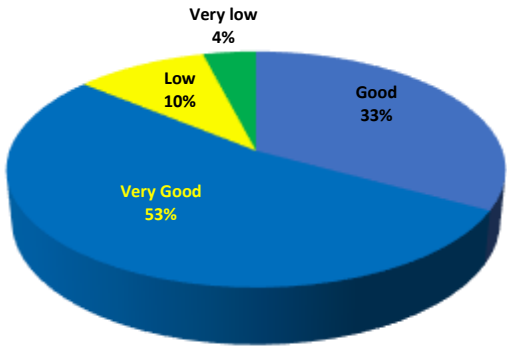


The respondents' findings from the questionnaire are plotted in the below table, I had the highest results figures/percentage listed first and the lowest percentage at the bottom of the list. Starting with pay & benefits that were described by Popoola and Ayeni (2007) Akintoye (2000), who emphasized that money, is a key motivator for employees. Majority 33% stated that their pay level is above average and 46% of respondents rated their company's benefits as very good, 45% rated their company benefits as good, while minority rated their company benefits as satisfactory 8%, and terrible 3%. Therefore majority are happy with their pay level and benefits. For the commission level, 38% rated their commission level as good, but there's a significant number of respondents, 28%, rated their commission level as poor.

Performance evaluation was highly rated as effective 43% and very effective 41%, that demonstrates that luxury sector does have an effective performance evaluation system in place. Career progression opportunity, 73% agree and 20% strongly agree that there's such an opportunity to grow, while minority of 7% disagree. This proves that there's an opportunity for employees to excel and grow in their profession.

The overall morale in stores is very good as rated by 53% and 33% believed it is good, while minority of 10% & 4% believed the overall morale in stores is low. This can be linked to the previous point on career progression opportunity, since such an opportunity is available employees look forward to grow and progress in their career as sales person for a strong luxury brand, which makes them overall feel eager to grow and therefore have a strong sense of optimistic feeling which reflects on how they perform.

Motivation											
Survey Item	Results										
Pay level	 <table border="1"> <caption>Results for Pay level</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Above average</td> <td>33%</td> </tr> <tr> <td>Average</td> <td>29%</td> </tr> <tr> <td>Outstanding</td> <td>19%</td> </tr> <tr> <td>Very low</td> <td>19%</td> </tr> </tbody> </table>	Category	Percentage	Above average	33%	Average	29%	Outstanding	19%	Very low	19%
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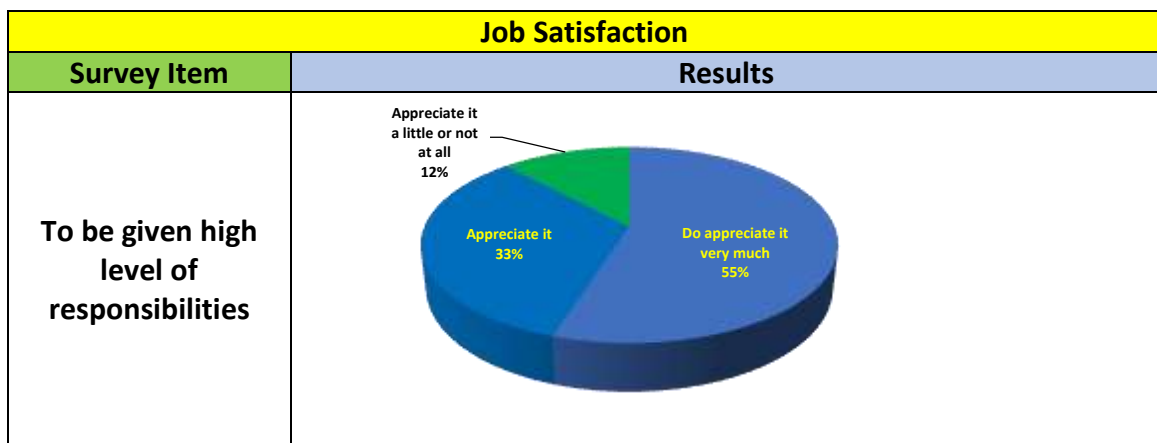
<p>Performance evaluation effectiveness</p>	 <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Effective</td> <td>43%</td> </tr> <tr> <td>Very effective</td> <td>41%</td> </tr> <tr> <td>Fair</td> <td>12%</td> </tr> <tr> <td>Useless</td> <td>4%</td> </tr> </tbody> </table>	Category	Percentage	Effective	43%	Very effective	41%	Fair	12%	Useless	4%
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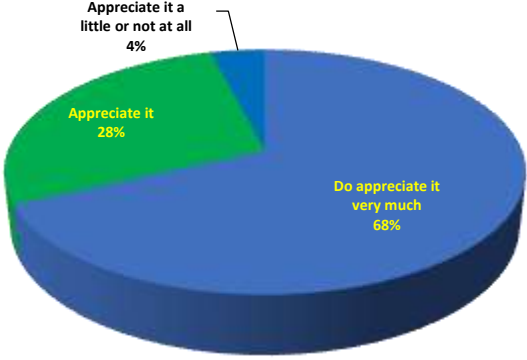
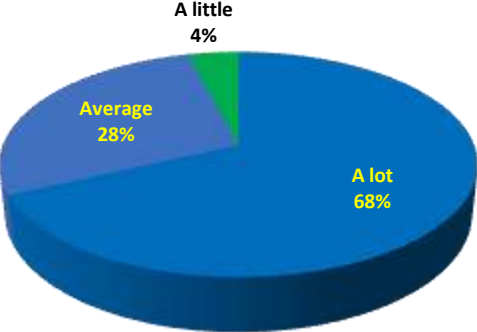
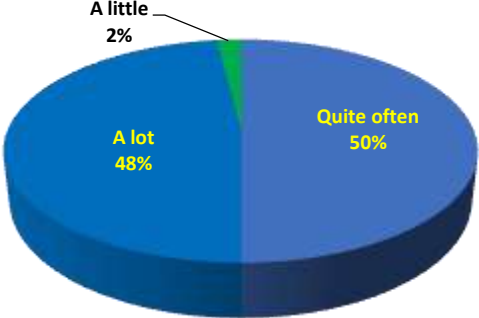
As for how Bahrainis are satisfied with their job in the luxury sector, 55% highly appreciate to be given high level of responsibilities, and 33% appreciate it, while 12% do not appreciate to be given high responsibilities. Survey results also showed that 68% of respondents highly appreciate and 28% appreciate when their managers share work related knowledge with them, similar results showed that majority of respondents like to have autonomy in their work, to make their own work decisions and plans in addition to that the task significance in which an employee likes to

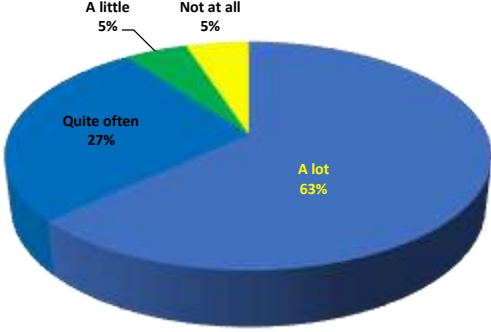
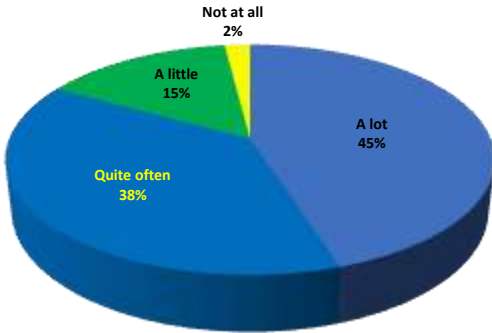
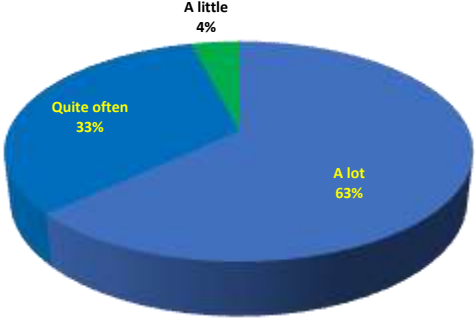
see his/her input in overall success of the business 68% of respondents reported that they highly like to see their input in the success of the business, and 28% stated that they quite often like to see the significance of their task. These results prove that respondents like to have the sense of importance and seniority in their work, when their manager share important work-related knowledge and gives them high level of responsibilities, things out of their scope of work, i.e. more important tasks that they did not have in their usual daily work plan, and finally with task significance, employees see the important role of their performance and how it contributed to the success of the business.

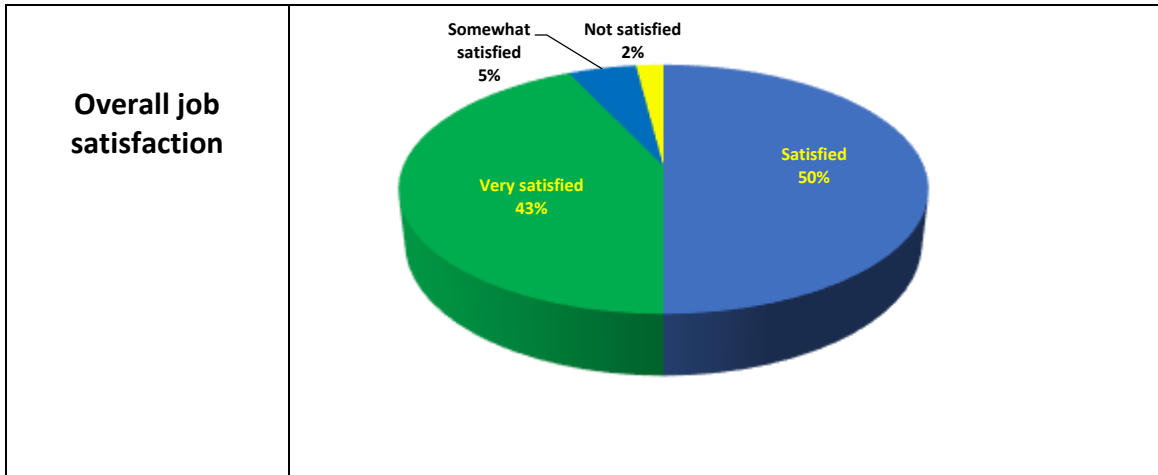
38%, stated that they often like to have variety of tasks to do in their job and Majority of 45% of respondents stated that they like a lot to have task variety in their work. 63% of respondents like to have feedback on their performance from their managers/supervisors, and 27% like to have feedback on their performance quite often, where only 5% mentioned that they like to have job feedback a little and not at all. The survey results also showed that 63% of Bahraini citizens working in the luxury sector like a lot to be given challenging tasks, 33% like to have challenging tasks quite often. From the results it is shown that the majority of respondents like task variety, job feedback and challenging tasks, which means that majority are eager to learn more on their jobs, form doing different, challenging tasks and learning how they are performing and which areas of skills & knowledge they need to improve in.

Overall job satisfaction, majority of respondents, 50%, stated that they are satisfied, 43% stated that they are very satisfied, only 5% were little satisfied and 2% were not satisfied. The results show majority of Bahrainis working in this field are satisfied with their job and are eager to progress in order to get higher positions in this sector.



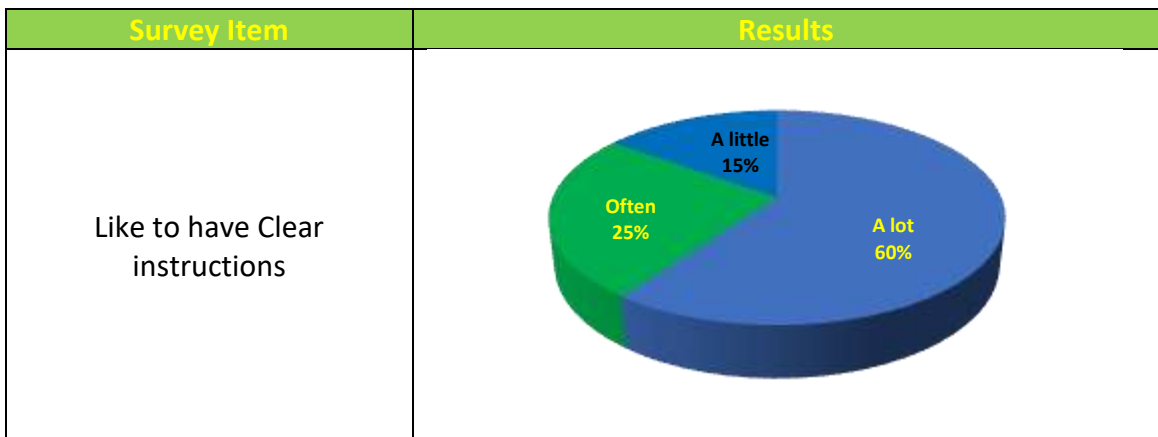
<p>Manager sharing knowledge appreciation</p>	 <p>A 3D pie chart illustrating the distribution of responses regarding manager sharing knowledge appreciation. The largest segment, 'Do appreciate it very much', accounts for 68% of the total. The next largest is 'Appreciate it' at 28%, and the smallest is 'Appreciate it a little or not at all' at 4%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Do appreciate it very much</td> <td>68%</td> </tr> <tr> <td>Appreciate it</td> <td>28%</td> </tr> <tr> <td>Appreciate it a little or not at all</td> <td>4%</td> </tr> </tbody> </table>	Category	Percentage	Do appreciate it very much	68%	Appreciate it	28%	Appreciate it a little or not at all	4%
Category	Percentage								
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<p>Task Autonomy</p>	 <p>A 3D pie chart illustrating the distribution of responses regarding task autonomy. The largest segment, 'A lot', accounts for 68% of the total. The next largest is 'Average' at 28%, and the smallest is 'A little' at 4%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A lot</td> <td>68%</td> </tr> <tr> <td>Average</td> <td>28%</td> </tr> <tr> <td>A little</td> <td>4%</td> </tr> </tbody> </table>	Category	Percentage	A lot	68%	Average	28%	A little	4%
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<p>Task Variety</p>	 <p>A 3D pie chart illustrating the distribution of responses regarding task variety. The largest segment, 'Quite often', accounts for 50% of the total. The next largest is 'A lot' at 48%, and the smallest is 'A little' at 2%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Quite often</td> <td>50%</td> </tr> <tr> <td>A lot</td> <td>48%</td> </tr> <tr> <td>A little</td> <td>2%</td> </tr> </tbody> </table>	Category	Percentage	Quite often	50%	A lot	48%	A little	2%
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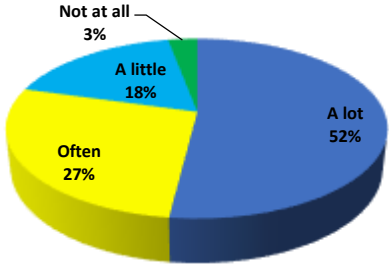
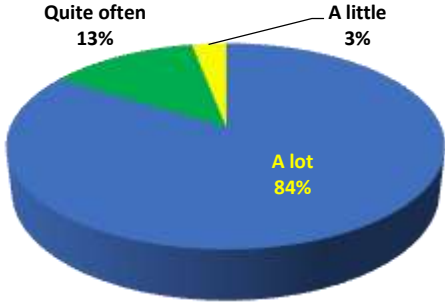
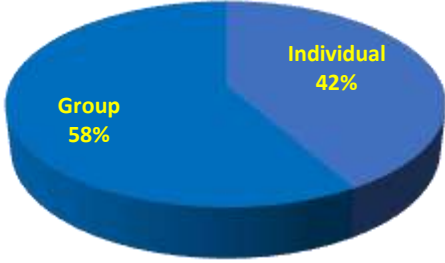
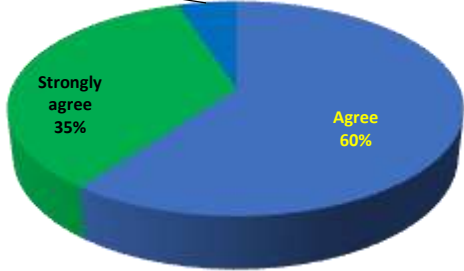
Job feedback	 <table border="1"><thead><tr><th>Frequency</th><th>Percentage</th></tr></thead><tbody><tr><td>A lot</td><td>63%</td></tr><tr><td>Quite often</td><td>27%</td></tr><tr><td>A little</td><td>5%</td></tr><tr><td>Not at all</td><td>5%</td></tr></tbody></table>	Frequency	Percentage	A lot	63%	Quite often	27%	A little	5%	Not at all	5%
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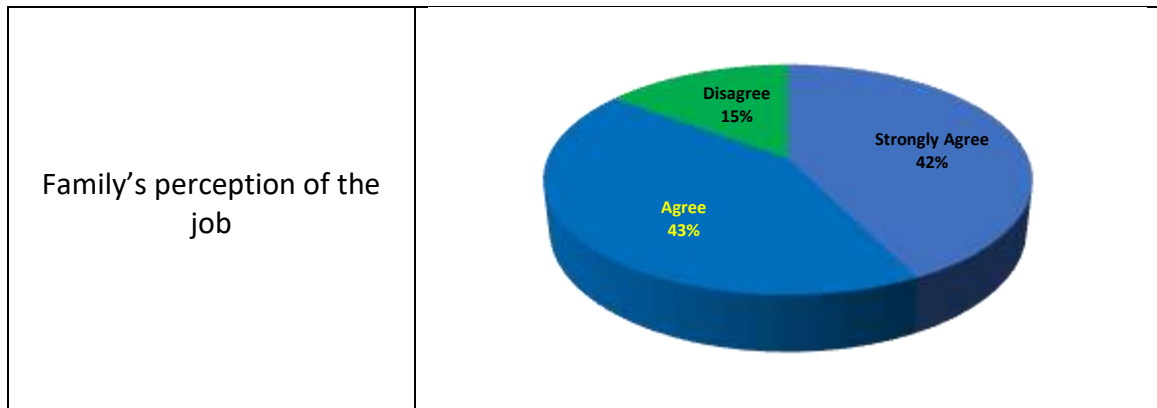


Culture

Respondents were asked various questions on culture. 58% of respondents liked to be rewarded as a group and 42% liked to be rewarded individually, which shows that Bahrainis come from a collectivist culture, where they appreciate group effort and reward. As for the perception of their job, as being prestigious, majority of 95%, between ranked/see their job as being as prestigious. And majority, 43% agree and 42% strongly agree that their families are proud and see them as successful people with promising career, whereas 15% of respondents disagreed. 84% of respondents like a lot about their job that it gives them the opportunity to meet different people. Finally 60%, majority, of respondents like to have clear instructions on their tasks which makes them, according to Hofstede cultural dimensions, to have high degree of uncertainty avoidance index (UAI). 52% of respondents showed in their responses that they have low degree uncertainty avoidance index, where they like to have some sort of autonomy in their work, few instructions given and they plan their own work. This shows that 53% Bahraini respondents are tolerant to changeable environment and pragmatic.



<p>Like to have Vague instructions</p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A lot</td> <td>52%</td> </tr> <tr> <td>Often</td> <td>27%</td> </tr> <tr> <td>A little</td> <td>18%</td> </tr> <tr> <td>Not at all</td> <td>3%</td> </tr> </tbody> </table>	Response	Percentage	A lot	52%	Often	27%	A little	18%	Not at all	3%
Response	Percentage										
A lot	52%										
Often	27%										
A little	18%										
Not at all	3%										
<p>Meet different people</p>	 <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>A lot</td> <td>84%</td> </tr> <tr> <td>Quite often</td> <td>13%</td> </tr> <tr> <td>A little</td> <td>3%</td> </tr> </tbody> </table>	Response	Percentage	A lot	84%	Quite often	13%	A little	3%		
Response	Percentage										
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<p>Type of rewards</p>	 <table border="1"> <thead> <tr> <th>Reward Type</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Group</td> <td>58%</td> </tr> <tr> <td>Individual</td> <td>42%</td> </tr> </tbody> </table>	Reward Type	Percentage	Group	58%	Individual	42%				
Reward Type	Percentage										
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Individual	42%										
<p>The job is perceived as prestigious</p>	 <table border="1"> <thead> <tr> <th>Perception</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Agree</td> <td>60%</td> </tr> <tr> <td>Strongly agree</td> <td>35%</td> </tr> <tr> <td>Disagree</td> <td>5%</td> </tr> </tbody> </table>	Perception	Percentage	Agree	60%	Strongly agree	35%	Disagree	5%		
Perception	Percentage										
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Disagree	5%										



Conclusion & Recommendations

There's a significant increase in Bahrainis working for luxury retail sector, and they are motivated to work for this sector. Overall from my research I can see that the motivation level is quite high and that the Bahrainis working there are enjoying their time, feel the sense of importance having to deal with niche market, rich and influential people as well as local celebrities. This is what I have found from the small number of respondents I had so far. The pay level within this sector is similar to other private sectors, and from the findings 53% found that their pay level is outstanding (20%) and above average (33%), that shows that majority are happy with the pay level they are currently receiving. Similarly with the benefits where majority found rated the benefits they receive from their company as very good and good. Results also showed that the overall job satisfaction is highly rated by the respondents, similarly for culture and how the job is viewed results also showed that majority have their family support, as they see them successful people and are proud of them. All results prove that my hypothesis are correct and that;

1-There's a significant positive relation between compensation and motivation at work.

2- Employee motivation is in association with job satisfaction.

3-There's a significant positive relation between local culture and working conditions.

My recommendation at this stage would be, to have a labour union for the retail sector since majority of Bahrainis working in the luxury retail sector are motivated by career progression giving them the opportunity to grow through vocational certification. Another recommendation is to have the support of Ministry of Labour and Tamkeen for Bahrainis working in this sector, through marketing and encouraging Bahrainis to work for this sector, showing the promising career opportunities that they can get such as becoming store, retail or even brand manager for an international worldwide luxury brand. Luxury brands should approach the career centers in universities and participate in career forums in universities to promote their jobs and advertise job vacancies in their company, which should have the salary range mentioned alongside the job

description; this will encourage students about to graduate to apply for a job in the luxury retail sector.

Jobs at Hospitality Field in Bahrain

In recent years Bahrain has been heavily investing in its tourism & hospitality field that create many job opportunities in this field. I will be shedding the light on some of the main jobs that have been occupied by Bahrainis and what job opportunities Bahraini graduates can fill in this field. Ministry of Culture in Bahrain has a vision of becoming "Arabia's boutique destination, celebrating the rich cultural heritage within a thriving business environment and vibrant contemporary lifestyle". The Ministry aims to increase the number of visitors from the GCC countries (UAE, Saudi Arabia, Kuwait & Oman) to the island, Bahrain Ministry of Culture (2014). According to labour force survey statistics (November, 2004) carried out by Ministry of Labour (MOL) and Bahrain Centre for studies and research (BCSR), showed that 2,311 (1,947 male and 364 female) Bahrainis are working at hotels and restaurants in Bahrain but in December 2010 the total number of Bahraini citizens working in this sector reached to 3,092. In 2016 statistics showed that 77 Bahraini (56 male and 21 female) joined this sector. Majority of Bahraini males, 566, working at this sector were aged between 25-29, whereas majority female Bahraini employed in this sector were 103 and aged between 20-24.

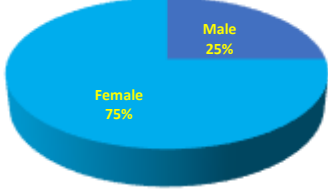
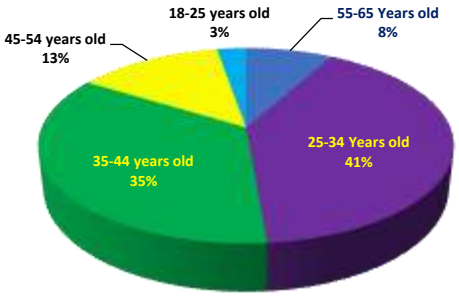
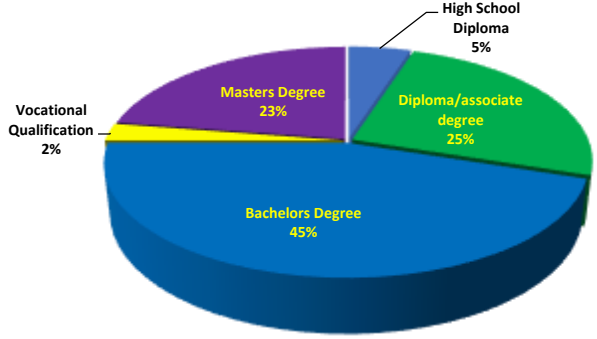
Culture Ministry tourism advisor Dr. Heba Abdulaziz announced the tourism strategy for Bahrain from 2014 until 2018. The strategy aims to increase the contribution of tourism to Bahrain's gross domestic product, as it made up only 2.3 % of the total for the years 2010-2012, according to Central Informatics Organization (CIO) records. According to Dr Heba Abdulaziz, statistics by the CIO showed "four out of five arrivals were via King Fahad Causeway". "Sea arrivals have increased ten-fold in the last 14 years and both airport and causeway arrivals increased by about 2.5 times during that same period." (2014).

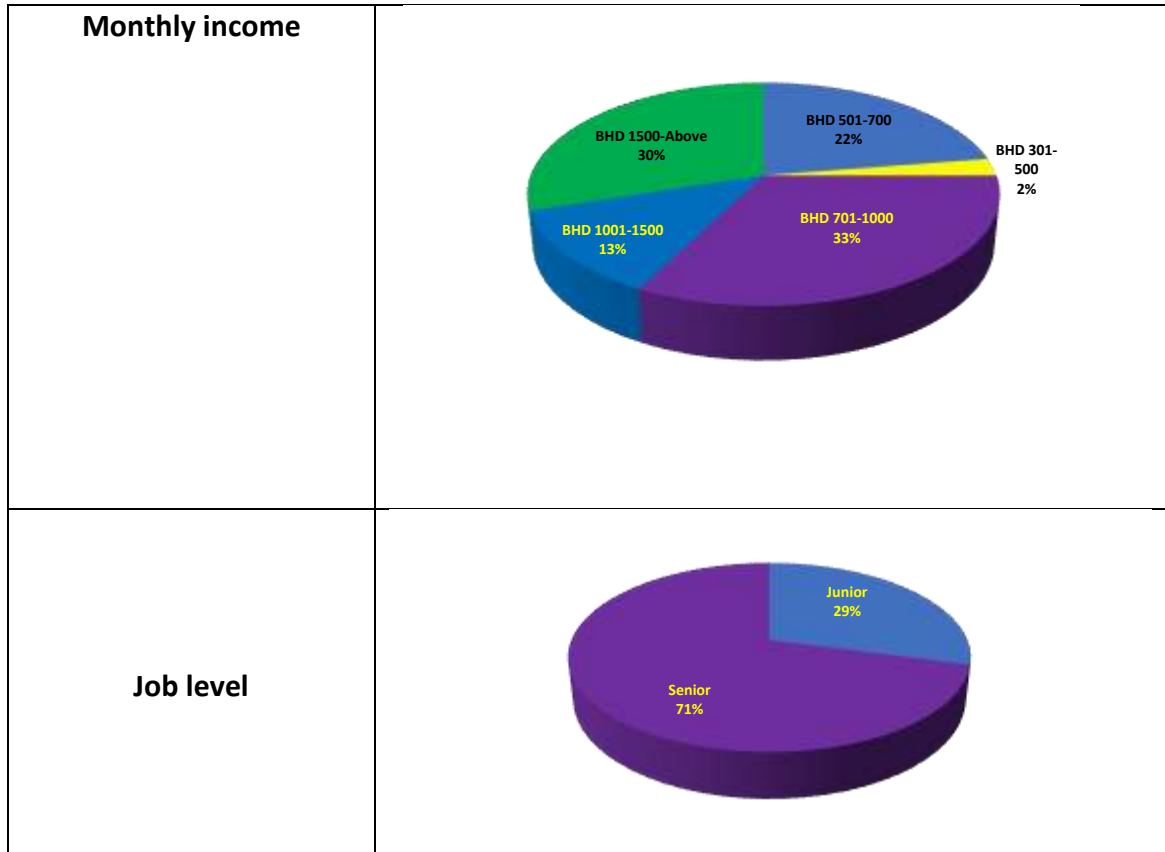
"Culture Minister Shaikha Mai bint Mohammed Al Khalifa called for the need to join ranks in order to promote tourism and create a solid cultural and tourism infrastructure in Bahrain". (BNA, 2014).

This strategy & support from the government of Bahrain for the tourism sector in the country brings about many job opportunities within the tourism & hospitality field for Bahraini job seekers who can start a promising career within this field.

Findings

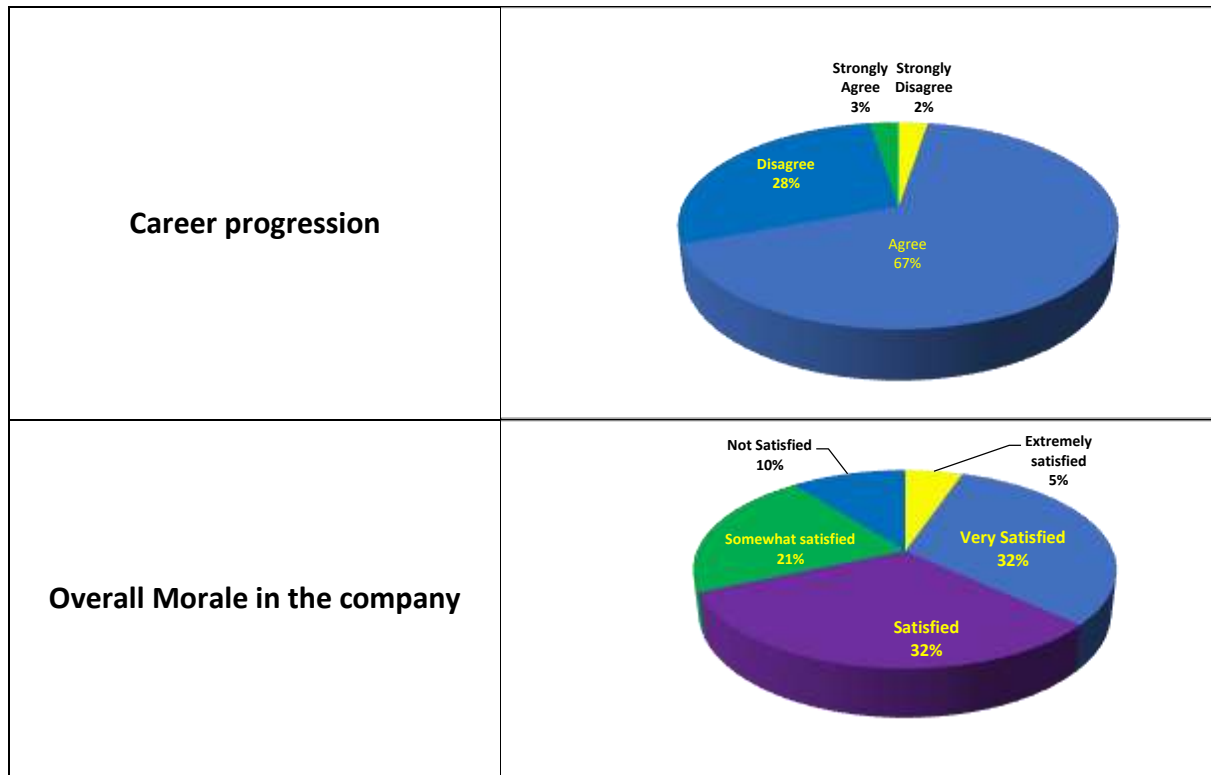
Similar to the retail sector a survey questionnaire was distributed to 5 star hotels and Gulf Air, and 40 respondents filled in the survey. So population size is 40 from two 5 star hotels and from Gulf Air, all are Bahraini nationals. Majority of respondents are females (75%), and age range majority was 25-34 years old which was 41%, and 35% were 35-44 years old. And got the following results;

Sample population description													
Survey items	Result												
Gender	 <p>A 3D pie chart showing the gender distribution of the sample population. The chart is divided into two segments: a large blue segment representing 'Female' at 75%, and a smaller purple segment representing 'Male' at 25%.</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>75%</td> </tr> <tr> <td>Male</td> <td>25%</td> </tr> </tbody> </table>	Gender	Percentage	Female	75%	Male	25%						
Gender	Percentage												
Female	75%												
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Age	 <p>A 3D pie chart showing the age distribution of the sample population. The chart is divided into five segments: a large purple segment for '25-34 Years old' (41%), a green segment for '35-44 years old' (35%), a yellow segment for '45-54 years old' (13%), a small blue segment for '18-25 years old' (3%), and a small red segment for '55-65 Years old' (8%).</p> <table border="1"> <thead> <tr> <th>Age Group</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>18-25 years old</td> <td>3%</td> </tr> <tr> <td>25-34 Years old</td> <td>41%</td> </tr> <tr> <td>35-44 years old</td> <td>35%</td> </tr> <tr> <td>45-54 years old</td> <td>13%</td> </tr> <tr> <td>55-65 Years old</td> <td>8%</td> </tr> </tbody> </table>	Age Group	Percentage	18-25 years old	3%	25-34 Years old	41%	35-44 years old	35%	45-54 years old	13%	55-65 Years old	8%
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Qualifications- Educational background	 <p>A 3D pie chart showing the educational background of the sample population. The chart is divided into five segments: a large blue segment for 'Bachelors Degree' (45%), a green segment for 'Diploma/associate degree' (25%), a purple segment for 'Masters Degree' (23%), a small red segment for 'High School Diploma' (5%), and a very small yellow segment for 'Vocational Qualification' (2%).</p> <table border="1"> <thead> <tr> <th>Qualification</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Vocational Qualification</td> <td>2%</td> </tr> <tr> <td>High School Diploma</td> <td>5%</td> </tr> <tr> <td>Diploma/associate degree</td> <td>25%</td> </tr> <tr> <td>Bachelors Degree</td> <td>45%</td> </tr> <tr> <td>Masters Degree</td> <td>23%</td> </tr> </tbody> </table>	Qualification	Percentage	Vocational Qualification	2%	High School Diploma	5%	Diploma/associate degree	25%	Bachelors Degree	45%	Masters Degree	23%
Qualification	Percentage												
Vocational Qualification	2%												
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45% of respondents have Bachelor’s degree, 25% have diploma/associate degree and 23% have Master’s degree, which shows that the sample of Bahraini workforce in hospitality sector are highly educated. As for the salary range 33% earn a salary range of BHD 701-1000 (approximately USD 1856.4-USD2652.5), 30% earn BHD 1500 and above (approximately USD 3979) and 22% earn a salary range of BHD 501-BHD 700 (approximately USD 1329-USD 1857). This pay range is similar to what Bahraini workforce earn in other sectors.

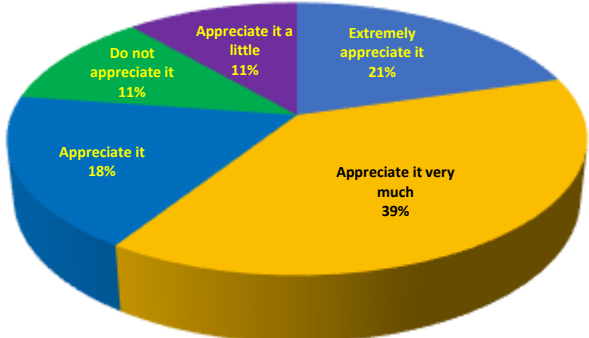
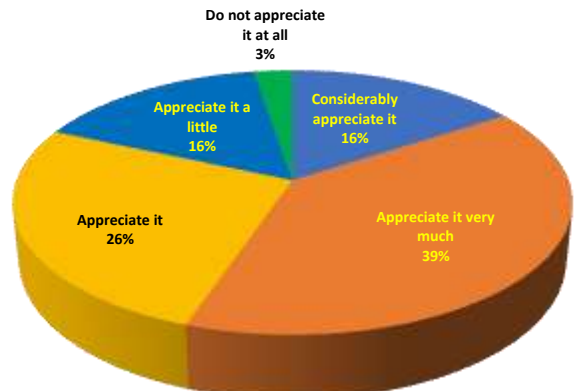
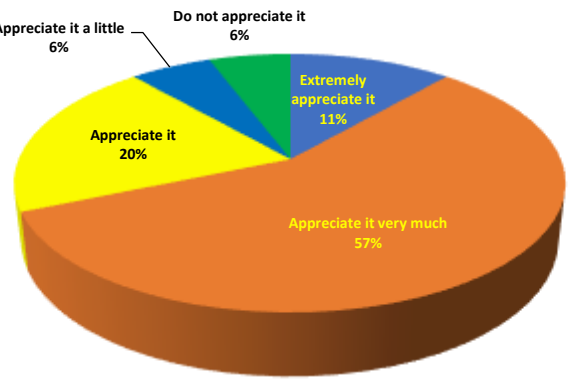
Motivation													
Survey Item	Results												
Pay level	<p>A 3D pie chart showing the distribution of responses for 'Pay level'. The largest slice is 'Good' at 49%, followed by 'Very good' at 33%, 'Satisfactory' at 14%, 'Excellent' at 2%, and 'Terrible' at 2%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good</td> <td>49%</td> </tr> <tr> <td>Very good</td> <td>33%</td> </tr> <tr> <td>Satisfactory</td> <td>14%</td> </tr> <tr> <td>Excellent</td> <td>2%</td> </tr> <tr> <td>Terrible</td> <td>2%</td> </tr> </tbody> </table>	Category	Percentage	Good	49%	Very good	33%	Satisfactory	14%	Excellent	2%	Terrible	2%
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Benefits	<p>A 3D pie chart showing the distribution of responses for 'Benefits'. The largest slice is 'Good' at 40%, followed by 'Very Good' at 32%, 'Satisfactory' at 24%, and 'Terrible' at 4%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Good</td> <td>40%</td> </tr> <tr> <td>Very Good</td> <td>32%</td> </tr> <tr> <td>Satisfactory</td> <td>24%</td> </tr> <tr> <td>Terrible</td> <td>4%</td> </tr> </tbody> </table>	Category	Percentage	Good	40%	Very Good	32%	Satisfactory	24%	Terrible	4%		
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Performance evaluation effectiveness	<p>A 3D pie chart showing the distribution of responses for 'Performance evaluation effectiveness'. The largest slice is 'Terrible' at 50%, followed by 'Good' at 33%, and 'Very good' at 17%.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Terrible</td> <td>50%</td> </tr> <tr> <td>Good</td> <td>33%</td> </tr> <tr> <td>Very good</td> <td>17%</td> </tr> </tbody> </table>	Category	Percentage	Terrible	50%	Good	33%	Very good	17%				
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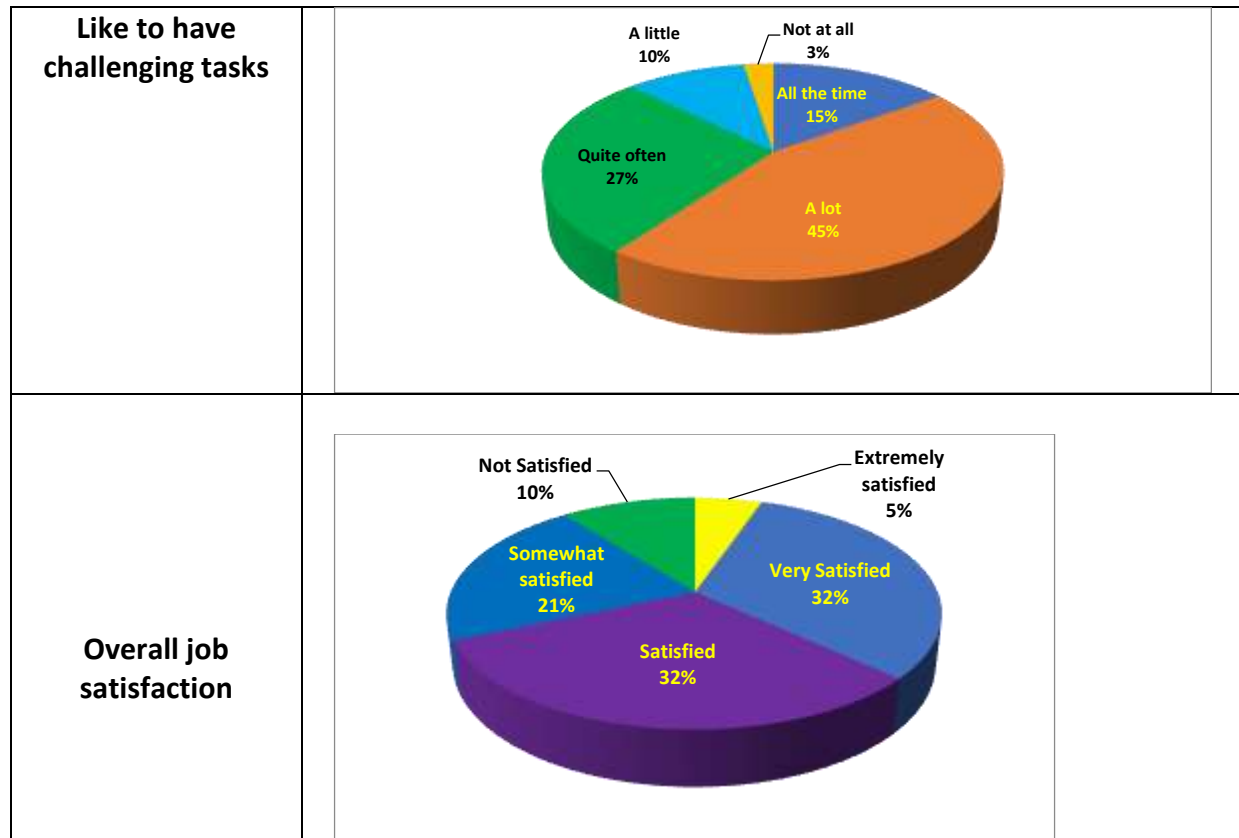


In motivation the survey questions were slightly changed for the hospitality sector. Respondents were asked about various aspects that motivates them working in this sector, hospitality. Starting with the pay level 49% deemed their pay level is good, and 33% stated that their pay level is very good, and only 2% stated that the pay level was terrible. As for the benefits majority (40%) believe that their benefits are good, 32% believe that benefits provided in this sector are very good and 24% believe that benefits are at a satisfactory level.

As for Effectiveness of the performance appraisal in this sector 50% of respondents believed that the current performance appraisal practice is terrible, only 17% seem to find it effective as they rated it as very good, and 33% believe that it is good.

Career progression opportunity in this sector seems quite promising as 67% of respondents agree that there are promising opportunities for career progression in hospitality sector, 28% of respondents disagree that there are opportunities for career progression in hospitality sector. As for the overall morale working for this sector, majority are satisfied (32%) and very satisfied (32%).

Job Satisfaction													
Survey Item	Results												
To be given high level of responsibilities	 <table border="1"> <caption>Data for 'To be given high level of responsibilities'</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Appreciate it very much</td> <td>39%</td> </tr> <tr> <td>Extremely appreciate it</td> <td>21%</td> </tr> <tr> <td>Appreciate it</td> <td>18%</td> </tr> <tr> <td>Do not appreciate it</td> <td>11%</td> </tr> <tr> <td>Appreciate it a little</td> <td>11%</td> </tr> </tbody> </table>	Category	Percentage	Appreciate it very much	39%	Extremely appreciate it	21%	Appreciate it	18%	Do not appreciate it	11%	Appreciate it a little	11%
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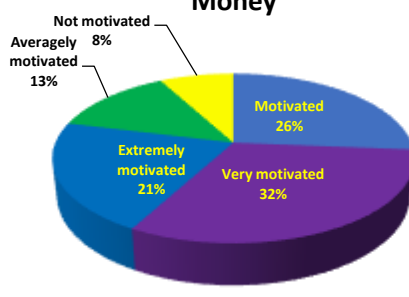

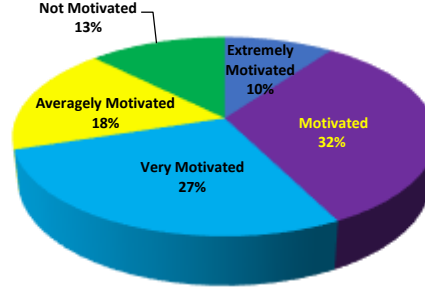


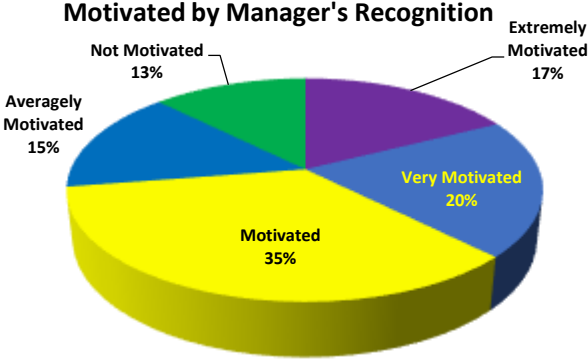
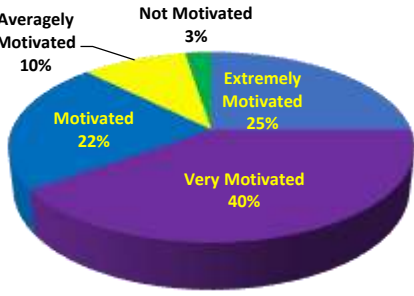
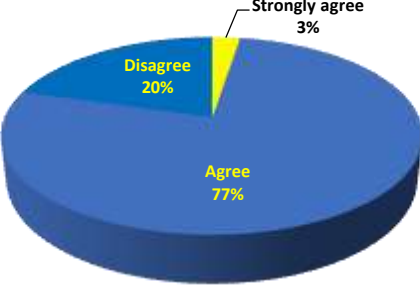
Majority of recipients appreciate to be given high level responsibilities, 39% appreciate it very much, 21% extremely appreciate it and only 11% do not appreciate it. This is a positive indicator, where it shows that majority have ambition to grow and have the willingness to take on higher level of responsibilities/duties in this sector. Majority also appreciate it when their line manager share with them critical knowledge/information about the tasks, as it gives them sense of importance. 39% appreciate it very much, 21% extremely appreciate is and only 3% do not appreciate it.

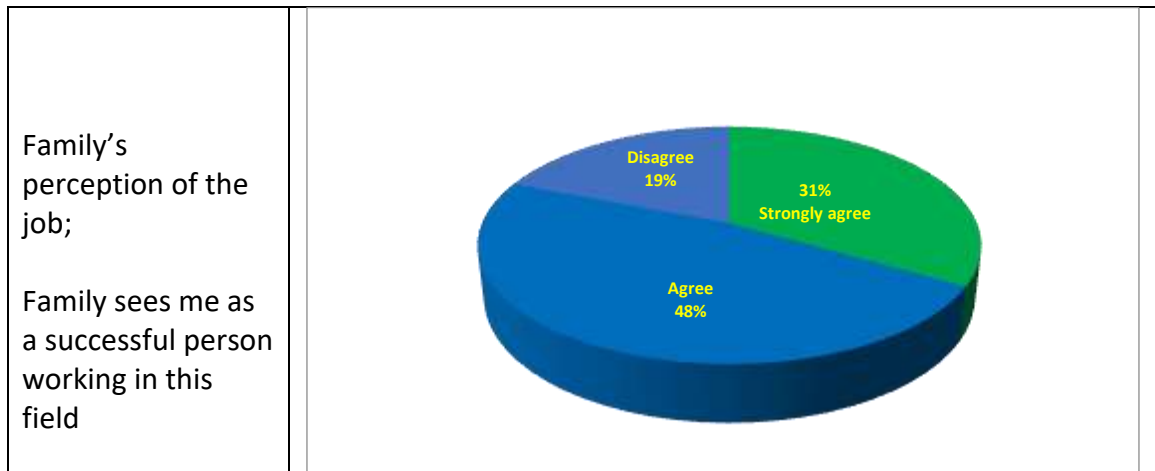
Task autonomy, having the freedom to plan and make work-related decisions, is highly appreciate it by the recipients, as majority of 57% appreciate it very much, 11% extremely appreciate it and only 6% do not appreciate it or prefer to follow straight forward orders.

45% like to have challenging tasks a lot, 27% like to have challenging tasks quite often and only 3% dislike challenging tasks and prefer clear instructions to follow.

Finally the overall job satisfaction working in the hospitality sector, majority (32%) are satisfied and very satisfied and only 10% are not satisfied.

Culture													
Survey Item	Results												
Type of rewards/things that motivate the employee:	<p>Money</p>  <table border="1"> <caption>Money Motivation Data</caption> <thead> <tr> <th>Motivation Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very motivated</td> <td>32%</td> </tr> <tr> <td>Motivated</td> <td>26%</td> </tr> <tr> <td>Extremely motivated</td> <td>21%</td> </tr> <tr> <td>Averagely motivated</td> <td>13%</td> </tr> <tr> <td>Not motivated</td> <td>8%</td> </tr> </tbody> </table>	Motivation Level	Percentage	Very motivated	32%	Motivated	26%	Extremely motivated	21%	Averagely motivated	13%	Not motivated	8%
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The culture focused on type of rewards that local employees do appreciate, and how whether the job is prestigious and important similar to those who are working in other common sectors and finally family's perception, how do family feel about their children working in hospitality sector, whether they are proud of them or not.

The questionnaire asked participants to categorize the importance of each of the 5 elements (scale 1-5), money/job title/career progression/manager's recognition and company's culture, how important they are or how motivating are they for the Bahraini employee. Job title has the greatest impact in motivating employees, as 30% ranked it 5 out of 5 and 21% ranked it 4 out of 5. Company culture has second greatest impact in motivating the employee, as 40% ranked it as very motivate or 4 out of 5 and third place comes the money as motivating factor for the employees, where 32% ranked it 4 out of 5, third comes the career progression as 27% gave it 4 out of 5 and finally manager's recognition 20% ranked it 4 out of 5 and majority of 35% ranked it 3 out of 5.

The questionnaire also asked if recipients do agree that their job is prestigious, 77% agree that their job is prestigious, and only 20% do not agree that their job is luxury/prestigious.

Finally participants were asked their family's perception of their job, working in the hospitality sector, and whether they see them successful working in this field. 48% agree that their family see them successful working in this field. 31% strongly agree and 19% disagree.

Conclusion & Recommendations

From the above mentioned findings, it is clearly that the overall impression of Bahraini staff working in the hospitality sector is positive. As majority are motivated to be working in this sector, appreciate the pay level and the benefits, overall moral to work in this sector is positive. In exception of the performance appraisal system and its effectiveness majority of participants do not find effective.

As for the job satisfaction, the majority are satisfied with their jobs, where many of them do want to have higher level of responsibilities, appreciate it when their managers share work-related knowledge with them, and do like to have autonomy in handling their work.

Finally from cultural perspective, results show positive impression of Bahraini staff in the hospitality sector, and do see that their job is important and luxurious, not less than other sectors, and that their families are proud and do see them having a successful career.

All results prove that my hypothesis are correct and that;

1-There's a significant positive relation between compensation and motivation at work.

2- Employee motivation is in association with job satisfaction.

3-There's a significant positive relation between local culture and working conditions.

It is recommended for managers working should review their performance evaluation system, to improve it as figures from the survey showed that majority of participants do not see their current performance evaluation system as effective.

Highly recommend all hotels and airlines and other organizations working in the hospitality industry, to market themselves as employer of choice to Bahraini citizens, and should approach the career centers to announce job vacancies which should list some of the attractive packages for fresh graduates, ministry of labor and other headhunters to attract and encourage Bahraini citizens to work in this sector.

More site visits should be arranged for students, from high school and universities to companies in the hospitality sector, especially hotels, to show them that this is a promising place for their future career and what career advancement they can expect to have working in this industry.

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