

Bayt.com Employee Motivation Report in the Middle East and North Africa

January 2013



Research Objectives

- To understand how the current environment is impacting the satisfaction levels of employees in the MENA.
- Identification of the drivers that motivate employees to stay longer in an organization and what makes them prefer their work place to others.
- To recognize what employees perceive of their immediate line manager in terms of organizational commitment, leadership skills, supportiveness etc.

Demographic Background & Methodology

Age and Gender

Adult males and females

Aged 21+ years

Nationalities

GCC Arabs, North Africans, Levant, Western Expats, Asians & Others

Country of Residence

GCC: UAE, KSA, Kuwait, Oman, Qatar, Bahrain

Levant: Lebanon, Syria, Jordan

North Africa: Egypt, Morocco, Algeria, Tunisia

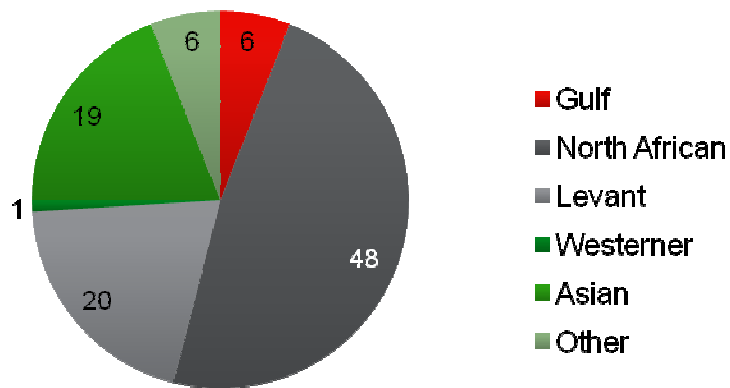
Methodology

Online data collection was done between the 6th and the 16th of December 2012. The total number of respondents was 10,167.

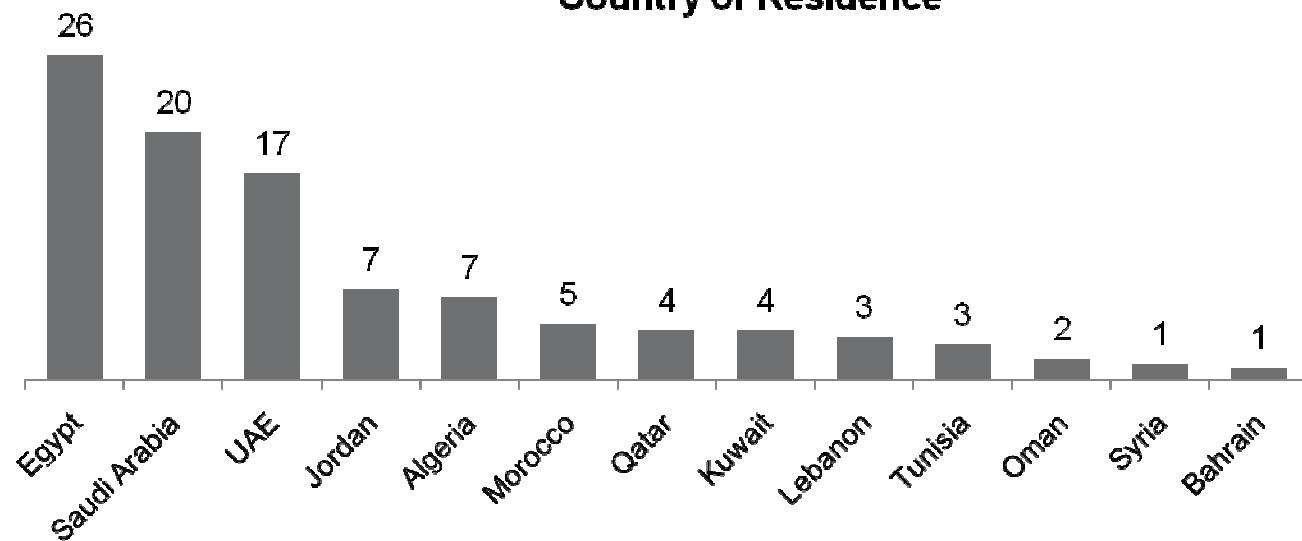
Respondent profile

Respondent Profile – Country

Nationality

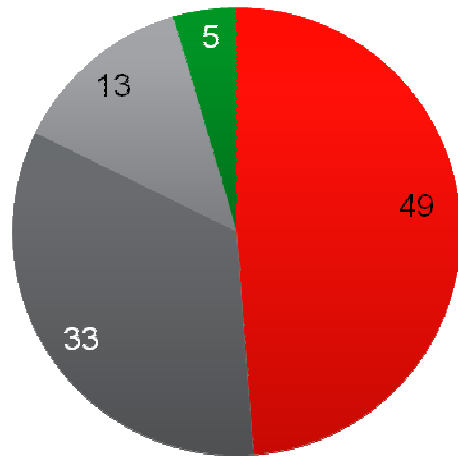


Country of Residence



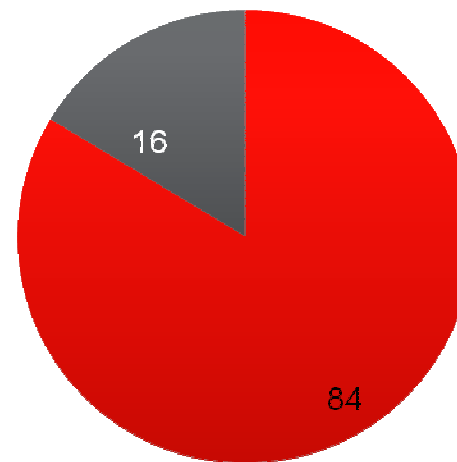
Respondent Profile - Personal

Age



■ 18 to 29 ■ 30 to 39 ■ 40 to 49 ■ 50+

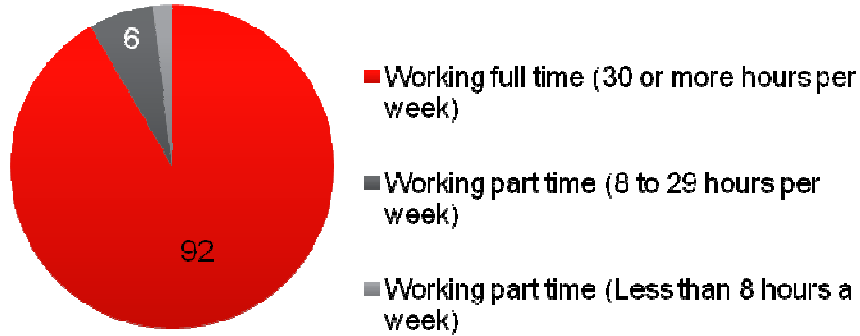
Gender



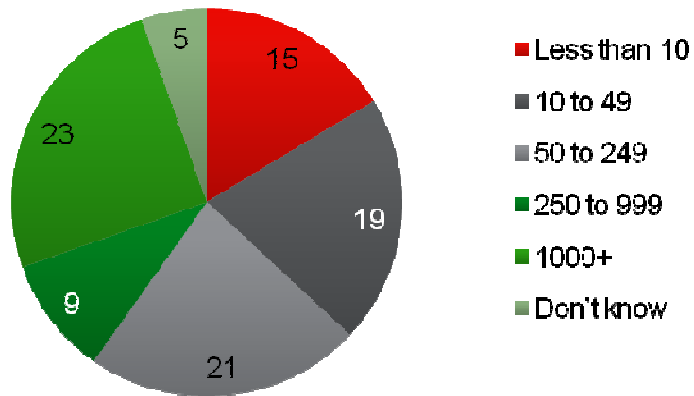
■ Male ■ Female

Respondent Profile - Professional

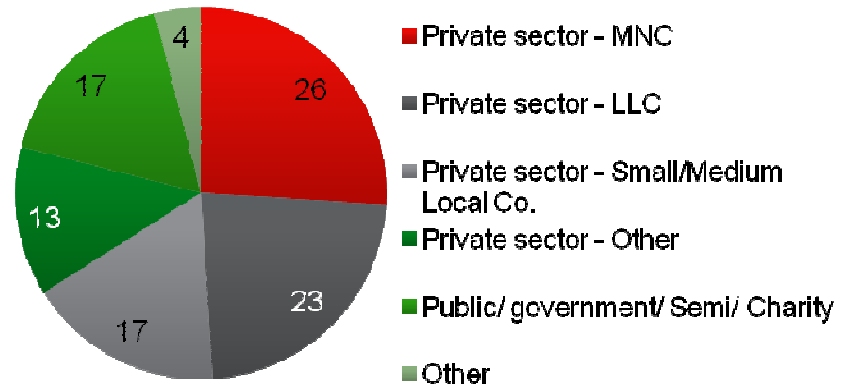
2 Working Status



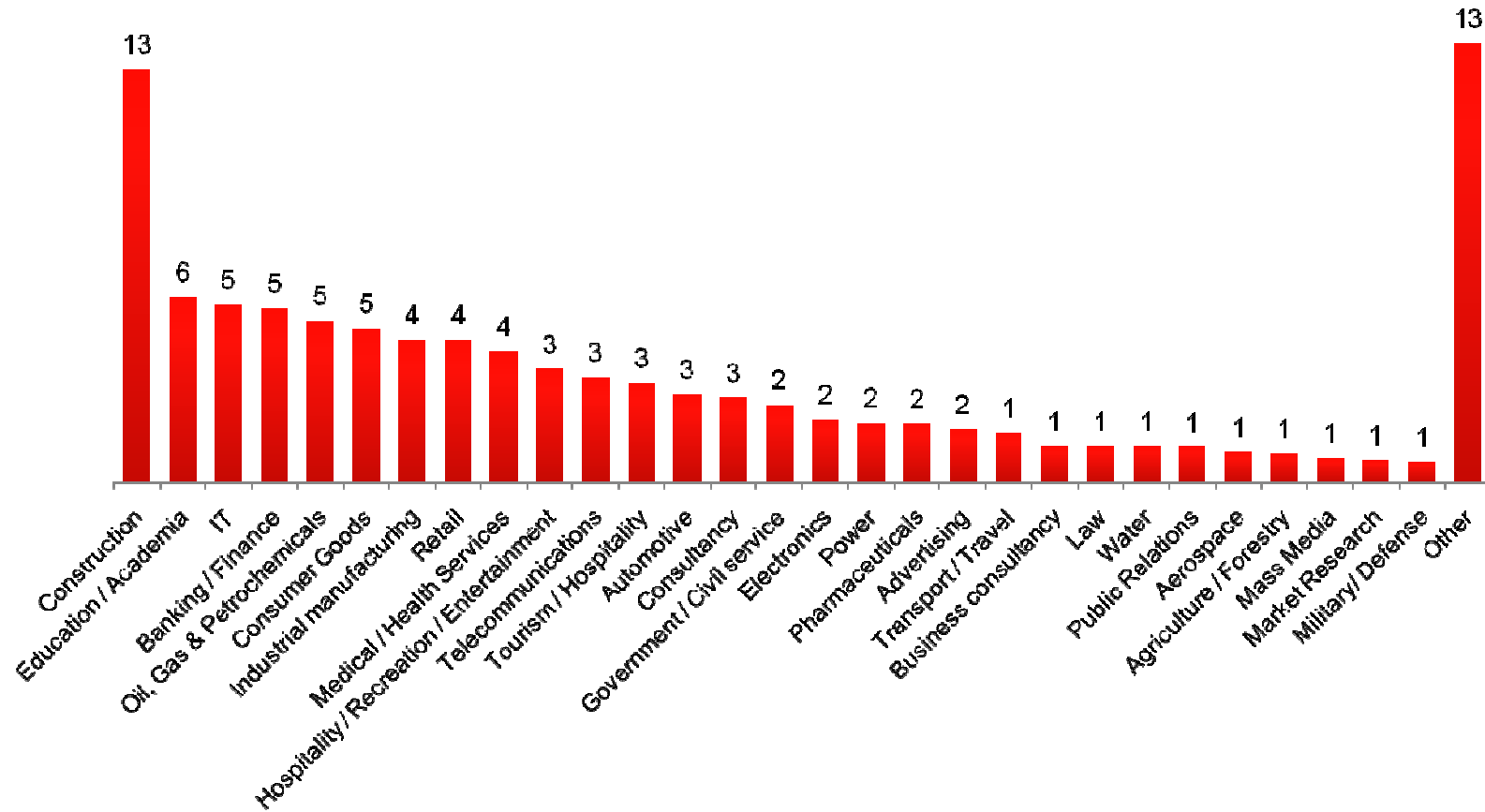
No. of Employees



Sector

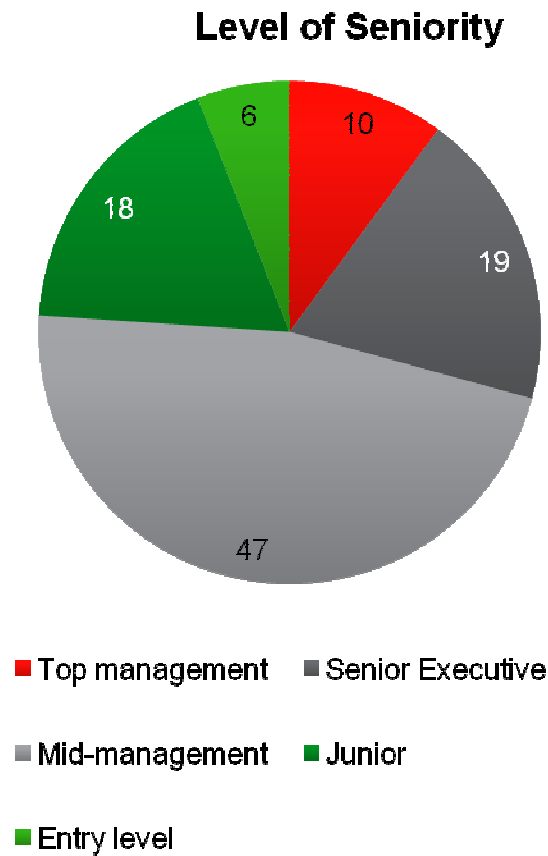


Respondent Profile - Professional



Level of Seniority

Q. Which of the following statements best describes your level of seniority at your office:

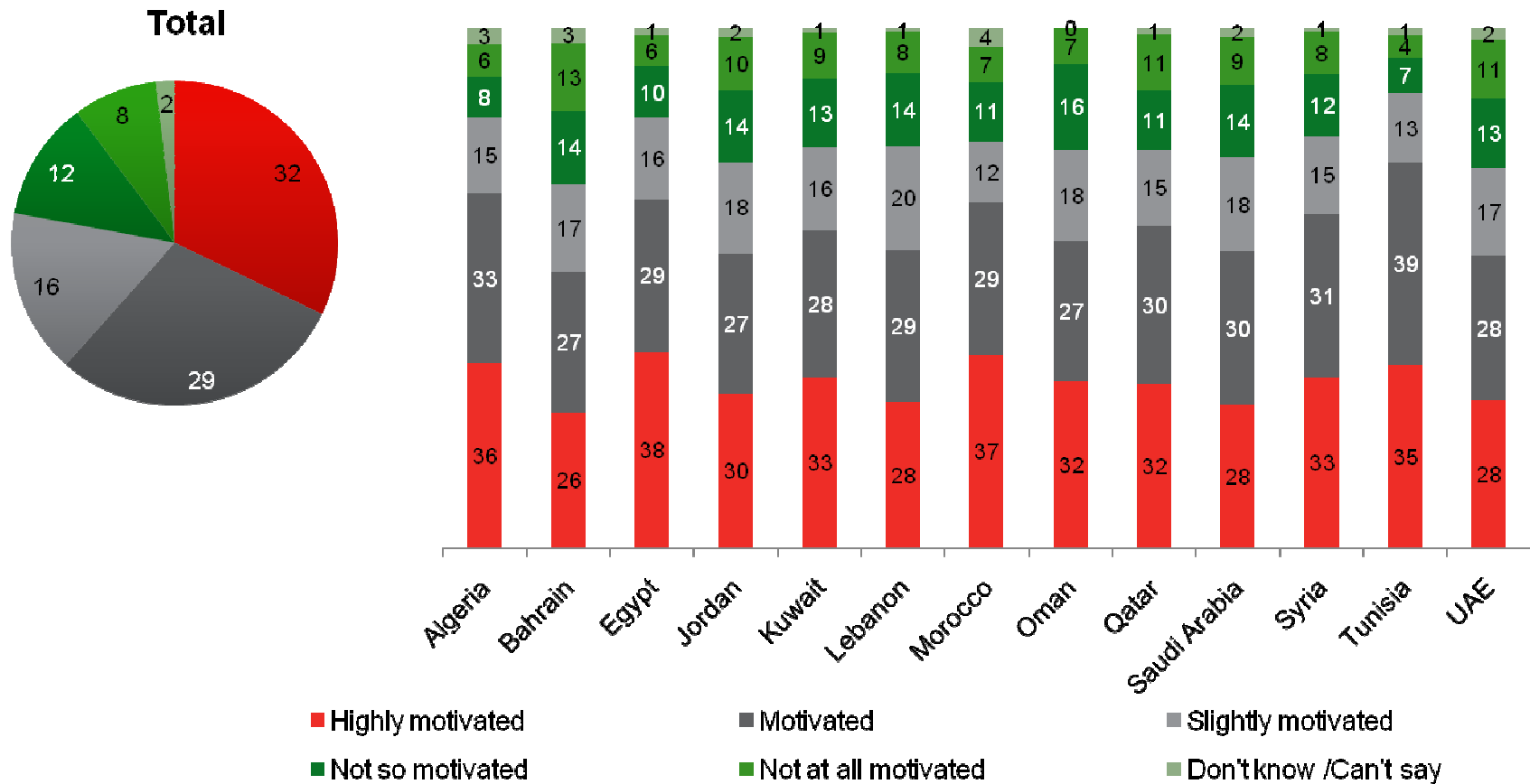


Research findings

Motivation at Work

Q. How motivated do you feel doing the work that you do every day for your organization?

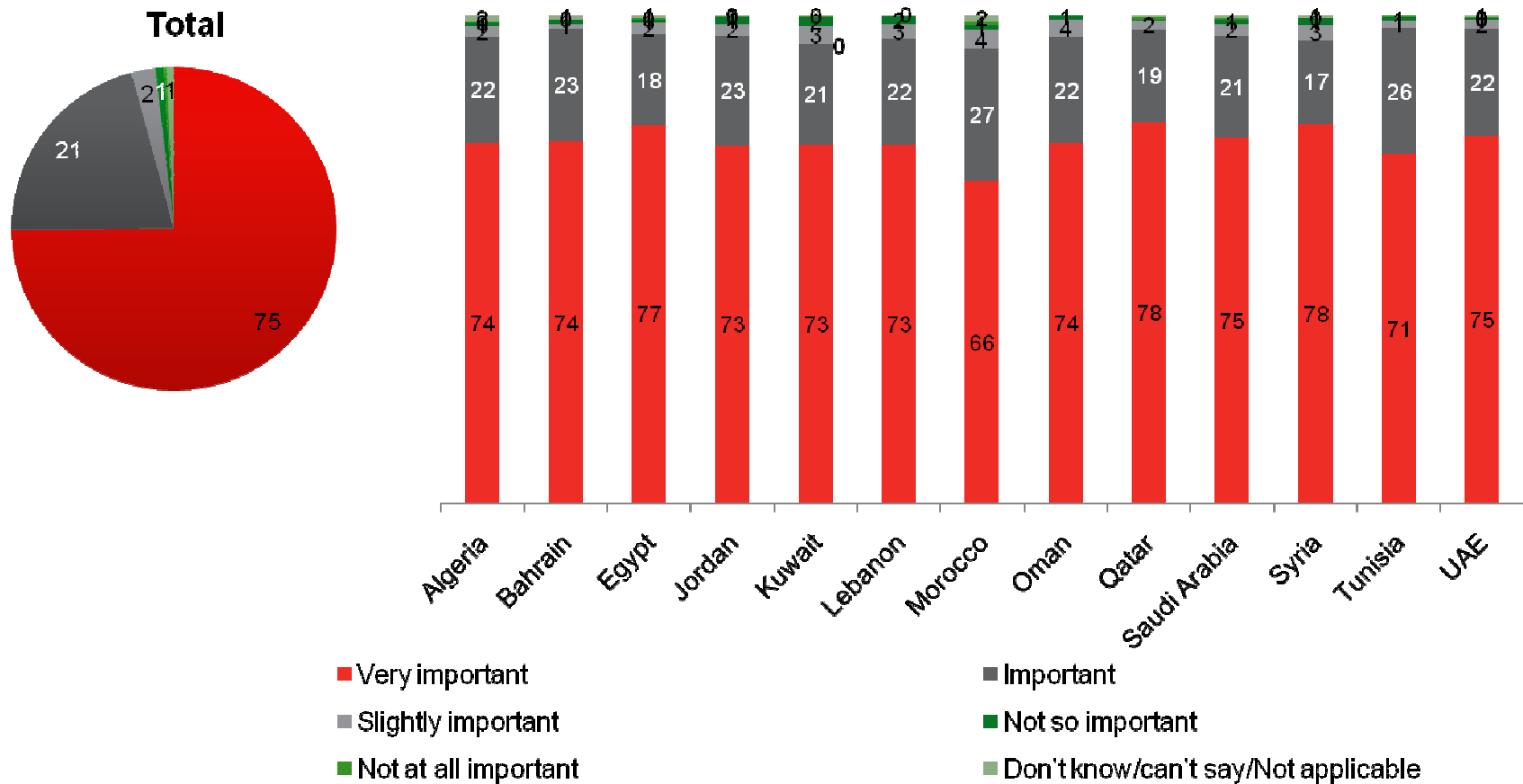
- Across countries 77% of all respondents claim being motivated to some extent towards the work they do so. Tunisia, Algeria and Morocco exhibit 'above average' level of motivation.



Work-Life Balance

Q. How important is achieving a good work-life balance for you to be motivated at work?

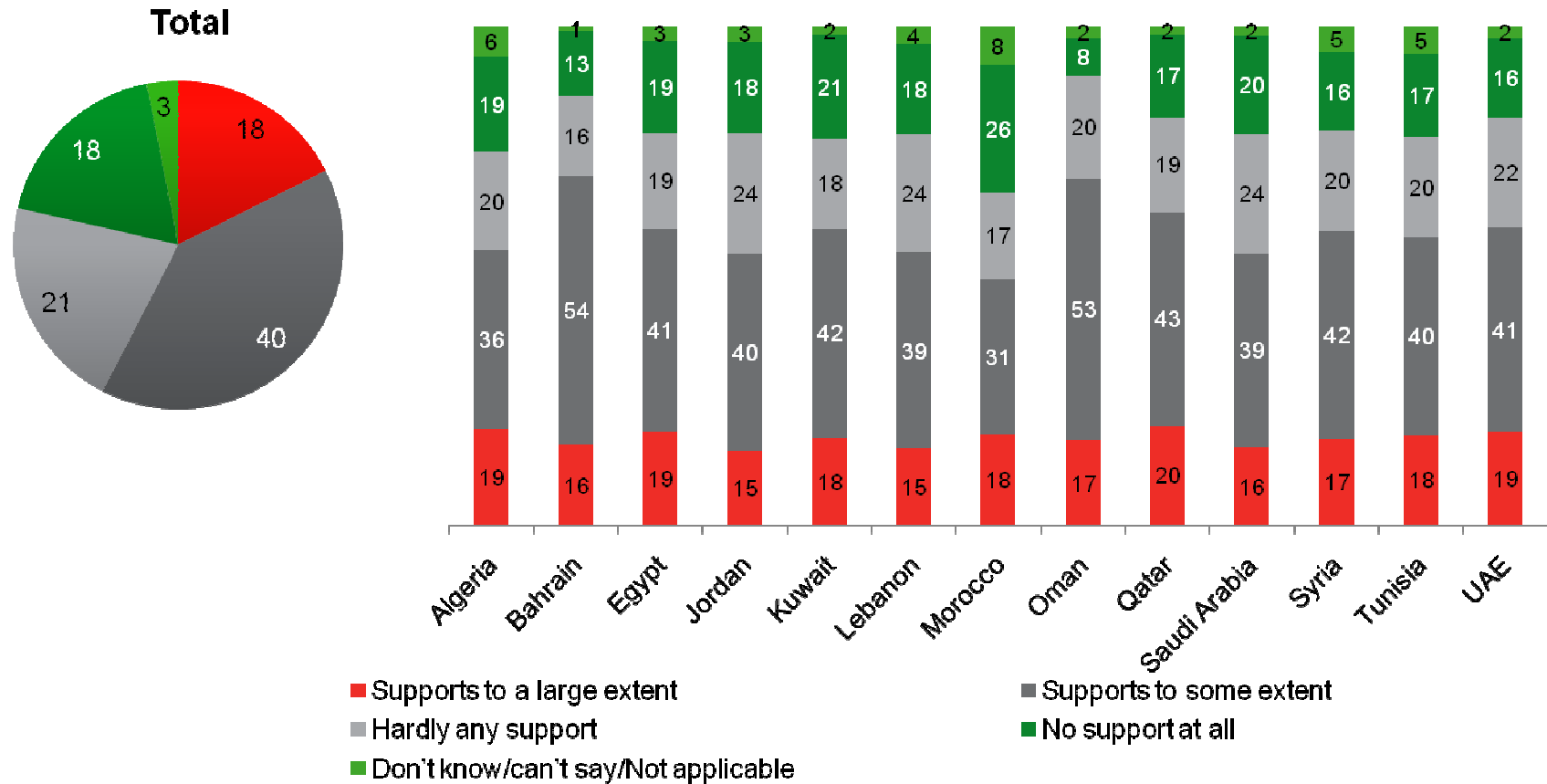
- Achieving a good work-life balance is one of the key factors that could impact an employee's motivation levels at workplace. 98% of the total respondents claim it is important.



Organizational Support to Achieve Work-Life Balance

Q. How much support does your current organisation offer to help achieve a good work-life balance?

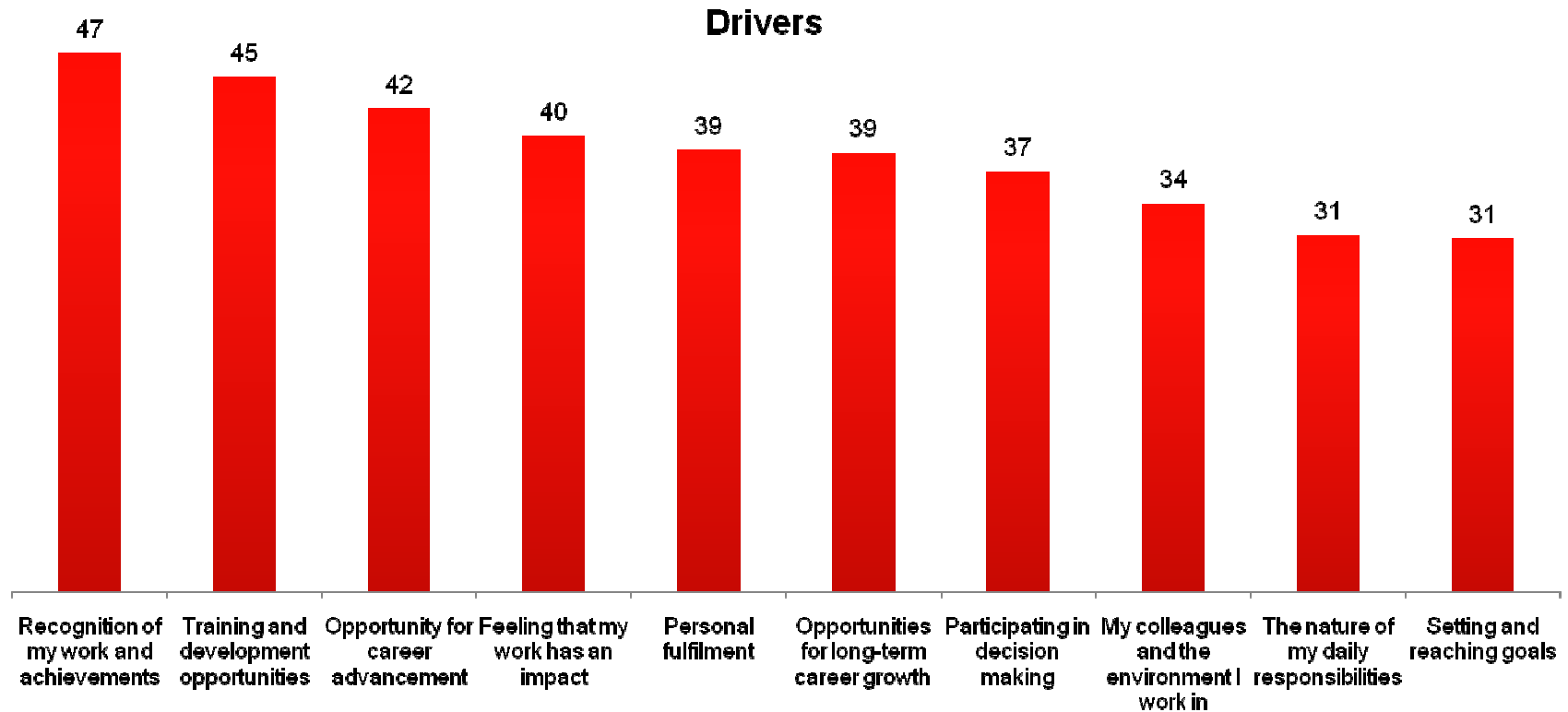
- 58% of the total respondents claim they receive some level of support from their organization to maintain a healthy work-life balance. However, 39% claim they receive little to no support.
- Higher proportion of respondents from Oman and Bahrain claim they receive such support.



Motivation Drivers

Q. What variables most strongly drive your motivation levels for your work and your company besides pay? (Select top five)

- 'Recognition' of one's work is the key element that drives motivation according to 47% of the respondents.
- 'Training and development (45%)' and 'career advancement opportunities (42%)' are also considered to be important drivers.



Intention to Stay with Organization

Q. Approximately how many years do you see yourself working with your current employer?

- Almost four in ten claim they would at least stay for the next 12 months with their current employer. Another 20% claim they would stay for the next three years.
- 21% of respondents from Syria claim they would stay till retirement.

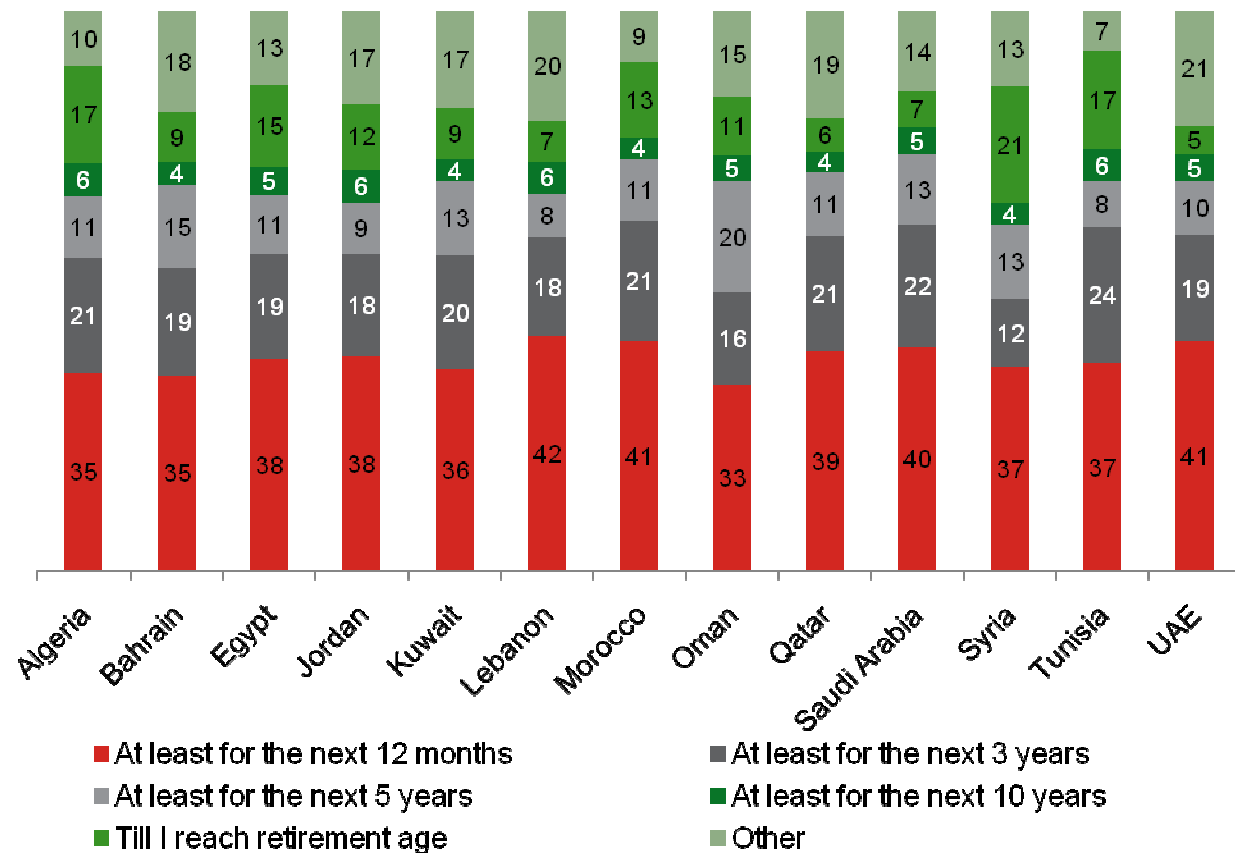
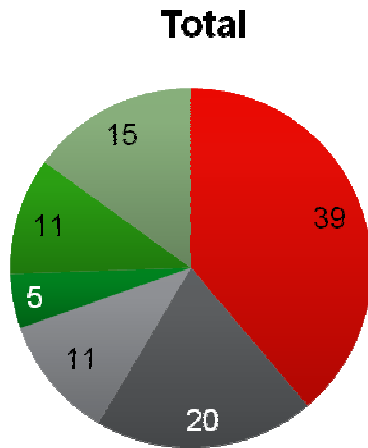
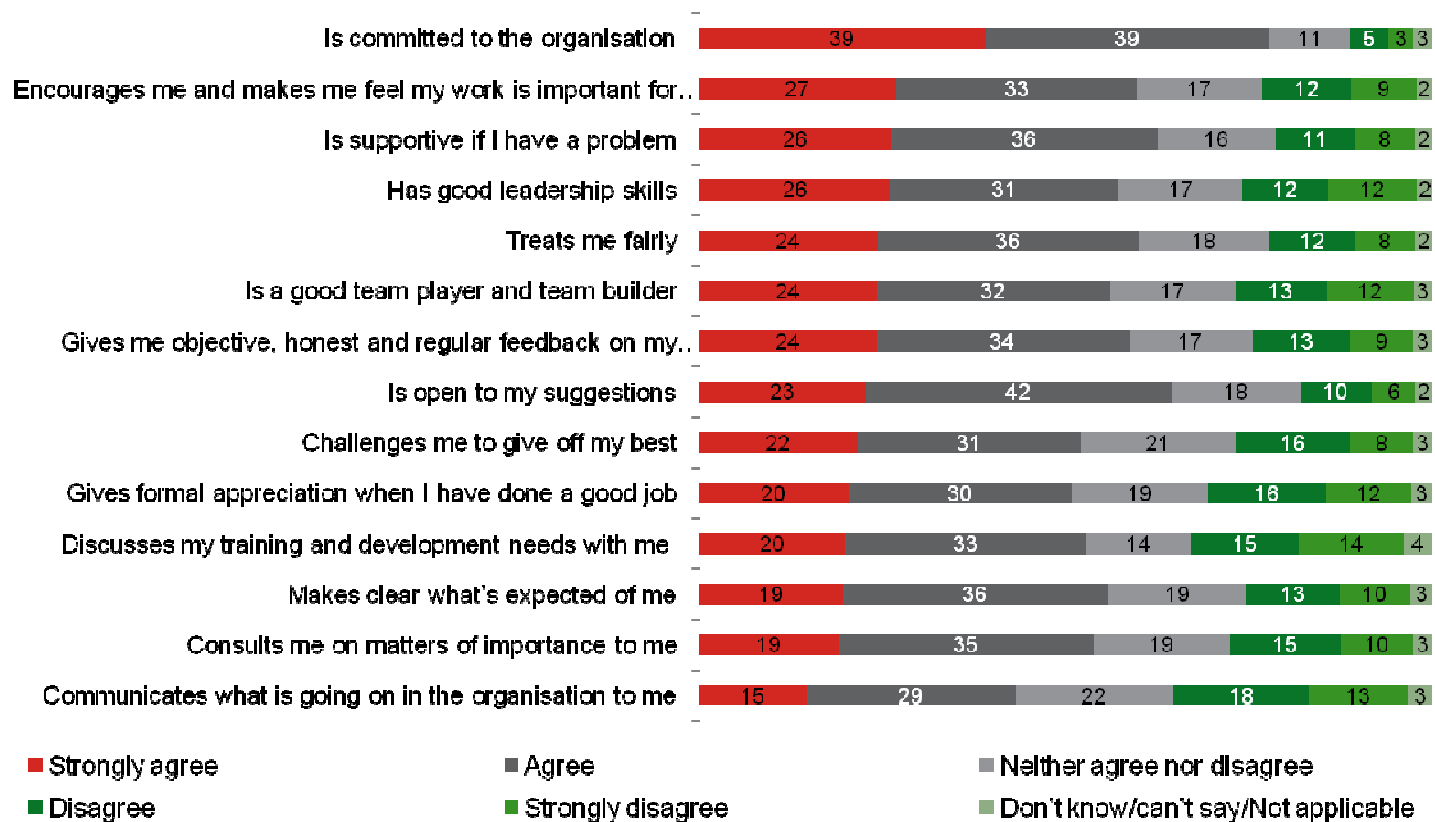


Image of Line Manager

Q. To what extent do you agree or disagree with each of the following statements with regard to your line manager

- 78% of respondents feel that their line manager is committed to the organization; but when it comes to communicating organizational matters, the managers do not appear to be performing very well.



Recommendation to Others

Q. How strongly would you recommend your organisation as an employer to your friends, peers and ex colleagues?

- 54% of the respondents say they would recommend their current employer to others.
- 'Private sector-MNC' have the highest chance of being recommended by the people employed in the sector (27%) in comparison to any other sector.

	Total	Private sector – MNC (2677)	Private sector – LLC (2312)	Private sector - Small/Medium Local Co. (1751)	Private sector – Other (1352)	Public/ government/ Semi/ Charity (1722)	Other (352)
Strongly recommend	22	27	20	14	21	25	28
Recommend	32	34	32	28	30	31	32
Recommend slightly	25	23	29	28	22	23	17
Ask to avoid	11	8	11	16	13	10	8
Strongly ask to avoid	6	5	5	9	8	6	5
Don't know/can't say/Not applicable	4	3	3	4	6	6	10

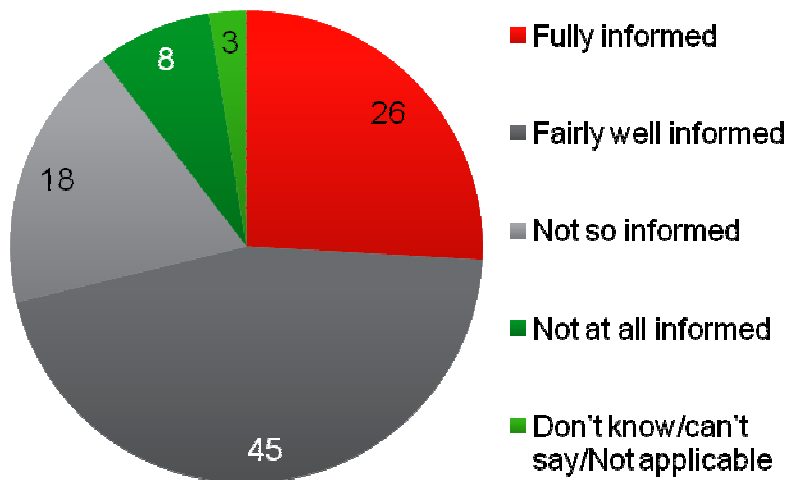
Internal Communications

Q. How informed are you about your company's short term and long term goals, as well as its recent plans and developments?

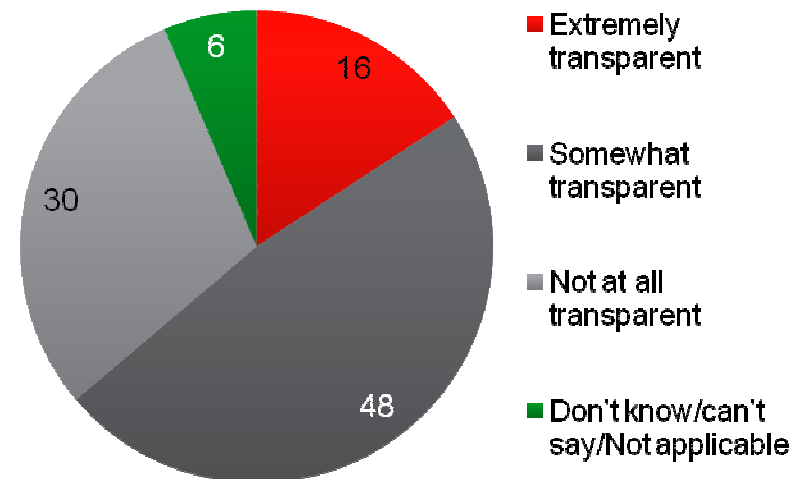
Q. How transparent is the information your company formally communicates to you regarding internal plans and developments?

- Internal communication is one of the elements that has been well looked upon as 71% of the respondents claim they are well informed of their company's goals, plans and developments.
- 64% also believe that there is high level of transparency in the communication they receive.

Information on goals



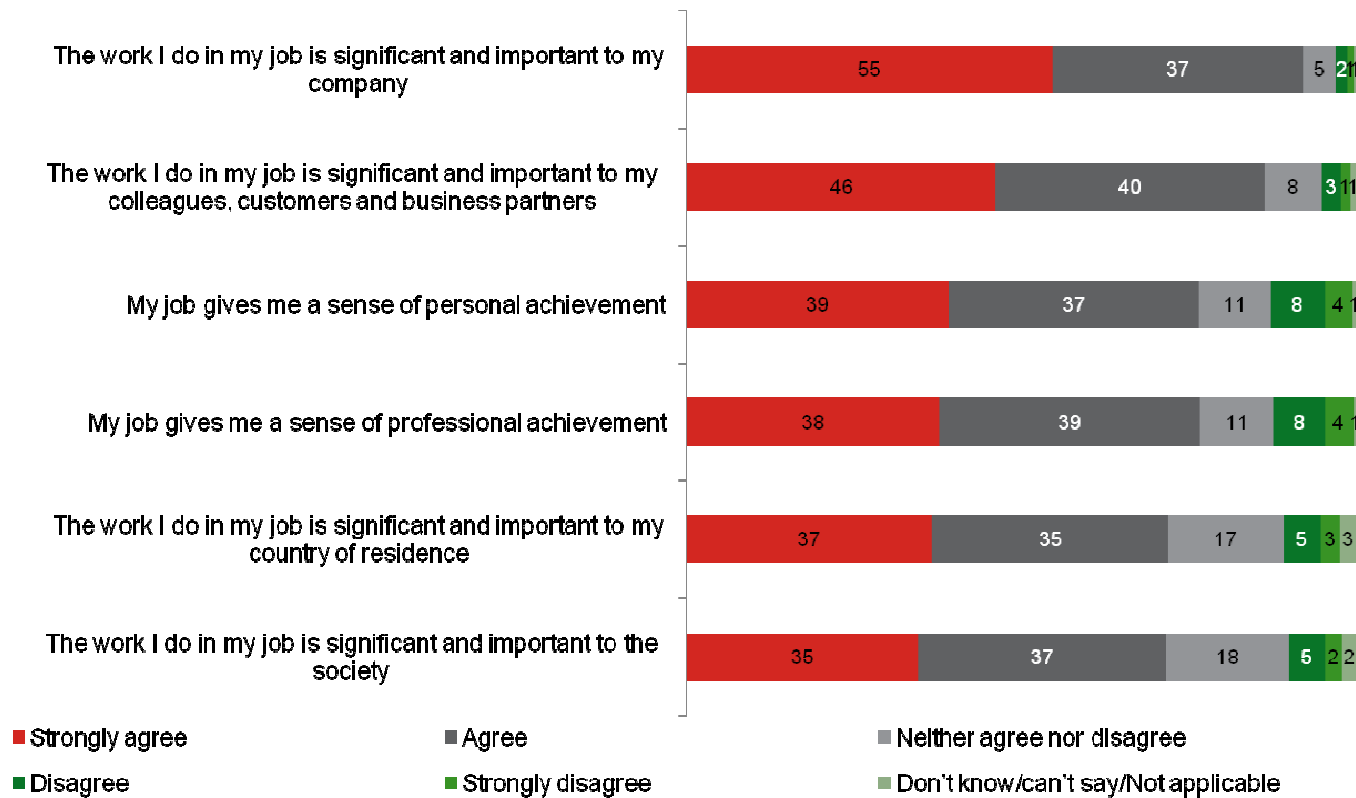
Transparency



Personal Attitude Towards Work - Overall

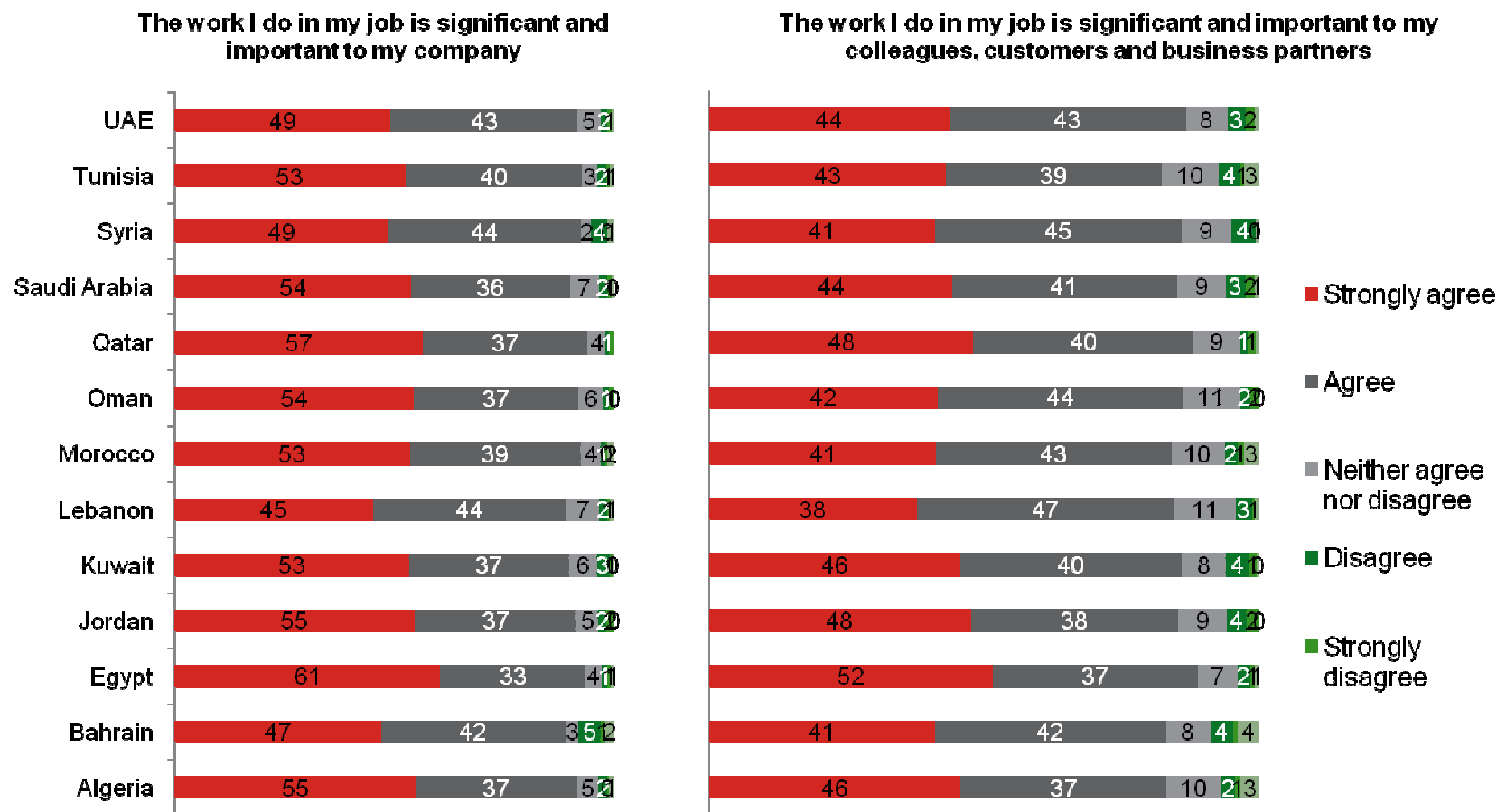
Q. We will now ask you a few questions on your personal opinion and attitude towards the work you do. Please indicate to what extent do you agree or disagree with each of the following statements

- A majority (92%) of the respondents feel that the work they do is significant to the company and 76% claim that their work gives them sense of personal achievement.



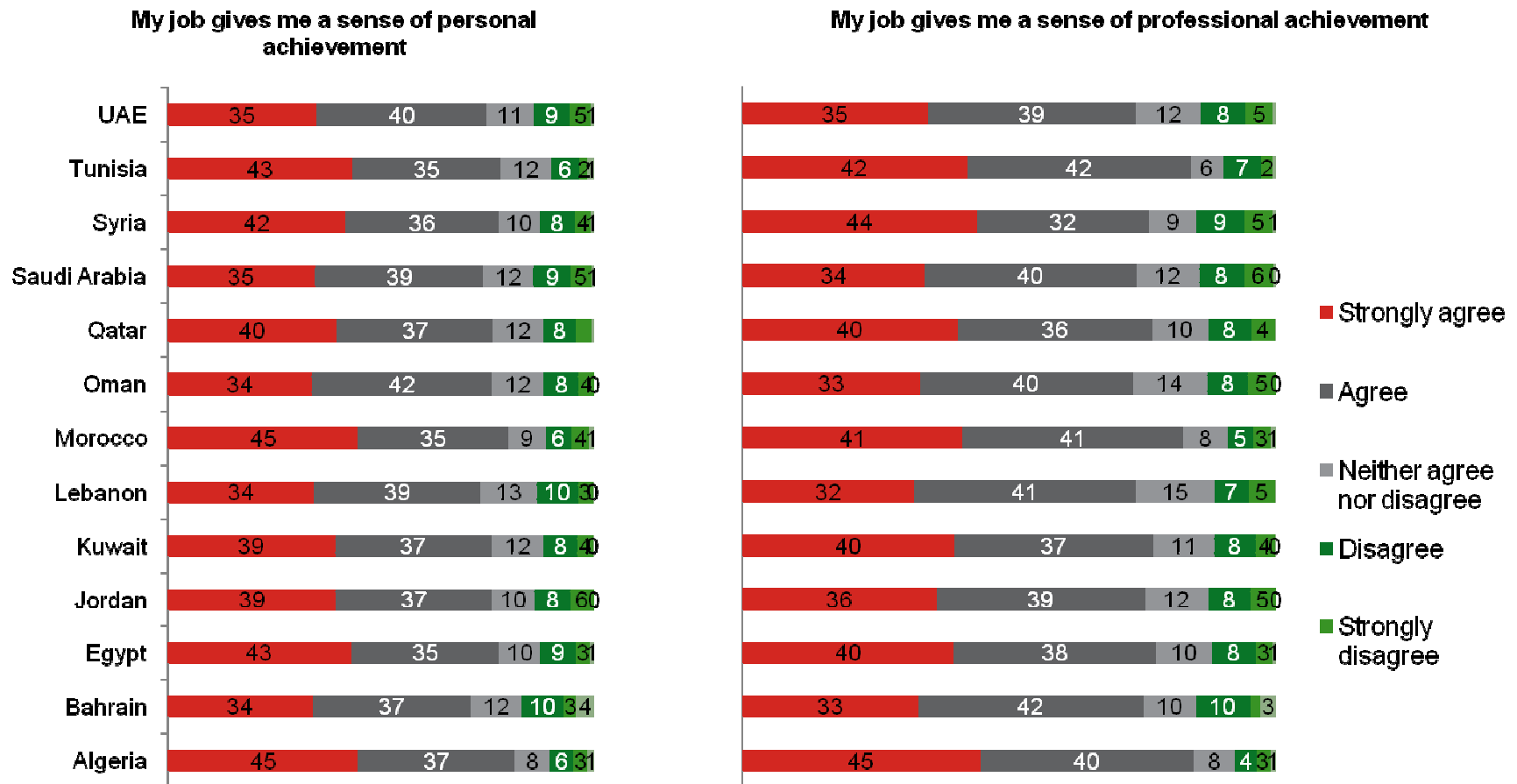
Personal Attitude Towards Work – By Country

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Personal Attitude Towards Work – By Country

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Personal Attitude Towards Work – By Country

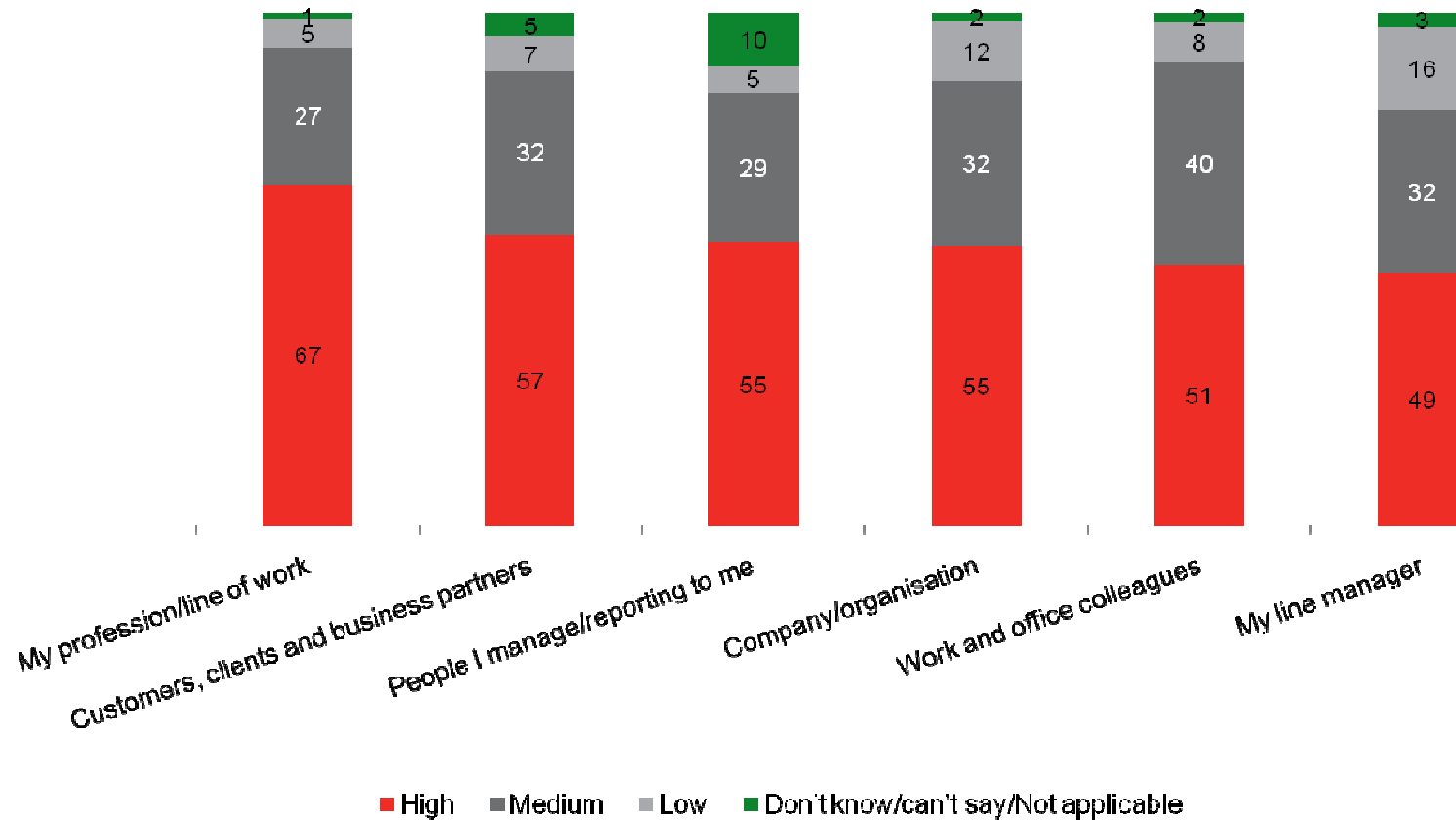
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Feeling of Loyalty

Q. Please indicate the extent of loyalty you feel to each of the following work related groups

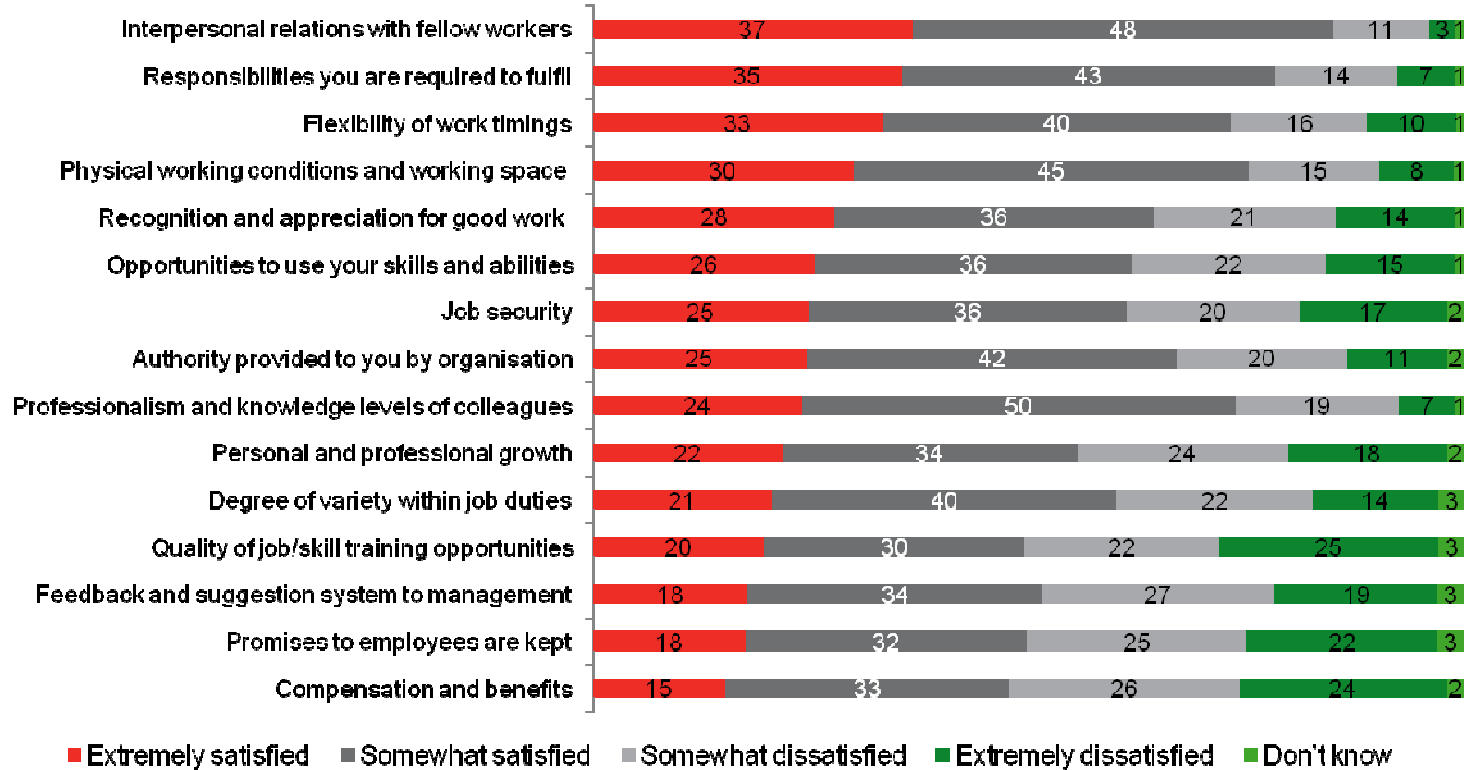
- Although high levels of loyalty are exhibited across work groups, employees are most loyal to their profession/line of work



Satisfaction with Work & Organization - Overall

Q. We will now ask you a few questions on your level of satisfaction with the work you do and your organization. Please indicate how satisfied you are with each of the following aspects

- Respondents claim they are satisfied with the interpersonal relations they have with their colleagues and the responsibilities they are required to fulfill. Key reasons for dissatisfaction are ‘promises not being kept’ and ‘compensation and benefits’.



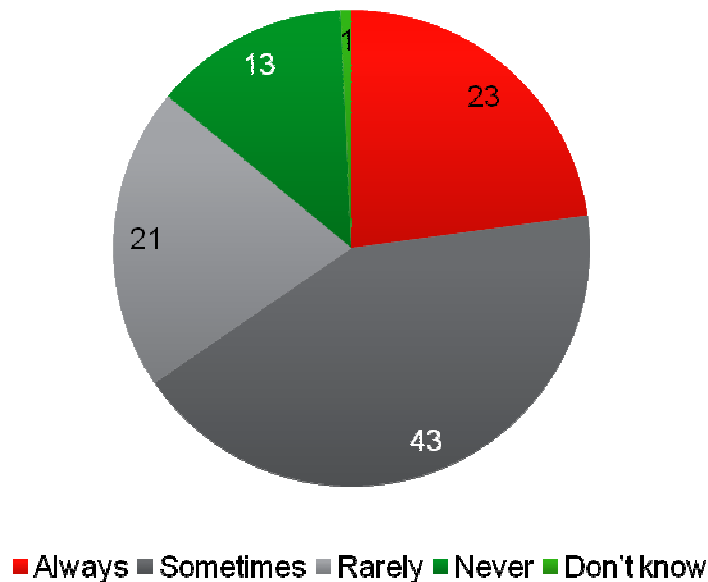
Overtime/ Taking Work Home

Q. How often do you take work home or work overtime?

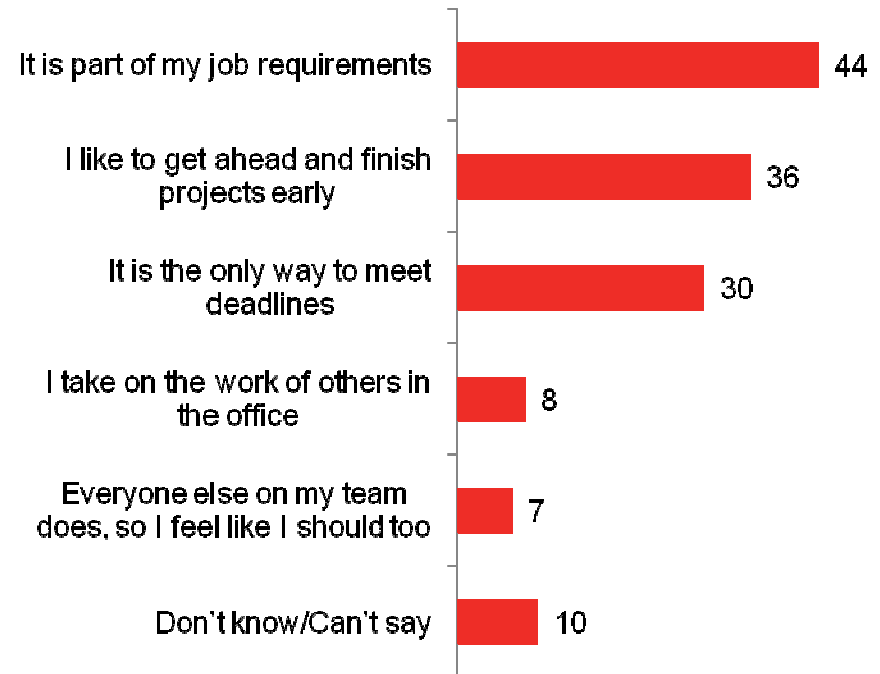
Q. How do you feel about taking work home/working overtime? (For those who take work home/work overtime in previous question) (Select all that apply)

- 23% claim they always take work home/ work overtime. Another 64% state they do so less often.
- Key reason cited for working overtime is that it is part of the job requirement, according to 44%

Overtime/ Taking Work Home



Emotions & Feelings



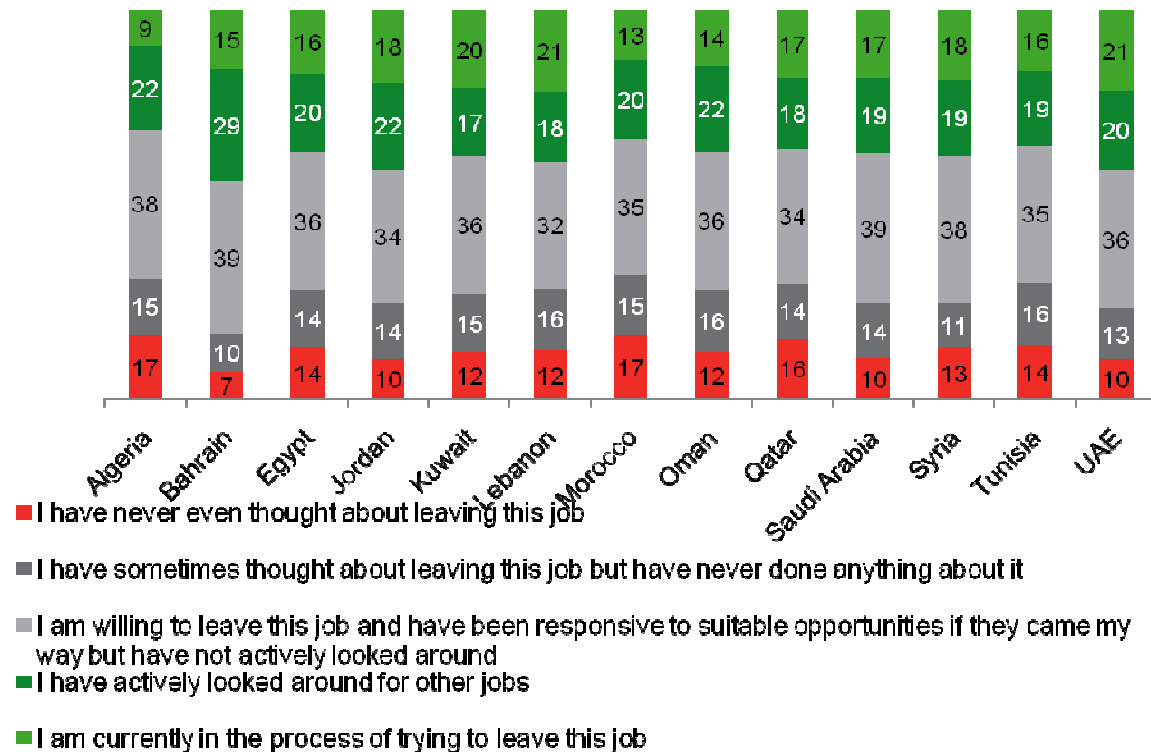
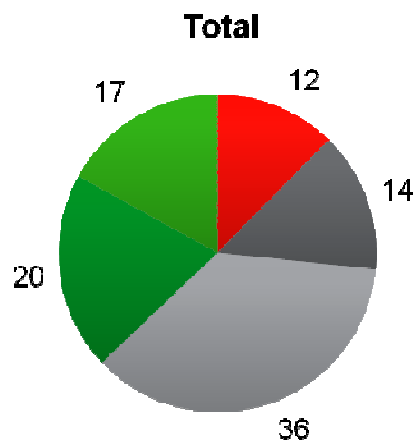
Base: Those who take work home: 8744

Base: Total Working Sample : 10167

Current State of Job

Q. Which of these statements is most applicable to you and your current job

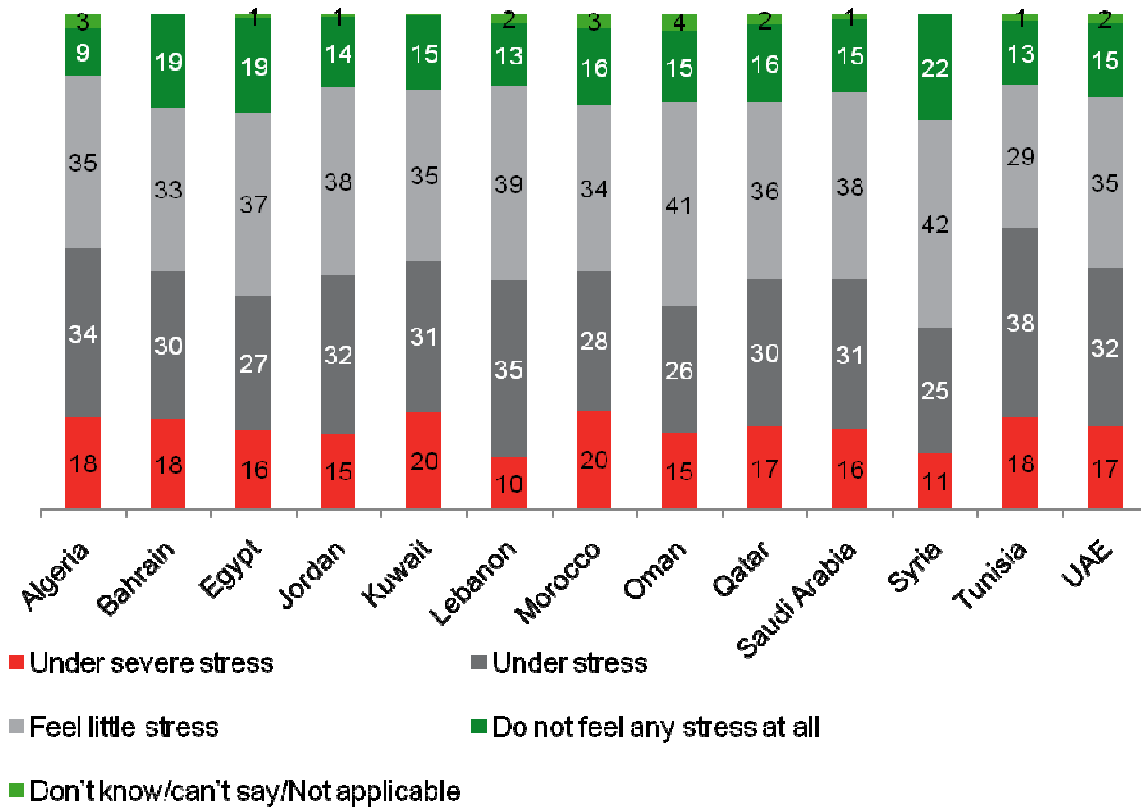
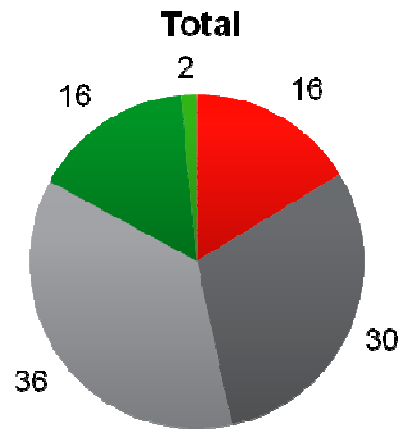
- 36% of the total respondents claim they are willing to leave their current job if the right opportunities are presented. Another 20% have actively looked for another job. Only 12% say that they have never thought about leaving their current job
- Bahrain (44%) and UAE (41%) have the highest percentage of respondents claiming they are either actively looking or in the process of changing their current job.



Level of Stress

Q. Please indicate how stressed you feel in your job on an average working day

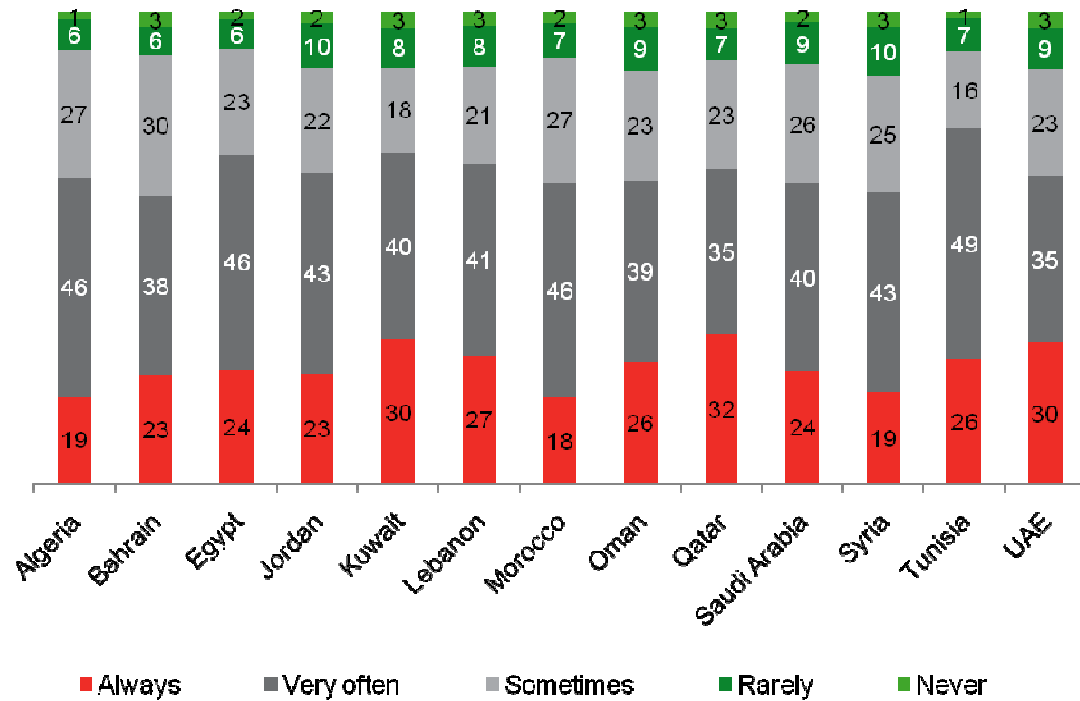
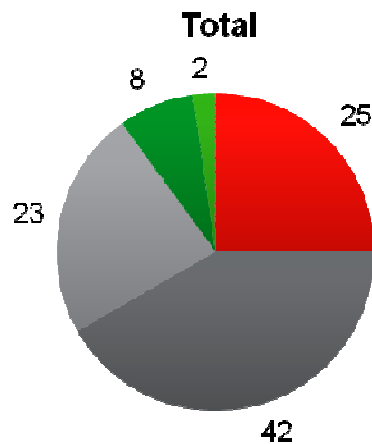
- Almost half of the respondents claim to have a stressful day at work. The same is true across different countries.



Freedom at Workplace

Q. In your opinion, how often are you granted the opportunity to find your own solution(s) to your challenges at work?

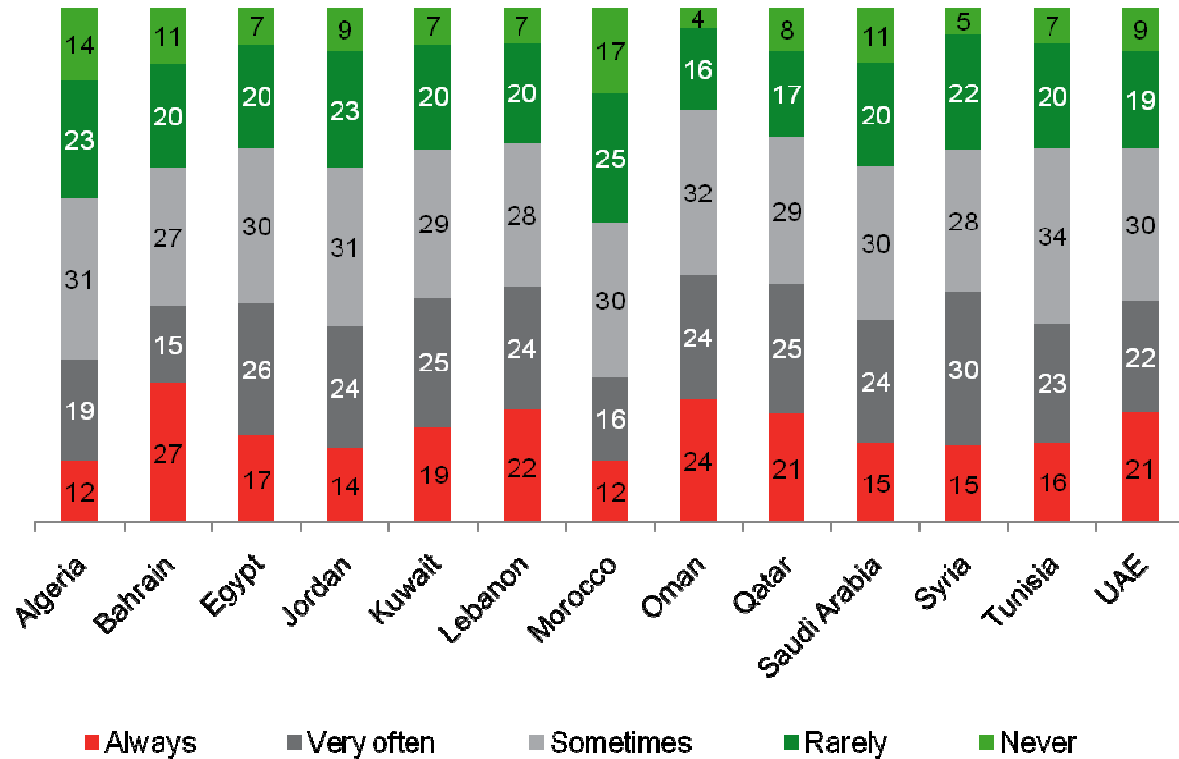
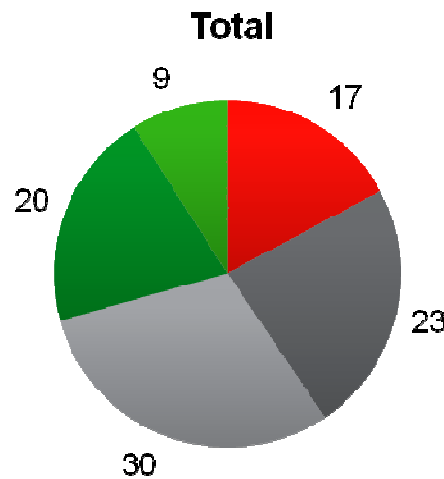
- A quarter of the respondents claim they always have the freedom to seek out solutions to their work challenges.
- Qatar (32%), Kuwait (30%) and UAE (30%) score the highest in this regard.



Management that listens

Q. How often does your manager take time to listen to your concerns and/or suggestions?

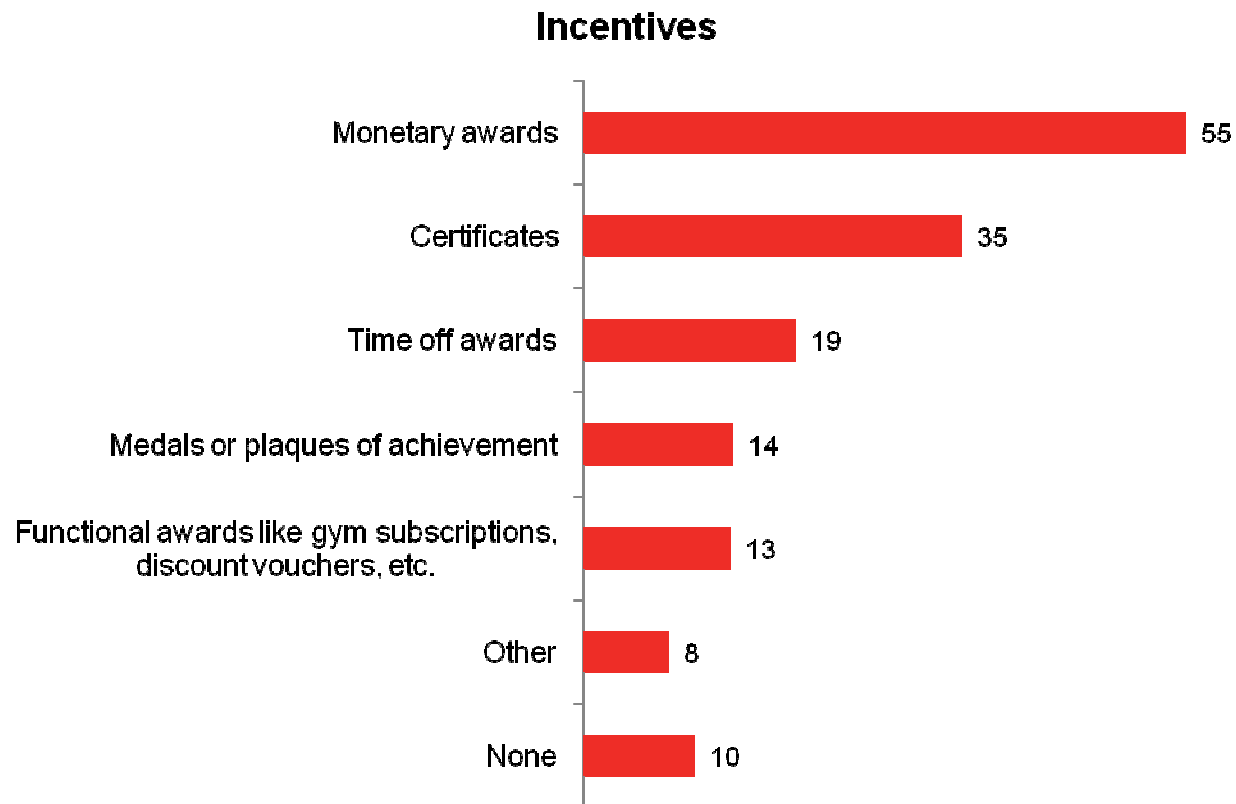
- 4 in 10 respondents claim their managers always/ often listen to the suggestions/ concerns they voice.
- Respondents from Bahrain (27%), Oman (24%), Lebanon (22%) and UAE (21%) claim their managers always take time to listen to their suggestions/ concerns.



Incentives

Q. What kinds of awards/incentives would you like to receive from Employee Recognition Programmes?

- Monetary Rewards followed by Certificates are the top incentives that respondents would like to see their employer offer.



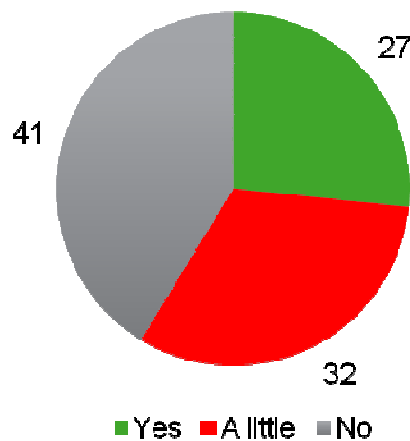
CSR Activities

Q. Does your company engage in CSR activities?

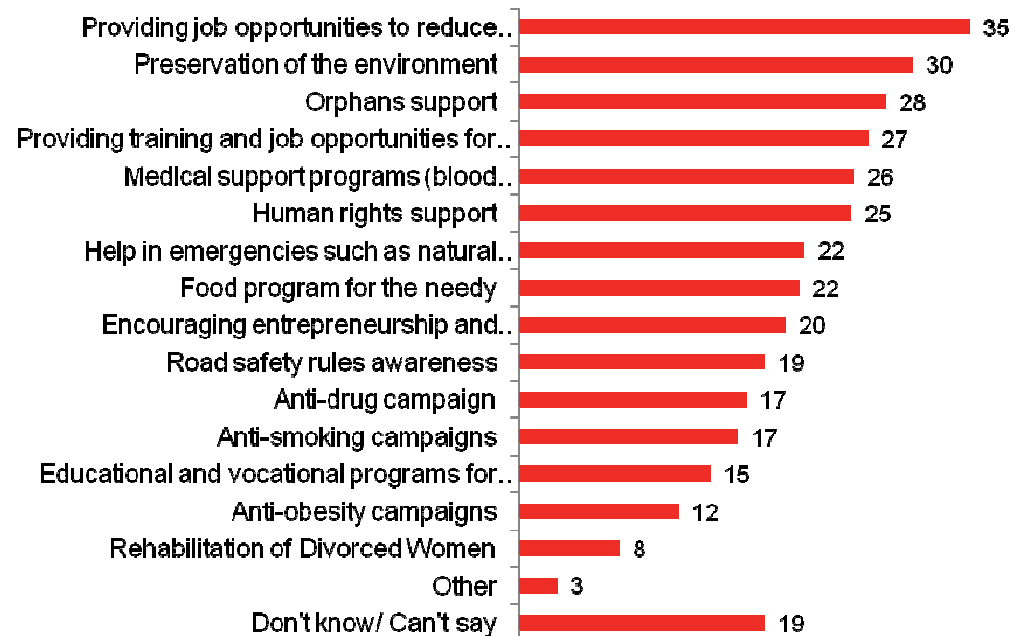
Q. What type of CSR activities would you like your organization to be involved in?

- Just over a quarter claim that their organization is currently involved in CSR activities.
- Creation of employment and preservation of environment are the top two activities that respondents would like to see their companies engage in.

Involvement in CSR



Potential CSR activities



 Thank you

