

Impact of Low Motivation on Employee Performance and Turnover: A Case Study of the Employees of Luxury Restaurants in Dubai, United Arab Emirates

Uchenna Okpara Izuagba

Dubai, United Arab Emirates

Abstract:

Background: This study examined the impact of low motivation on the performance and turnover rate of employees working with luxury restaurants in Dubai, United Arab Emirates.

Materials and Methods: Qualitative method was used to conduct this study. This method was chosen, because it provides researchers with the opportunity to ask more questions when necessary, thereby enabling them to gather a detailed and quality data. The research instruments that were used to conduct this study were interview¹ and observation². The population of this study is the employees working with luxury restaurants in Dubai, UAE. Purposive sampling method was used to select a sample in Dubai, which represents the entire population. Purposive sampling method, which is a form of non-random sampling, was used to select 200 respondents for this study.

Results and Conclusion: The findings of this study showed that there are 6 major low motivation factors that affect employees' performance and turnover rate in the industry. These includes; "Workplace Discrimination, Inflexible Management System, Poor Internal Promotion System and Unfair Salary Structure, Failure to Maintain a Positive Working Environment, Failure to Increase Salary Annually, and Unfair Incentive System." The findings also clearly showed that the major low motivation factor among the 6 factors mentioned earlier was "Workplace Discrimination" as 178 of the 200 respondents mentioned it as their major demotivation factor. On the other hand, the least demotivation factor highlighted by the respondents was "Unfair Incentive System" with 145 respondents out of the 200 respondents highlighting it as one of their demotivation factors. Nonetheless, all restaurants in the industry are advised to critically address each of the 6 demotivation factors discovered in this study by providing their managements with extensive training on how to motivate their employees, and by also revising their policies and standard operating procedures in such a way that employee motivation practices will be prioritized. This, in turn, will encourage their employees to maintain high motivation, thereby increasing their performance and loyalty to their organizations.

Key Words: United Arab Emirates (UAE), Dubai, Employee Motivation, Low Motivation, Employee Performance, Employee Turnover, Industry, Needs, Restaurants, Luxury.

Date of Submission: 06-06-2021

Date of Acceptance: 20-06-2021

I. Introduction

The motivation of employees, whether professional, skilled or unskilled, is a major issue in all service organizations. For the restaurant industry, employee motivation is a major issue. It is a challenge for the management of the industry to motivate employees to stay on the job and to offer the efficient and good service which guests expect.

One of the human resource management's functions is related to ensuring employees' workplace motivation. Another human resource management's function is to assist the restaurant management in keeping the employees satisfied with their jobs. If employees are not satisfied, they will not perform to expected norms. Workplace dissatisfaction and poor performance usually lead to high employee turnover in the restaurant industry. According to a Hotel and Catering Training Company in the United Kingdom, turnover in the United Kingdom was estimated to have cost the hotel and catering industry 430 million pounds a year, and turnover was higher among men than women as at 2016 (Bella, 2018). The Hong Kong Hotels Association found in its 2014-2015 annual survey that 41.26% of the employees in 63 luxury restaurants changed jobs or resigned due to low motivation (Ibid.).

¹ Interview refers to a one-on-one conversation with one person acting in the role of the interviewer and the other in the role of the interviewee (Jamm, 2020).

² Observation is the process of gathering information by closely monitoring the body language of the respondents (Ibid.).

Yu (2009) reported that in order to reduce labor turnover and retain productive employees, managements have to improve working conditions and keep the employees properly motivated. Therefore, human resource managers need to understand the motivational processes and human needs in different cultures. To understand employees' needs, managers should understand key theories that help them to learn the basic needs of people. Maslow's theory is one of many theories that pointed out the basic sorts of needs. They are Physiological needs, Security needs, Belongingness needs, Esteem needs, Self-actualization needs, and Self Transcendence needs. The lower level needs must be satisfied before the next higher level. Another theory written by Herzberg is based on two distinct sets of factors: hygiene factors, such as; pay, organizations, policies, working environment, and motivation factors, such as; recognition, promotion, achievement, and the intrinsic nature of the work.

Moreover, managers can learn what kind of motivation factors should be provided to employees from many research papers. For example, the study of Dr. Kovach during forty years concluded that good wages ranked the first through the fifth of the ten items of motivational factors (Kovach, 1987). The study of seven Caribbean Hotels, Las Vegas Casino Hotels, and 278 hotels located in the United States and Canada supported Kovach's research that good pay is the first priority for employees (Charles and Marshall, 2012). However, from the study of 1,245 employees of the Hong Kong restaurants and hotels concluded that an opportunity for advancement is the first factor, but good pay is the third one (Siu, Tsang and Wong, 2007). So, when managers understand employees' needs and provide the suitable motivational approach, employees will match their goals with the organizations' goals. As a result of this, not only will the employees get benefits, but also the whole organization will be more successful. Therefore, in order to bridge the research gap on this topic, this study critically assessed the impact of low motivation on employee performance and turnover among the employees of luxury restaurants³ in Dubai, UAE⁴.

II. Materials and Methods

Qualitative method was used to conduct this study. This method was chosen, because it provides researchers with the opportunity to ask more questions when necessary, thereby enabling them to gather a detailed and quality data. This is true, because the method enabled the researcher to ask the respondents more questions when he required more information from them. This did not only help him to learn more about specific events concerning the respondents, it also helped him to gain insight into the respondents' interior experiences, especially how they perceived and interpreted their perceptions, and how different events affected their thoughts and feelings (William, 2010). As a result of this, the researcher was able to understand the process of each event, instead of what just happened and how the respondents reacted to them.

The research instruments that were used to conduct this study were interview⁵ and observation⁶. The greatest advantage of interview and observation is that they help to gather a detailed and quality data from the respondents (Marley, 2013). This is factual as the interviews and observations conducted while carrying out this study enabled the respondents to clearly explain themselves in detail and also provide other relevant social cues. Social cues, such as; voice, intonation, and body language of the respondents provided the researcher with a lot of extra information that was added to their verbal answers. This level of detailed description (both verbal and non-verbal) showed a hidden interrelatedness between the emotions of the respondents and events.

The population of this study is the employees working with luxury restaurants in Dubai, UAE. Purposive sampling method was used to select a sample in Dubai, which represents the entire population. Purposive sampling method, which is a form of non-random sampling, was used to select 200 respondents for this study. These respondents were selected among the employees of 20 luxury restaurants in Dubai, UAE. The reason behind this is that purposive sampling reduces the amount of time necessary to search for appropriate respondents that meet the selection criteria required for the sample of a study (Sadan, 2011).

The area of this study is Dubai, United Arab Emirates. The reason for choosing Dubai is that, it is the most populous city in the United Arab Emirates (UAE). According to the Statistics Centre of Dubai, as of March 2021, the population of Dubai is 3,386,941. Another reason for choosing Dubai for this study is that, it is one of the world's fastest growing economies. Its gross domestic product is projected at US\$107.1 billion, with a growth rate of 6.1% in 2014. Also, Dubai was chosen for this study, because the government's decision to diversify from a trade-based, oil-reliant economy to one that is service and tourism-oriented has encouraged lots of luxury restaurants around the world to set-up their restaurants in the city, especially through franchising⁷.

³ Luxury restaurants are considered to be in the top tier of the restaurant industry, not only regarding price but also food and beverage quality, decoration, style, influence, and a combination of all the attributes (Ferdinand, 2020).

⁴ United Arab Emirates.

⁵ Interview refers to a one-on-one conversation with one person acting in the role of the interviewer and the other in the role of the interviewee (Jamm, 2020).

⁶ Observation is the process of gathering information by closely monitoring the body language of the respondents (Ibid.).

⁷ Franchising is an arrangement where one party (the franchiser) grants another party (the franchisee) the right to use its trademark or trade-name as well as certain business systems and processes, to produce and market a good or service according to certain specifications. The

This facilitated easy access to the respondents of this study without exposing their identities to the public. In addition, Dubai is one of the major centers of UAE's economic activities. This enabled the researcher to collect a data that reflects the opinions and issues faced by employees of different races, ages, positions, countries, and restaurant brands (Ibid.).

III. Literature Review

Motivation is one of the most important human resource management responsibilities. Considerable researches have been conducted regarding the definition of motivation. According to Dessler (1980, p.55) "motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So, motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward". Daschler and Ninemeier (1984, p.210) said "Motivation is a state or force within an employee that makes the employee act in a way designed to achieve some goals. Taking this broad definition and putting it into the context of supervision in the restaurant operation, it can be said that motivation is what the manager does to encourage and influence other people to take necessary action" (Daschler and Ninemeier, 1984, p.210).

Motivation is, in fact, an internally generated force or drive within the individual which provides an incentive for the employee to act. Ray and Wieland (1985) stated that motivation is the force within a person that makes him or her to act in a certain way to achieve some goals. As taken from the study done by Madsen (1974, p.13), "motivation is an important concept in modern psychology. It is not possible to understand, explain or predict human behavior without some knowledge of motivation" (Cai, 1993, p.8).

According to Drummond (1990) motivation is in the individual and helps to explain behavior. Motivation is an intricate inside process with three components: what drives the individual to behave in certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees' need is very difficult, because each employee has different characteristics that affect behavior. The factors that organizations have to be concerned with are self-concept, attitudes, values, interests, feelings, personality, and life experiences. They have to encourage their employees through a positive organizational climate that is motivating.

1. Theories of Motivation

Human beings are motivated by many needs. These depend on many factors and vary by the person and individual situation. Basic needs are food, clothing, medicine and shelters, but workplace needs extend to acceptance and self-esteem. Each individual will experience these factors in different degrees. Thus, to better understand how to motivate employees, managers should understand the basic theories of motivation (Cheng, 1995). The four founding theories include; Maslow's theory, Alderfer's theory, Equity theory, and Herzberg's Two-Factor theory. These theories present the basics of human needs.

1.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper titled- "A Theory of Human Motivation" in Psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. Maslow used the terms "physiological", "safety", "belongingness and love", "esteem", "self-actualization", and "self-transcendence" to describe the pattern that human motivations generally move through. The goal of Maslow's theory is to attain the sixth level of the stage, which is self-transcendent needs (Maslow, 1963).

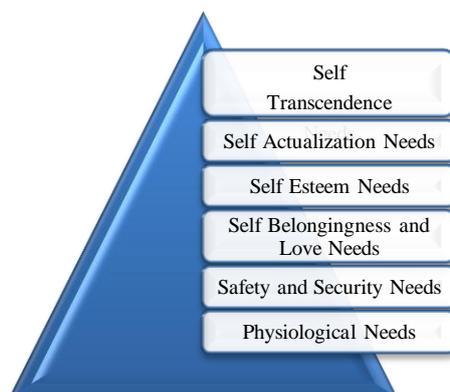


Figure 1: Maslow's Hierarchy of Needs (Maslow, 1963).

Physiological Needs: These needs are the physical requirements for human survival. If these requirements are not met, the human body cannot function properly and will ultimately fail. Physiological needs are thought to be the most important; they should be met first. These include; air, water, clothing, shelter and food, which are metabolic requirements for survival in all humans.

Safety and Security Needs: Once a person's physiological needs are relatively satisfied, their safety needs take precedence and dominate their behaviors. In the absence of physical safety, due to war, natural disaster, political unrest, riot, family violence or childhood abuse, people may experience post-traumatic stress disorder or trans-generational trauma. People may also experience post-traumatic stress disorder or trans-generational trauma in the absence of economic safety, due to economic crisis and lack of work opportunities. This safety needs manifest themselves in ways such as a preference for job security, grievance procedures for protecting the individual from unilateral authority, savings accounts, insurance policies and disability accommodations. Safety and Security needs basically include:

- Personal security
- Financial security
- Health and well-being

Social Belongingness and Love Needs: After physiological and safety and security needs are fulfilled, the third level of human needs is interpersonal and involves feelings of belongingness and love. This need is especially strong in childhood and it can override the need for safety as witnessed in children who cling to abusive parents. Deficiencies within this level of Maslow's hierarchy, due to neglect, shunning or ostracism, can adversely affect the individual's ability to form and maintain emotionally significant relationships in general, such as:

- Friendships
- Intimacy
- Family

According to Maslow, humans need to feel a sense of belonging, love and acceptance among their social groups, regardless of whether these groups are large or small. For example, some large social groups may include clubs, co-workers, religious groups, professional organizations, sports teams, and gangs. Some examples of small social connections include family members, intimate partners, mentors, colleagues, and confidants. Humans need to love and be loved by others. Many people become susceptible to loneliness, social anxiety, and clinical depression in the absence of this love or belonging element. This need for belonging may overcome the physiological and safety and security needs, depending on the strength of the peer pressure.

Self Esteem Needs: All humans have a need to feel respected and the need to have self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. Low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy. People with low self-esteem often need respect from others; they may feel the need to seek fame or glory. However, fame or glory will not help the person to build their self-esteem until they accept who they are internally. Psychological imbalances, such as depression, can hinder the person from obtaining a higher level of self-esteem.

Most people have a need for stable self-esteem. Maslow noted two versions of esteem needs: a “lower” version and a “higher” version. The “lower” version of esteem is the need for respect from others. This may include a need for status, recognition, fame, prestige, and attention. The “higher” version manifests itself as the need for self-respect. For example, the person may have a need for strength, competence, mastery, self-confidence, independence, and freedom. This “higher” version takes precedence over the “lower” version, because it relies on an inner competence established through experience. Deprivation of these needs may lead to an inferiority complex, weakness, and helplessness.

Maslow states that while he originally thought the needs of humans had strict guidelines, the “hierarchies are interrelated, rather than sharply separated”. This means that self-esteem needs and the subsequent levels are not strictly separated; instead, the levels are closely related.

Self-Actualization Needs: “What a man can be, he must be.” This quotation forms the basis of the perceived need for self-actualization. This level of need refers to what a person’s full potential is and the realization of that potential. Maslow describes this level as the desire to accomplish everything that one can, to become the most that one can be. Individuals may perceive or focus on this need very specifically. For example, an individual may have the strong desire to become an ideal parent. In another, the desire may be expressed athletically. For others, it may be expressed in paintings, pictures, or inventions. As previously mentioned, Maslow believed that to understand this level of need, the person must not only achieve the previous needs, but master them.

Self-Transcendence Needs: This refers to the ability to focus attention on doing something for the sake of others, as opposed to self-actualization, in which doing something for oneself is an end goal. What is less well-known is that Maslow amended his model near the end of his life, and so the conventional portrayal of his hierarchy is incomplete. In his later thinking he argued that there is another, higher level of development, what he called self-transcendence. We achieve this level by focusing on goals beyond the self like altruism, spiritual awakening, liberation from egocentricity, and ultimately the unity of being. Here is how he put it:

Transcendence refers to the very highest and most inclusive or holistic levels of human consciousness, behaving and relating, as ends rather than means, to oneself, to significant others, to human beings in general, to other species, to nature, and to the cosmos⁸ (The Farther Reaches of Human Nature, New York, 1971, p. 269).

Placing self-transcendence above self-actualization results in a radically different model. Self-actualization refers to fulfilling one’s potentials, while self-transcendence refers to literally transcending the self, and if successful, self-transcenders often have what Maslow called peak experiences, in which they transcend the individual ego. In such mystical, aesthetic or emotional states, one feels intense joy, peace, well-being, and an awareness of ultimate truth and the unity of all things.

Maslow also believed that such states are not always transitory; some people might be able to readily access them. This led him to define another term, “plateau experience⁹.” These are more lasting, serene cognitive states, as opposed to peak experiences¹⁰, which tend to be mostly emotional and temporary. Moreover, in plateau experiences one feels not only ecstasy, but the sadness that comes with realizing that others do not have such experiences. While Maslow believed that self-actualized, mature people are those most likely to have these self-transcendent experiences, he also felt that everyone was potentially capable of having them.

1.2 Alderfer’s Existence, Relatedness and Growth (ERG) Theory

Clayton Paul Alderfer’s ERG theory, which was developed in 1969, condenses five of Maslow’s human needs into three categories: Existence, Relatedness and Growth (ERG).

Existence Needs: This is concerned with providing the basic material existence requirements of humans. They include the items that Maslow considered to be physiological and safety needs; such as, food, water, air, clothing, safety, physical love and affection. This is similar to Maslow’s first two levels of needs.

Relatedness Needs: This has to do with the desire people have for maintaining important interpersonal relationships. These social and status desires require interaction with others; such as, family, friends, co-workers

⁸ The cosmos is the universe regarded as a complex and orderly system; the opposite of chaos (Saker, 2019).

⁹ It is a serene and calm, rather than intensely emotional, response to what we experience as miraculous or awesome (Ibid.).

¹⁰ Peak experiences are often described as transcendent moments of pure joy and elation. These are moments that stand out from everyday events (Ibid.).

and employers, if they are to be satisfied. They align with Maslow’s social need and the external component of Maslow’s esteem classification. This is similar to Maslow’s third and fourth levels of needs.

Growth Needs: This refers to the intrinsic desire for personal development. These include the intrinsic component from Maslow’s esteem category and the characteristics included under self-actualization. These impel a person to make creative or productive effects on himself and the environment, such as progressing towards one’s ideal self. It encompasses Maslow’s fourth and fifth levels of needs.

Even though the priority of these needs differ from person to person, Alderfer’s ERG theory prioritizes in terms of the categories’ concreteness. Existence needs are the most concrete, and easiest to verify. Relatedness needs are less concrete than existence needs, which depend on a relationship between two or more people. Finally, growth needs are the least concrete in that their specific objectives depend on the uniqueness of each person.

Alderfer’s ERG Theory	Maslow’s Hierarchy of Needs Theory
<ul style="list-style-type: none"> • Existence Needs 	<ul style="list-style-type: none"> • Physiological Needs • Security Needs
<ul style="list-style-type: none"> • Relatedness Needs 	<ul style="list-style-type: none"> • Belongingness Needs • Esteem Needs
<ul style="list-style-type: none"> • Growth Needs 	<ul style="list-style-type: none"> • Self-Actualization

Figure 2: Relationship Between Alderfer’s ERG Theory and Maslow’s Hierarchy of Needs

Although there are similarities, there are three important differences between both theories. Firstly, Alderfer’s theory stated that sometimes multiple needs could also be operating as motivators. Secondly, according to Alderfer’s ERG theory, differing from Maslow’s theory which starts at the lower level, sometimes people need the higher level before the lower level. It depends on each situation and each situation is different. Lastly, Alderfer’s ERG theory did not assess the sixth level of Maslow’s hierarchy of need, which is self-transcendence (Wren, 1995).

1.3 Equity Theory

$$\frac{\text{Personal Outcomes}}{\text{Personal Inputs}} = \frac{\text{Reference Group Outcomes}}{\text{Reference Group Inputs}}$$

Figure 3: Equity Theory Ratios (Adams, 1963).

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person. Considered one of the justice theories, equity theory was first developed in 1963 by J. Stacy Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1963). According to Equity Theory, in order to maximize individuals’ rewards, we tend to create systems where resources can be fairly divided amongst members of a group. Inequalities in relationships will cause those within it to be unhappy to a degree proportional to the amount of inequality. The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization (Adams, 1963).

Equity theory also proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow’s hierarchy of needs, equity theory acknowledges that subtle and variable individual factors affect each person’s assessment and perception of their relationship with their relational partners (Guerrero et al., 2007). According to Adams (1963), anger is induced by underpayment inequity and guilt is induced with

overpayment equity (Spector, 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases (Spector, 2008).

In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes (Ibid.).

In addition, Adams' Equity Theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, acceptance, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles; such as recognition, and so on). According to the theory, finding this fair balance serves to ensure a strong and productive relationship is achieved with the employee, with the overall result being contented and motivated employees. The theory is built on the belief that employees become de-motivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs. Employees can be expected to respond to this in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs exist), reduced effort, becoming disgruntled, or, in more extreme cases, perhaps even disruptive (Guerrero et al., 2007).

It is important to also consider the Adams' Equity Theory factors when striving to improve an employee's motivation and job satisfaction, and what can be done to promote higher levels of each of them. To do this, consider the balance or imbalance that currently exists between your employee's inputs and outputs, as follows:

Inputs typically include:

- Effort
- Loyalty
- Hard work
- Commitment
- Skill
- Ability
- Adaptability
- Flexibility
- Acceptance of others
- Determination
- Enthusiasm
- Trust in superiors
- Support of colleagues
- Personal sacrifice (Ibid.).

Outputs typically include:

- Financial rewards, such as Salary, Benefits, and Perks.
- Intangibles that typically include: Recognition, Reputation, Responsibility, Sense of achievement, Praise, Stimulus, Sense of advancement/growth, and Job Security (Ibid.).

While, obviously, many of these points cannot be quantified and perfectly compared, the theory argues that managers should seek to find a fair balance between the inputs that an employee gives, and the outputs that they receive. Also, according to the theory, employees should be content where they perceive these to be in balance (Ibid.).

Much like the six levels of needs determined by Maslow and the two factors of motivation as classified by Herzberg (intrinsic and extrinsic), the Adams' Equity Theory of motivation states that positive outcomes and high levels of motivation can be expected only when employees perceive their treatment to be fair. An employee's perception of this may include many factors (see outputs above). The idea behind Adams' Equity Theory is to strike a healthy balance here, with outputs on one side of the scale; inputs on the other- both weighing in a way that seems reasonably equal. If the balance lies too far in favor of the employer, some employees may work to bring balance between inputs and outputs on their own, by asking for more compensation or recognition. Others will be demotivated, while some others will still seek alternative employment (Ibid.).

1.4 Herzberg's Two-Factor Theory

In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg (1959), there are some job factors that result in satisfaction, while there are other job factors that prevent dissatisfaction. According to Herzberg (1959), the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction". He theorized that job satisfaction and job dissatisfaction act independently of each other.

Motivators	
Satisfaction	No Satisfaction
Hygiene Factors	
No Dissatisfaction	Dissatisfaction

Figure 4: Herzberg's View of Satisfaction and Dissatisfaction (Herzberg, 1959).

According to Herzberg (1959), individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This appears to parallel Maslow's theory of needs hierarchy. However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum, with one increasing as the other diminishes, but are independent phenomena.

This theory suggests that to improve job attitudes and productivity, managers must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in dissatisfaction. The two-factor theory was developed from data collected by Herzberg from interviews with 203 engineers and accountants in the Pittsburgh area, chosen because of their professions' growing importance in the business world. Regarding the collection process:

Briefly, we asked our respondents to describe periods in their lives when they were exceedingly happy and unhappy with their jobs. Each respondent gave as many "sequences of events" as they could that met certain criteria- including a marked change in feeling, a beginning and an end, and contained some substantive description other than feelings and interpretations.

The proposed hypothesis appears verified. The factors on the right that led to satisfaction (achievement, intrinsic interest in the workplace, responsibility, and advancement) are mostly unipolar; that is, they contribute very little to job dissatisfaction. Conversely, the dis-satisfiers (company policy and administrative practices, supervision, interpersonal relationships, working conditions, and salary) contribute very little to job satisfaction (Ibid.).

From analyzing these interviews, he found that job characteristics related to what an individual does, that is, to the nature of the work one performs, which apparently has the capacity to gratify such needs as achievement, competency, status, personal worth, and self-realization, thus making them happy and satisfied. However, the absence of such gratifying job characteristics does not appear to lead to unhappiness and dissatisfaction. Instead, dissatisfaction results from unfavorable assessments of such job-related factors as company policies, supervision, technical problems, salary, interpersonal relations on the job, and working conditions. Thus, if management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself- the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization. If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment- policies, procedures, supervision, and working conditions. If management is equally concerned with both, then managers must give attention to both sets of job factors (Ibid.).

In addition, the Two-factor theory distinguishes between:

Motivators: This includes; challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, and sense of importance to the organization. These are factors that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth (Ibid.).

Hygiene Factors: This includes; status, job security, salary, fringe benefits, working conditions, paid insurance, and vacations. These are factors that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence. The term “hygiene” is used in the sense that these are maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices or wages/salary (Ibid.).

According to Herzberg (1959), hygiene factors are what cause dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done, but some of the most important ways to decrease dissatisfaction would be to pay reasonable salaries, ensure employees’ job security, and to create a positive culture in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee’s relationship with their boss, work conditions, salary, and relationships with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on motivation factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them. For example, if one performs a work related action because they have to, then that is classified as “movement”, but if they perform a work related action because they want to, then that is classified as “motivation”. Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction, because it would work against each other (Ibid.). According to the Two-Factor Theory, there are four possible combinations:

- High Hygiene + High Motivation: The ideal situation where employees are highly motivated and have few complains.
- High Hygiene + Low Motivation: In this situation employees have few complains, but are not highly motivated. The job is viewed as a paycheck.
- Low Hygiene + High Motivation: In this situation employees are motivated, but have a lot of complains. It’s a situation where the job is exciting and challenging but salaries and work conditions are not up to par.
- Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complains (Schultz, et. al. 2010).

IV. Results and Discussions

This chapter assesses the impact of low motivation on the performance and turnover rate of the employees of luxury restaurants in Dubai, United Arab Emirates. It starts by describing the demographic characteristics of the respondents of this study.

1. Demographic Characteristics

The data used in conducting this study was gathered from 200 respondents, from different nationalities across the globe, who work with different luxury restaurants in Dubai, UAE. The age distribution of the respondents showed that they are relatively young; their ages ranged from 19 to 40 years old.

Their job titles include; waiters, runners, cashiers, restaurant administrators, front of the house supervisors, front of the house managers, housekeepers, storekeepers, bar managers, bar stewards, bartenders, baristas, bar supervisors, bar team leaders, sommeliers, hosts and hostesses, reception supervisors, reception managers, restaurant security, shisha waiters, shisha stewards, shisha team leaders, shisha supervisors, head chef, chef de parties, commi chefs, demi chef de parties, kitchen stewards, chief stewards, and head office teams.

The marital status distribution of the respondents showed that 33% of them were married, while 67% of them were single.

Most of the respondents were men with 53%, while 47% of them were women.

The academic qualifications of the respondents were quite well distributed across five categories; 37% of them only had primary education. A similar trend was observed by Terry (2014). In a study conducted in Dubai in 2014, Terry found that most employees working in the restaurants only had primary education. Other respondents of this study had university degree (7%), lower secondary education (20%), higher secondary education (26%), and only 10% had a diploma.

The years of working experience of the respondents ranged between 1 to 15 years.

2. Impact of Motivation on Employees’ Performance and Turnover

As mentioned earlier, the data that was used to conduct this study was gathered from 200 respondents who work for different luxury restaurants in Dubai, UAE. Below are the findings of this study, which shows how low employee motivation affects their performance and rate of turnover:

2.1 Workplace Discrimination

The findings of this study showed that 178 respondents, out of the 200 respondents that the data for this study was collected from, complained about discrimination in their various restaurants. Workplace discrimination occurs when an employee is treated unfairly because of their race, gender, nationality, religion, age, disability, or familial status (pregnancy, specifically) (Jordan, 2017). These respondents also mentioned that the various forms of discrimination that they experienced had negatively affected their motivation, thereby reducing their productivities. This understanding was best captured in the remark of one of the respondents during the interview. According to Josephine¹¹:

I am a Chef De Partie, who used to dream about becoming a Sous Chef and a Head Chef, eventually. So, I studied so much and worked very hard to learn how to prepare all our dishes and the recipes used in cooking them. But my dream and motivation was destroyed the day I approached our executive chef about my plans and he told me that the position was ment for employees from the western part of the world or parent country nationals¹² only. I was shocked at his statement that I still can't get myself to work as hard as I used to. These days I simply go to work because I need the money, not because I really want to work here. However, am currently searching for another job. I will leave as soon as I find another job since I have obviously reached my career plateau¹³ in this organization.

Another respondent shared a similar story. According to Victor:

I am a waiter, and I have been trying so hard to grow my career in my organization, but it has been very difficult for me simply because I am from Asia. For example, I was hired alongside 3 other Asians, 3 Europeans, and 4 Parent Country Nationals four years ago, but all the Europeans and Parent Country Nationals that were hired with us are now managers in our branch and other branches, whereas the other 3 Asians and I are yet to be promoted as even supervisors. The most painful part of it is that we always performed better whenever we took exams or quizzes during new menu roll outs and our track records shows that we are better than them. I am so angry right now, because the last of the 3 Europeans was just promoted to manager, and I was made to understand that he was chosen to be a supervisor about a year ago, instead of me because of his nationality. I cannot work here any longer. I am currently looking for another job and will leave even if the new company offers me the same salary and position, as long as they practice geocentric staffing¹⁴ method.

Similarly, Maria shared her bad experience by stating that:

I hale from Africa and I am one of my organization's restaurant managers. I have worked with my organization for about a year and a half, but I just found out that all the European managers and Parent Country Nationals earn almost twice of my salary. I also found out that they even have better incentive packages, and are a more likely to be promoted to even higher positions, because of their skin color and nationality, regardless of the fact that, as a designated trainer, I thought most of them everything they know. This breaks my heart as I never perceived my organization to have such a bad policy. I have tried to talk to the top management to look into this matter, but all to no avail. As a result of this, I have decided to move on as soon as I get another offer from another organization.

Another respondent, Miguel, also stated the following in frustration:

In my previous company, I was a dish washer and was in that position for four years. In spite of my loyalty and tenacity to study about all our dishes and recipes, our executive chef refused to promote me. At some point I confronted our executive chef and pleaded with him to test my knowledge, skills, and abilities as I was so confident that I was ready to

¹¹ It must be noted that this name and other names used in this study are just pseudo names as the real names of the respondents were kept confidential, in order to protect them from any form of harassment or danger.

¹² A parent country national (PCN) is a person whose nationality is the same as that of the organization, but different from the country in which they are working (Fakir, 2020).

¹³ Career plateau is a situation in which an employee has reached the highest position level in the company and has less to no possibility of a vertical promotion (Ibid.)

¹⁴ Geocentric staffing refers to hiring the best people to fill different positions without regard to where they come from or where they live (Fakir, Op. Cit.).

become a kitchen commi. But, to my utmost dismay, he boldly told me that, as an African, I was very strong, so my fellow Africans and I were the only ones that could wash the dishes properly and quickly, that was why we were not promoted to higher positions. He also said that he was going to consider increasing our salaries a bit, instead of promoting us to higher positions. The problem was that I was hoping to grow my career in the company, instead of him to help me out, he chose to not only racially discriminate against me, but to also play over my intelligence by attempting to trap me with a little salary increment. However, as God will have it, in no distant time, I got another job in a different company who hired me as a kitchen commi.

Additionally, Johnson furiously described his ordeal regarding the same issue. According to Johnson:

I am no longer happy with my company, because its managers bluntly practice discrimination and no one has done anything to improve our situation, in spite of all our complains. The fact is that our managers have divided most of our employees into caucuses. In each of the caucuses of the managers, there are employees who are part of different workgroups in the restaurant. So, what happens is that, they always hang out together, look out for each other, and protect everyone in their various caucuses.

For instance, if one of the employees gets into trouble, the manager that he or she belongs to the same caucus with ensures that the issue does not escalate to the top management, but if someone like me who unfortunately is not part of any of the caucuses is involved, I will be completely penalized or even fired, depending on the enormity of the issue. I have seen employees who belong to one of the caucuses keep their jobs after committing grave offenses, whereas people like me get fired over minor offense, because we do not belong to any of their caucuses.

Also, whenever there is a promotion opportunity, each of these managers tries to provide two or three candidates from their caucuses and then try to push them forward to ensure that their members are promoted. Again, this leaves people like me with little or no chance of being promoted. In return, their members constantly gives good feedbacks to the top management about them, so that whenever an opportunity to be promoted to even higher position presents itself, their managers will be the ones that get promoted. These forms of discrimination have made me completely disengaged with my work as I do not see any need to work hard anymore.

Furthermore, without mincing words, Mary poured her heart out over her unfavorable experience with discrimination in her workplace. Her body language during the interview clearly showed that she was really sad about her situation. When she was asked to narrate her experience with discrimination, she sounded a bit angry at the beginning before realizing that she was only being interviewed and then calmed down. She apologized, after which she told her tale:

I apologize for my negative reaction towards your question. The problem is that I can strongly relate to this issue. I am currently in a huge dilemma as I am trying to decide whether to remain with my company and try to figure things out or just find another job. The reason is that my work group manager has been sabotaging my promotion for a long time now, simply because he made advances at me and I made it clear to him that I was not interested in having a relationship with him. I told him that I am already in a serious relationship with someone that I truly love and he loves me dearly too.

As a result of this, I was made to understand that whenever my name comes up for promotion, my manager takes it upon himself to talk the general manager out of it by giving him only negative feedbacks about me. This has been going on for a while now, and I did not even know about it until a friend of mine who is currently working in our administration office whispered it into my ears three days ago. I do not know what to do about it; neither do I know how to make a formal complaint as I do not have concrete evidence against him. This is why I am so depressed and confused lately.

Bianca also stated the following in relation to discrimination at her workplace:

I am not happy with the level of discrimination against women in my company. Every time there is an opening for a higher position, our management always selects the

candidate that will fill the position among my male colleagues. As a result of this, we do not have any female manager or supervisor in the company. This has caused the company to lose most of its female employees. I have just complained to our management against this discriminative policy of theirs. If they do not change it as soon as possible, I will leave the company as well as I cannot stay with a company that will not promote me simply because am a female, not because am not eligible.

2.2 Inflexible Management System

The findings of this study also showed that 168 of the respondents, out of 200 of them, complained about their organization having an inflexible management system. Employees are the most valuable asset of a company, and thus it is very important to keep them happy in order to gain their commitment and loyalty. For the last few years, the management style of organizations has been evolving towards a more flexible model that can adapt better to the needs of each employee while at the same time focusing on the best of the organizations; thus, increasing efficiency and effectiveness, at the same time reducing employees' turnover (Ronald, 2019). The old management model that unfortunately still exists in various organizations consists of a strict schedule where employees are evaluated more according to whether they comply with the schedule more than the objectives that are assigned to them.

On the other hand, the new management style, or what I like to call "Flex Management", is focused more towards the accomplishments of objectives. The manager of today should know how to trust their employees, give them their freedom, but at the same time be able to do all the follow up with them and provide them with the necessary guidance and support. The theory behind "Flex Management" comes from the fact that nowadays success is not only measured by salary and status, it depends as well on the personal and family relationships. It does not matter if you have a five digit salary and you drive a Ferrari, if you fail on the social and family side, people will view you as more pathetic than successful.

Another point is that the manager of the 21st century should not only be smart, but human as well. A manager is expected to treat their employees fairly and apply management techniques that are in tune with their employees' needs and personal situations. Most people might think that this is an obvious statement, but companies are indirectly forcing their employees to work long hours not to lose their jobs. Of course flexibility should be applied up to some point, the manager is expected to track their employees work, provide constant feedback and support, encourage team work, and be available whenever needed. One way to do it is to keep weekly progress reports, and set clear and reasonable objectives.

One of the respondents who clearly highlighted how her previous organization's inflexible management system negatively affected her motivation and desire to remain with the organization was Naseera. According to her:

My previous organization had authoritative managers who made it clear who the "bosses" were right from my interview and throughout my time with the organization. The managers were too rude and egotistic, and barely allowed new ideas to flourish. I found that type of management style suffocating and limiting, especially in the areas of creativity and innovation. As a result of this, I left the company after working with them for only one year.

Similarly, another respondent, May, argued that:

The strict and inflexible management system adopted by my company makes it difficult for me and my colleagues to approach any of our managers whenever we have great ideas that can help to improve our organization's productivity and competitive edge. As a result of this, we simply decided to keep these ideas to ourselves until we find another job with a company that has open door management system and policies.

On a similar note, Simon stated the following in frustration:

I have worked with my company for almost two years as a bus boy. All this time I have been forced to work for minimum of 12 hours in a day and 6 days in a week, instead of the 8.5 hours in a day and 6 days in a week mentioned in my offer letter. The sad part of it is that I do not receive any form of incentive or increment for all the over time I have done over the years. As the end of my two years contract draws near, I have decided to find another job as I am completely burnout and cannot continue like this, especially when they have refused to pay for my over times or give me some sort of incentive at the very least.

Ayisha also stated the following in frustration:

I do not like the way my managers scold me in front of everyone whenever I make a mistake or have a guest complain. They shout at us like we are little kids and they do not even give us any chance to explain ourselves, even though they are aware that some guests make complains to get free food. At least they should listen to us, in order to hear our own side of the story and help us improve on our weaknesses, rather than shouting at us without giving any constructive feedbacks that will help us avoid future mistakes. I expect them to invite me for a one on one conversation whenever I make a mistake or have a guest complain, so that they can hear my own side of the story before jumping to conclusion and simply criticize me without confirming whether or not it was my fault.

I am so tired of constantly getting this kind of destructive feedbacks from them. I am also so disengaged with my work that I know longer want to work here anymore. These days I just show-up to work because I need the money, not because I am happy to work here. I have an interview in two days with another company; I hope I will get the job, so that I can leave this nightmare in my past.

2.3 Poor Internal Promotion System and Unfair Salary Structure

The findings of this study showed that 165 of the respondents, out of 200 of them, are not happy with their organization's promotion system and salary structure. They complained that their organizations barely promote their employees to key positions; instead, they prefer to hire people externally. They also argued that on few occasions whereby their organizations decided to promote internally, they did not pay the employees as much as they were paying those they recruited from outside the organization.

Internal promotion refers to a process whereby an organization recruits its existing staff to fill a higher or key position. When you promote from within or fill new positions with internal candidates, there is a positive effect on staff motivation and loyalty. This is because, employees will feel that the company rewards hard work by offering an opportunity to take on new responsibilities or move to a department in which an employee has an interest. Internal recruiting can also inspire employees to perform at peak productivity. When the reward for high performance is an opportunity to move into a better position, the staff will work hard to maintain a high level of productivity and they will remain loyal to the organization.

In addition, internal recruitment has a lower cost to the company than looking outside the company. To advertise a job to the existing staff, the human resources department only needs to post the job on the company bulletin board and circulate the opening on the company intranet. In contrast, recruiting external candidates requires the cost of advertising in external media; such as, newspapers, magazines, television, and online. There is also the cost of the human resources professional's time to screen candidates and the departmental manager's time to do initial interviews. All these expenses can be avoided through internal recruitment.

Moreover, organizations must ensure that they have a salary ceiling¹⁵ for each position and the same salary ceiling must be maintained for both those recruited internally and those recruited externally. For example, if an organization's salary is 6,000aed for front of the house supervisors, it must ensure that it pays 6,000aed to the staff it recruited internally, regardless of what position they were promoted from and how much salary they used to receive. This will help to ensure that the internally recruited employees do not feel inferior to those recruited externally, because they all earn equal pay. The issue of poor internal promotion system and unfair salary structure was better described by Abdul. He argued that:

My company prefers to hire people externally to fill key positions like supervisor and manager, even though my colleagues and I have years of working experience with the company. Most of us have worked with the company for over five years, yet only a few of us have been promoted internally. Even those that were promoted are not happy, because they only received a little salary increment after their promotion. As such, there is a huge gap between the salaries of employees recruited internally and the salaries of employees recruited externally, even though they occupy the same position.

For example, one of my colleagues, who was a waiter, was promoted to front of the house supervisor position. As a waiter, his salary was AED3500, after his promotion to front of the house supervisor, his salary was increased by AED500, making his salary a total of AED4000. On the other hand, another candidate was recruited externally to fill the same position and was offered a salary of AED6000. The worse part of it was that after he was recruited externally, he was trained from the scratch by the other supervisor that was recruited

¹⁵ Salary ceiling is the maximum amount which can be earned for a particular job as set by a company, government or by an agreement between a trade union and a company (Hans, 2017).

internally, yet he earns more salary than him. The internally recruited supervisor got angry eventually, after complaining to the management about his salary severally and not getting any positive response from them, and decided to search for a new job with another company, which he got and is now a restaurant manager in his new company. This clearly shows that loyalty cannot only be maintained by promoting employees internally, but also through paying fair salaries. This is the best way for organizations to retain their valuable employees.

Similarly, another respondent, Mel, stated that:

My company recruits about half of its supervisors and managers internally, while the other half are recruited externally. This is good because it enables us to share ideas from within and outside the organization together, thereby improving our creativity and productivity. However, my company's salary ceiling only applies to the staff it recruits externally, which is not fair at all. For example, if it recruits a manager from outside the organization, it pays them AED15,000, whereas an employee who was promoted to manager position gets an increment of AED3000. Thus, their salary increases from AED6,000 to AED9,000. This is unfair because, in spite of the fact that they receive lower salary, the internally promoted managers end up training the ones hired from outside the organization, owing to the fact that they already know everything about the organization.

At the initial stage, the internally promoted manager remains loyal and motivated, because they are happy with their new promotion. But after a while, it dawns on them that they are more informed about the company's business concepts, dishes, policies and procedures, and vision and mission statements, yet they are underpaid compared to the externally hired managers. Eventually, they tend to push for an increment up to the salary ceiling level, in which the company disagrees in most cases. This causes the employees to become disengaged and de-motivated, after which they usually find another job and move on. This has been a major issue in my company.

2.4 Failure to Maintain a Positive Working Environment

The findings of this study showed that 156 of the respondents, out of 200 of them, are not happy with their working environment. They complained that their working environment is not harmonious, thereby demotivating them from giving their best.

A job, by virtue of it, is not necessarily a delightful pursuit. Work is hard. Dealing with work stresses day in and day out, to get closer to a dream career, is harder. While each person spends a huge proportion of their life at work, it is important to create a balance between life inside and outside of work. It is therefore undeniable that a great workplace design stirred with positivity is essential for the success of an individual and the success of every organization.

A positive working environment can have a lot of positive effects on not only the welfare of the employee, but also on the organizations' bottom line. If employees are happy where they work and the environment they walk into each day, they are likely to be more productive and make fewer mistakes. When each employee is charged with positive energy, the contagion of good atmospheres is inevitable. The underlying fact is that positivity is contagious as much as negativity. A poor working environment can slow down productivity, leading employees to become demotivated and eventually quit. More often, it is noticed that poor working conditions can also cause long-term health problems such as stress, anxiety and depression.

On the other hand, it has been observed that encouraging and fostering the employees to work in an environment that is positive, motivated, fun, and inspires employees to take joy in their work can yield huge benefits and overall success. When employees are financially invested, they want returns and when they are emotionally invested, they want to contribute. A healthy working environment goes hand in hand with energy efficient design solutions, and innovative workplace design helps in the creation of a successful workplace.

One of the respondents, Ravi, clearly highlighted the challenge he is facing in his working environment by stating the following:

I am not happy with my working environment, because my managers make me work overtime every day without showing a single appreciation to me and my colleagues. They treat us as if we are supposed to do overtime on daily basis, whereas our employment contracts say otherwise. They do not even give us any extra pay for the overtime or at least commend us for working so hard. As a result of this, I feel stressed out and highly demotivated. Am currently searching for another job, and will leave my company as soon as I find another job. I do not want to drown in depression here.

Similarly, Ruth described the problem with her working environment as follows:

I do not like the approach used by managers when criticizing me and my colleagues at the workplace. They just screen at us in front of everyone whenever we make any little mistake, instead of speaking to us confidentially to not only point out our mistake, but to also train and advise us on how we can avoid such mistakes in future. This makes all of us unsettled and sad. I do not want to continue working in such an environment. I pleaded with our managers, during our meeting, to be more tolerable and also speak to us confidentially whenever we make a mistake, and they promised that they will adopt my approach. I hope they do so; otherwise, I will have no other option, but to leave the company.

Maicah also shared the following experience with regards to her working environment:

I do not like my working environment, because our managers are not approachable. They are rude and egotistic. They do not have an open door policy. As such, I find it hard to share ideas or make any complains to them. These make it really difficult for me to enjoy my job. I have a lot of ideas and issues that I would like to discuss with them, but each time I go to them, they either tell me that they are busy or just not available. This makes me feel as though they do not value us or whatever ideas we have to improve the company. I do not know how long I can keep up with their ego and rudeness. But, am sure that it won't be long before I lose my patience and move on as I prefer to work in an environment where new ideas are encouraged and allowed to flourish.

2.5 Failure to Increase Salary Annually

The findings of this study showed that 152 of the 200 respondents were not happy with their salaries. They claimed that in accordance with their employment contract and/or the labor law they are entitled to annual salary increment, but their various organizations have failed to fulfill this obligation over the years. One of the respondents, Alfred, complained bitterly about this issue and how it negatively affects his motivation to work productively. He argued that:

Even though my contract clearly states that I am entitled to 5% salary increment annually, my organization only kept this promise after my first year, but have failed to keep to it in the past three years that followed. I do not want to continue working here, because the prices of every commodity in the market, not to mention house rent and transportation, keeps going up but my salary remains the same. I am currently looking for another job that will pay me more, with an organization that has a good track record with respect to keeping to its promises.

On a similar note, Rose argued that:

As highlighted in my offer letter, I expect my organization to keep to its promise of increasing my salary annually, so that I can be able to keep up with my increasing expenses. I have a husband and three kids living with us in Dubai. In the past two years, my organization has refused to increase my salary. As a result of this, my husband and I are struggling to meet up with our increasing expenses. For instance, my kids' school fees were increased three months ago and the contract of my house just expired, so I have to renew it. The problem is that every renewal attracts certain percentage of house rent increment; in my case, it is 5% increment. All these increments are happening, but my salary has remained the same in the past two years. I definitely cannot keep up with my expenses, and I do not want to tie my family down by taking up a loan. Owing to this, I have decided to search for a better job and move on, in order to be able to keep up with my expenses.

2.6 Unfair Incentive System

The findings of this study showed that 145 of the respondents, out of 200 of them, are not happy with the incentive systems of their organizations. An incentive is something that motivates an employee to perform his or her job effectively and efficiently. This includes; job performance recognition, privilege reward, point system, award, gift card, travelling allowance, cash bonus, and time off from work (Jack, 2018). One of the respondents who clearly explained how unfair incentive system affects his motivation to work hard is Sachin. According to Sachin:

Our company used to have a fair incentive system whereby they used to give us annual sales targets that were achievable through hard work and commitment. These targets were usually split into four quarters. Whenever we achieved the quarterly target, each of us was usually given one month basic salary as incentive. This helped my company to retain most of its employees. However, lately we were given annual sales targets that are impossible to achieve, regardless of how hard we work. As a result of this, we no longer receive any incentives. This has caused my company to lose so many of its employees. I will also leave if I find a company with a fair incentive system.

Similarly, Fred stated that:

I left my previous workplace, because they do not offer any form of incentives to motivate my colleagues and I to work harder or stay loyal to the company. They simply schedule us to work and after we close for the day, no one thanks us for a great shift, not to mention offering us anything to motivate us to increase our performance level.

V. Conclusion

This study assessed the impact of low motivation on the performance and turnover rate of the employees of luxury restaurants in Dubai, United Arab Emirates. The findings show that there are 6 major low motivation factors that affect employees' performance and turnover rate in the industry. These includes; "Workplace Discrimination (178 respondents- out of the 200 respondents), Inflexible Management System (168 respondents- out of 200 respondents), Poor Internal Promotion System and Unfair Salary Structure (165 respondents- out of 200 respondents), Failure to Maintain a Positive Working Environment (156 respondents- out of 200 respondents), Failure to Increase Salary Annually (152 respondents- out of 200 respondents), and Unfair Incentive System (145 respondents- out of 200 respondents)."

The findings also clearly showed that the major low motivation factor among the 6 factors mentioned above was "Workplace Discrimination" as 178 of the 200 respondents mentioned it as their major demotivation factor. On the other hand, the least demotivation factor highlighted by the respondents was "Unfair Incentive System" with 145 respondents out of the 200 respondents highlighting it as one of their demotivation factors.

Nonetheless, it is recommended that all restaurants in the industry should critically address each of the 6 demotivation factors highlighted in this study by providing extensive training on employee motivation to their management and by also revising their policies and standard operating procedures in such a way that employee motivation practices will be prioritized, in order to encourage employees to maintain high motivation, thereby increasing their performance and job satisfaction levels. This, in turn, will help the restaurants to retain their valuable talents, thereby minimizing their cost and turnover rates. This will also help the restaurants to maximize more profit and maintain their competitive edge in the industry.

References

- [1]. Adams, J. S. (1963), "Toward an Understanding of Inequity," *Journal of Abnormal and Social Psychology*. 67: Pp. 422-436.
- [2]. Alderfer, Clayton P. (1969), "An Empirical Test of a New Theory of Human Needs," *Organizational Behavior and Human Performance*. 4 (2): Pp. 142-175.
- [3]. Bella, D. (2018), "Global Hotel Business Review," *Journal of International Business Management*. Pp. 34-35.
- [4]. Cai, T. (1993), "Global Business Review," *Journal of Management*. Pp. 8-9.
- [5]. Cheng, T. (1995), "Employee Motivation and Its Effect on Performance," *Journal of Management*. Pp. 23.
- [6]. Daschler, O. and Ninemeier, U. (1984), "How Employee Motivation Affects Employee Performance," *Journal of Business Management*. Pp. 210-212.
- [7]. Dessler, O. (1980), "Importance of Employee Motivation," *Journal of Employee Motivation*. Pp. 55-57.
- [8]. Drummond, A. (1990), "How Motivation Affects Employees' Behavior," *Journal of Management*. Pp. 69-70.
- [9]. Fakir, O. (2020), "International Business- An Overview of Business Expansion," *Journal of Management*. Pp. 31-32.
- [10]. Ferdinand, B. (2020), "Luxury Brands and Their Classifications," *Journal of International Business*. Pp. 81-83.
- [11]. Guerrero, K. L., Andersen, A. P., and Afifi, A. W. (2007), "Close Encounters: Communication in Relationships." 2nd Edition. Sage Publications, Inc.
- [12]. Hans, G. (2017), "Global Salary Structure Review," *Global Business Publications*. Pp. 23-25.
- [13]. Herzberg, F., Mausner, B., and Snyderman, B. B. (1959), "The Motivation to Work." 2nd Edition. New York: John Wiley.
- [14]. Jabber, U. (2020), "Advantages of Franchising," *Journal of International Relations*. Pp. 21-22.
- [15]. Jack, A. (2018), "How Proper Incentive System Affects Performance," *Journal of Management*. Pp. 19-20
- [16]. Jamm, L. (2020), "Gathering Data Through Interviews and Observation," *Journal of Management*. Pp. 78.
- [17]. Jordan, "K. (2017), "Negative Effect of Workplace Discrimination," *Journal of International Business*. Pp. 17.
- [18]. Kovach, H. (1987), "Motivation Factors- The Study of Seven Caribbean Hotels, Las Vegas Casino Hotels, and 278 Hotels Located in the United States and Canada." Madsen, K. (1974), "Motivation- An Important Concept in Modern Psychology," *Journal of Psychology*. Pp.13.
- [19]. Marley, K. (2013), "The Greatest Advantages of Interview," *Journal of Social Sciences*, Vol. 6. Pp. 23-24.
- [20]. Maslow, A. H. (1963), "Further Notes on the Psychology of Being," *Journal of Humanistic Psychology*. 3(1): Pp. 120-135.
- [21]. Maslow, A. (1993), "The Farther Reaches of Human Nature," *Arkana*. Pp. 269.

- [22]. Ray, V. and Wieland, W. (1985), "Motivation Force and Its Impact on Employee Loyalty," *Journal of Human Psychology*. Pp. 33-34.
- [23]. Ronal, C. (2019), "Impact of Inflexible Management System on Employee Performance," *Journal of Management*. Pp. 102-104.
- [24]. Sadan, E. (2011), "Purposive Sampling Method," *Journal of Research Sampling Methods*. Pp. 45-58.
- [25]. Saker, H. (2019), "Business Concept- Psychology Review," *Journal of Psychology*. Pp. 61.
- [26]. Schultz, D. P. and Schultz, S. E. (2010), "Psychology and Work Today: An Introduction to Industrial and Organizational Psychology." 10th Edition. New York City: Prentice Hall. Pp. 38-39.
- [27]. Spector, P. E. (2008), "Industrial and Organizational Behavior." 5th Edition). Wiley: Hoboken, NJ.
- [28]. Terry, N. (2014), "Restaurant Business- Operational Challenges," *Journal of Management*. Pp. 23-25.
- [29]. William, L. (2010), "Benefits of Qualitative Research Approach," *Journal of Social Sciences*, Vol. 10. Pp. 89-90.
- [30]. Wren, B. (1995), "Criticism of Alderfer's Theory," *Journal of International Business*. Pp. 142-144.
- [31]. Yu, R. (2009), "Human Resource Management's Role on Employee Motivation", Hafiz Publishing, Vol. 10. Pp. 3.

Uchenna Okpara Izuagba. "Impact of Low Motivation on Employee Performance and Turnover: A Case Study of the Employees of Luxury Restaurants in Dubai, United Arab Emirates." *IOSR Journal of Business and Management (IOSR-JBM)*, 23(06), 2021, pp. 13-29.