Job Motivations among Employees in the International Companies: An Assessment

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ABSTRACT
The study entitled “Job Motivations among employees in the International Companies: An Assessment” was conducted using the descriptive format of research and have included 100 respondents coming from different sectors of job employment in the Kingdom of Bahrain. It sought answers to the following problems such as motivations of employees at working in international companies, benefits of employees, evidences of work impact to status of employees working in international companies and the problems encountered by these employees while working in the international companies.

The study made use of non-probabilistic sampling and made use of questionnaire as tools and instruments in gathering and collecting data. Date was treated using descriptive and inferential statistics such as ranking and the correlation.

The results showed that employees are motivated to work in international companies due to the following: better opportunities, salary and compensation, services and life impacts to family and progress. It is then recommended that while salary and compensation is the most motivation of working in international companies, employees should maintain their loyalty and increase their flexibility at work. Employees should continue updating their qualifications and expertise. Employees should strengthen their participation with their employers and the management must maintain a good employee – employer relations. Company services must be given in good faith, must be sound and satisfactory and HR policies, rules/relations and matters must be well implemented and observed.

Keywords-- Job Motivations, International Companies, Employee Participations, HR

I. INTRODUCTION

Statement of the Problem
The study aims to assess job motivations among employees in the international companies operating in the Kingdom of Bahrain.

Specifically, it attempts to analyze and find significant answers to the following:
1. What are the motivations of employees working in International Companies?
2. What are the benefits of employees from working in International Companies?
3. What are the evidences of work impact to status of employees working in International Companies?
4. Is there a relationship between Motivations and Work Impact to status of employees working in International Companies?
5. What are the problems of employees working in International Companies?

Null Hypothesis
1. There is no significant relationship between Motivations and Work Impact to status of employees working in International Companies.

Significance of the Study
The study and its results may find vital significance and influence to all who are directly involved in activities, job performances or employment in any institutions classified as International Companies.

a. Owners – Managers
b. Employees
c. Customers/ Clients
d. Researchers

Scope and Delimitation
The study deals with the assessment of job motivations among employees of International Companies in the Kingdom of Bahrain.

The study limits the assessment of job motivations in International Companies as perceived by employees. Overall, the study focuses on five major related topics which include (1) motivations of employees who work in International Companies, (2) benefits of employees who work in International Companies, (3) evidences of work impact to status of employees who work in International Companies, (4) relationship between motivations and work impact to status of employees who...
work in International Companies, and (5) problems of employees who work in International Companies.

**Theoretical Framework**

The study was founded on the concept that employees are essentially doers and actors of business or institutions although there is a critical and significant emphasis on the level and degree of motivations that these employees should get and should have while performing their duties and functions in their respective companies.

**Hertzberg's Two-Factor Theory**

The Two-Factor Theory of motivation (otherwise known as dual-factor theory or motivation-hygiene theory) was developed by psychologist Frederick Herzberg in the 1950s.

Analysing the responses of 200 accountants and engineers who were asked about their positive and negative feelings about their work, Herzberg found 2 factors that influence employee motivation and satisfaction...

1. **Motivator factors** – Simply put, these are factors that lead to satisfaction and motivate employees to work harder. Examples might include enjoying your work, feeling recognised and career progression.

2. **Hygiene factors** – These factors can lead to dissatisfaction and a lack of motivation if they are absent. Examples include salary, company policies, benefits, relationships with managers and co-workers.

According to Herzberg’s findings, while motivator and hygiene factors both influenced motivation, they appeared to work completely independently of each other...

While motivator factors increased employee satisfaction and motivation, the absence of these factors didn’t necessarily cause dissatisfaction. Likewise, the presence of hygiene factors didn’t appear to increase satisfaction and motivation but their absence caused an increase in dissatisfaction.

**How to apply it to the workplace**

This theory implies that for the happiest and most productive workforce, you need to work on improving both motivator and hygiene factors.

To help motivate your employees, make sure they feel appreciated and supported. Give plenty of feedback and make sure your employees understand how they can grow and progress through the company.

To prevent job dissatisfaction, make sure that your employees feel that they are treated right by offering them the best possible working conditions and fair pay. Make sure you pay attention to your team and form supportive relationships with them.

Don’t forget that all of your employees are different and what motivates one person might not motivate another. Paul Hebert of Symbolist believes that benefits packages should not be one-size-fits-all...

“For true engagement to occur in a company you must first remove the issues that cause dissatisfaction – the baseline benefits offered by the company that satisfy the hygiene needs of the employee. Then you must focus on the individual and what they want out of their association with your enterprise.”

**Conceptual Framework**

The conceptual framework of the study is reflected in its paradigm in Figure 2. The paradigm shows the interplay of the independent variables and dependent variables.

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**Figure 2: CONCEPTUAL FRAMEWORK OF THE STUDY**

(1) motivations of employees who work in international Companies.

(2) benefits of employees who work in International Companies.

(3) evidences of work impact to status of employees who work in International Companies, and

(4) problems of employees who work in International Companies.
II. REVIEW OF RELATED LITERATURE

This chapter presents the literature and studies reviewed by the researcher which are related and supportive to the study.

Employee motivation is a factor, or factors, that cause(s) an employee to pursue work tasks or goals. It's what causes you to act in a certain way. There are two primary theories of motivation that are often used by employers: extrinsic motivation and intrinsic motivation. In this lesson, we'll look at these two types of motivation and how employers can use them.

Extrinsic motivations are factors external that causes an employee to act toward fulfillment of a work task or goal. They are usually punishments or rewards. A punishment motivates an employee to act in order to avoid the punishment, while rewards motivate an employee to act in order to receive the reward. It's easy to remember because extrinsic motivations come from external forces.

Providing rewards and punishments to motivate employee behavior is pretty simple. A classic example of a reward is an hourly wage paid for your work. An example of a punishment is being terminated because you failed to do your job. In order to be effective, rewards and punishments often need to be quick and certain - especially in regards to punishment.

Intrinsic motivation, on the other hand, is motivation that comes from within an employee. You are intrinsically motivated to work when the work itself motivates you. You may find the work satisfying, fulfilling or enjoyable. The work itself provides the motivation. Intrinsic motivation is often more effective than extrinsic motivation, because it comes from within the employee rather than being imposed on the employee. It's easy to remember, because -in-trinsic motivation comes from inside the employee.

While intrinsic motivation is often more effective, it is also often harder to facilitate. Remember, it must come from within the employee. You can facilitate intrinsic motivation by designing the job to be conducive to intrinsic motivational factors. This can be accomplished through empowering employees to make decisions on their own.

Employees are usually more satisfied with their work if they have more control and autonomy. Giving employees the ability to be creative and innovative will also improve job satisfaction and help facilitate intrinsic motivation. Providing an environment that values exploration and learning will also provide a more enriching work environment, which should lead to intrinsic motivation.

Job design

The design of an employee’s job can have a significant effect on their job motivation. Job design includes designing jobs that create both a challenging and interesting task for the employee and is effective and efficient for getting the job done. Four approaches to job design are:

- **Job Simplification**: The goal of this job design approach is to standardize and specialize tasks. Unfortunately this approach does not always lead to increased motivation as the jobs can become mundane.
- **Job Enlargement**: The goal of this job design approach is to combine tasks to give the employee a greater variety of work.
- **Job Rotation**: The goal of this job design approach is to move workers to different tasks periodically.
- **Job Enrichment**: The key to job design employee motivation, this approach aims to enhance the actual job by building up the employee through motivational factors. Several studies validate the effectiveness of using job design techniques as an employee motivation technique. A study conducted by Campion and Thayer used a job design questionnaire to determine how job designs fostering motivation affected employees. Campion and Thayer found that jobs with more motivational features have lower effort requirements, a better well-being, and fewer health complaints. The study also found that jobs scoring high on the motivational subscale of the questionnaire contained employees who were more satisfied and motivated, had a higher rating pertaining to job performance, and had fewer absences. Hackman, conducted a study pertaining to work redesign and how redesigning work could improve productivity and motivation through job enlargement or enrichment. The study’s results found that redesigning a job can improve the quality of the product or service that is provided, increase the quantity of work, and can increase work satisfaction and motivation. The last study on job design was conducted by Dunham who wanted to determine if there was a relationship between job design characteristics and job ability and compensation requirements. Dunham believed organizations were overlooking job ability requirements and compensation when they enlarged or enriched employee’s jobs. The study found that organizations were not taking into account the increased job ability requirements that job enrichments or enlargements entail nor were the organizations increasing compensation for employees who were given extra tasks and/or more complex tasks

**Rewards**

Using rewards as motivators divides employee motivation into two categories: intrinsic and extrinsic motivation. Intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good. Extrinsic rewards are rewards that other people give to you such as a money, compliments, bonuses, or trophies.

Many studies have been conducted concerning how motivation is affected by rewards resulting in conflicting and inconsistent outcomes. Pierce, Cameron, Banko, and So conducted a study to examine how...
extrinsic rewards affect people’s intrinsic motivation when the rewards are based on increasingly higher performance criteria. Pierce et al. found that rewarding people for meeting a graded level of performance, which got increasingly more difficult, spent more time on the study’s activities and experienced an increase in intrinsic motivation. Participants who were not rewarded at all or only rewarded for maintaining a constant level of performance experienced less intrinsic motivation. Another study that examined the effects of extrinsic rewards on intrinsic motivation was conducted by Wiersma. Wiersma conducted a meta-analysis to summarize the inconsistent results of past studies. The meta-analysis by Wiersma concluded that when extrinsic rewards are given by chance, they reduce intrinsic motivation. This result is supported when task behavior is measured during a free-time period. However, it is not supported when task performance is measured when the extrinsic reward is in effect. Wiersma also found that these results cannot be generalized to all situations. A study conducted by Earn also examined the effects of extrinsic rewards on intrinsic motivation. Earn wanted to know if extrinsic rewards affected a person’s intrinsic motivation based on the subject’s locus of control. Earn found that pay increases decreased intrinsic motivation for subjects with an external locus of control whereas pay increases increased intrinsic motivation for subjects with an internal locus of control. The study also found that when the controlling aspect of the extrinsic reward was made pertinent by making pay dependent on a certain amount of performance, higher pay undermined the intrinsic motivation of subjects and their locus of control was not relevant.

Intrinsic rewards: Job Characteristics Model

The Job Characteristics Model (JCM), as designed by Hackman and Oldham attempts to use job design to improve employee intrinsic motivation. They show that any job can be described in terms of five key job characteristics;

a. **Skill Variety** - the degree to which the job requires the use of different skills and talents
b. **Task Identity** - the degree to which the job has contributed to a clearly identifiable larger project
c. **Task Significance** - the degree to which the job affects the lives or work of other people
d. **Autonomy** - the degree to which the employee has independence, freedom and discretion in carrying out the job
e. **Task Feedback** - the degree to which the employee is provided with clear, specific, detailed, actionable information about the effectiveness of his or her job performance

The JCM links the core job dimensions listed above to critical psychological states which results in increased employee intrinsic motivation. This forms the basis of this “employee growth-need strength.” The core dimensions listed above can be combined into a single predictive index, called the *Motivating Potential Score.*

**Employee Participation**

1. Increase employee participation by implementing quality control “circles”. Quality control circles involve a group of five to ten problem solving employees that come together to solve work-related problems such as reducing costs, solving quality problems, and improving production methods. Other benefits from quality control circles include an improved employee-management relationship, increased individual commitment, and more opportunities for employee expression and self-development.

A study by Marks et al. focused on assessing the effect that quality circles had on participating employees and found that the attitudes of employees who participated in quality circles were influenced in the areas concerning participation, decision making, and group communication. Although group communication was influenced, communication through the organization as a whole was not and neither was employee’s personal responsibility for their work. The results of this study suggest that quality circles can provide employees with informational and social support that can help increase their motivation.

2. Increase motivation through employee participation by using open book management. Open-book management is when a company shares important financial data with employees. Sharing the information empowers employees by putting trust into them. Employees become personally and meaningfully involved with the organization beyond just doing their assigned tasks, which increases their motivation and production. Open book management is a four-step process. The first step involves employers sharing financial data with their employees. Employees need to know how the company, as a whole, is doing financially. Next, employers must teach their employees how to read and interpret the financial data. Employees can look at all the data a company gives them. However, to understand the data, they must know how to interpret the numbers. Third, employees have to be empowered to make necessary changes and decisions for the success of the organization. Employers should treat their employees like partners. The last step involves employers paying their employees a fair share of profits through bonuses and incentives. Bonus numbers must be attached to numbers that employees see regularly and can influence the financial data. With these steps in mind, the friction between employees and between employee/management can be drastically reduced.

Four factors must exist for any employee participation program to be successful:

1. Have a profit-sharing or gain-sharing plan where both the employer and employee benefit
2. Implement a long-term employment relationship to instill job security
3. Make a concerted effort to build and maintain group cohesiveness
4. Provide protection of the individual employee’s rights

Quality-of-work-life programs

Work-life balance is an employee’s perception of how a proper balance between personal time, family care, and work are maintained with minimal conflict. Employers can use work-life balance as a motivational technique by implementing quality-of-work-life programs. Examples of such programs include flextime, workplace wellness, and family support. Flexible work schedules can allow an employee to work whenever they can as long as a certain amount of hours are worked each week and some employers allow their employees to work from home. Sometimes employers utilize flextime schedules that allow employees to arrive to work when they choose within specified limits. A wellness program can involve having an exercise facility, offering counseling, or even having programs set up to help employees lose weight or stop smoking cigarettes. Family support programs involve help with parenting, childcare, and some programs allow employees to leave for family purposes.

One study found that men often identify themselves with their career and work roles while women often identified themselves with the roles of mother, wife, friend, and daughter. The Sloan Foundation found that even though women enjoy working as much as men, women prefer to work nights and weekends if time needs to be made up instead of cutting their hours. A study conducted by the Alliance for Work-Life Progress surveyed employees to find out the type of workplace flexibility employees say they would like to use in the following year. Burrus et al. found that 71 percent of people want an occasional opportunity to adjust their schedule, 57 percent want to work from a location other than their office, 73 percent want to make their work-life flexibility arrangement official, and 12 percent want to work fewer hours. - Adapted Wikipedia

### III. METHODOLOGY

This chapter presents the research design, population, sample of the study, sampling design, data gathering instruments, and statistical treatments of data.

**Research Design**

The study uses the descriptive type of research to gather facts, data, and perceptions of the employees in the International Companies operating in the Kingdom of Bahrain in terms of employee motivations, benefits, evidences of work impact to status of employees, relationship of motivations and work impact to status of employees and the problems encountered by these employees in the International Companies.

The results of the treated data serve as basis to describe the job motivations among employees of International Companies in the Kingdom of Bahrain.

**Sample and Sampling Design**

A non probability – Purposive Sampling was used as a sampling design of the study where the researcher was convenient at identifying a set of criteria for the selection of samples. The samples were determined according to the credible participation of selected group of individuals who were directly involved and or employed in institutions classified as International Companies operating in the kingdom of Bahrain.

The researcher also anticipated in the selection the relevant characteristics of the participants so to maintain the objectivity of the survey – data gathering and the results to be free from biases and manipulations.

**Respondents of the Study**

A total of one hundred (100) employees were considered as respondents in the study, comprised of twenty – five (25) employees from education sector, twenty – five (25) employees from human resource and administrative sector, twenty – five (25) employees from the production and manufacturing sector, and twenty – five (25) from the marketing and sales sector. All these employees were employed in International Companies operating in the Kingdom of Bahrain.

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Sector</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td>HR and Management Sector</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td>Production and Manufacturing Sector</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td>Marketing and Sales Sector</td>
<td>25</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td>100</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Distribution of Respondents**

**Research Instruments and Techniques**

The researcher employed the use of questionnaire as the main tool in gathering the needed data in the study. Interview was also conducted with some respondents to verify some related concerns about the study. In the interview, most of the questions asked were those that would elicit answers to the specific questions or clarify and validate those obtained through the questionnaire.

**Questionnaire**

A questionnaire was constructed as an instrument dealing with various issues covered in the study. The
questionnaire included the following parts, which gathered information on the following:

1. What are the motivations of employees working in International Companies?
2. What are the benefits of employees from working in International Companies?
3. What are the evidences of work impact to status of employees working in International Companies?
4. What are the problems of employees working in International Companies?

Reliability and Validity of Instrument

The reliability and validity of the questionnaire was tested through pilot test conducted to 10 respondents and they were never included in the final floating of the questionnaire.

Equivalent – Form method was used to determine the reliability of the questionnaire. Also, content – juror validity from three (3) research experts was utilized to further validate the study questionnaire.

Statistical Treatment of Data

The data was treated with two statistical treatments. These statistical treatments were the ranking and correlation. The responses of each item in the tables were subjected to the ranking treatment to determine the weight of each response. On the other hand, Pearson Correlation Coefficient was used to determine if there is significant correlation between the motivation and work impact to status of employees working in International companies.

Pearson’s Correlation Coefficient

\[
 r = \frac{n(\Sigma xy) - (\Sigma x)(\Sigma y)}{\sqrt{n\Sigma x^2 - (\Sigma x)^2} \cdot n \Sigma y^2 - (\Sigma y)^2}
\]

Interpretation of the correlation coefficients was based on the following classifications suggested by Calmorin and Calmorin (2007):

- 0.00 to +0.20 = negligible relationship
- +0.21 to +0.40 = low or slight relationship
- +0.41 to +0.70 = marked or moderate relationship
- +0.71 to +0.90 = high relationship
- +0.91 to +1.00 = very high relationship
- 1.00 = perfect relationship

IV. RESULTS AND DISCUSSION

This chapter presents the findings, results and discussion of the study. It discusses the following problems included in the study.

Problem 1 - Motivations of Employees working in International Companies

This problem presents the result of the tallied responses by the respondents of the study dealing with the motivations of employees working in international companies and it showed that the indicator, Better job opportunities than opportunities in the home country ranked the first among the ten (10) indicators included in the survey. Comparable salary came in second rank, earn money to meet family needs (meet monthly expenditures, education and rents) came in third rank, personal decision and choice came in fourth rank, career growth and leveling up of profession in the international setting came in fifth rank, while earn money for future business in the home country, savings and future expenditures, family decision and pride, residency to foreign land/migration and choice of leaving home country, and meet luxury and utility wants (leisure, peers, gadgets, car, traveling, etc.) came in rank 6th, 7th, 8th, 9th and 10th, respectively.

<table>
<thead>
<tr>
<th>Motivations of Employees</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Decision and Choice</td>
<td>4</td>
</tr>
<tr>
<td>Better job opportunities than opportunities in the home country</td>
<td>1</td>
</tr>
<tr>
<td>Comparable Salary and Compensation</td>
<td>2</td>
</tr>
<tr>
<td>Earn money for future Business in the home country</td>
<td>6</td>
</tr>
<tr>
<td>Earn money to meet family needs (meet monthly expenditures, education and rents)</td>
<td>3</td>
</tr>
<tr>
<td>Savings and future expenditures</td>
<td>7</td>
</tr>
<tr>
<td>Meet luxury and utility wants (leisure, peers, gadgets, car, traveling, etc.)</td>
<td>10</td>
</tr>
<tr>
<td>Residency to foreign land/migration and choice of leaving home country</td>
<td>9</td>
</tr>
<tr>
<td>Career growth and leveling up of profession in the international setting</td>
<td>5</td>
</tr>
<tr>
<td>Family decision and pride</td>
<td>8</td>
</tr>
</tbody>
</table>
Problem 2 – Benefits of Employees from working in International Companies

This problem shows the result of the survey based from the responses of the respondents dealing with the benefits of employees from working in international companies.

It can be gleaned from table presented below that salary and compensation came in first rank as the most benefit that employees do mostly get and enjoy from working in international companies. Accommodation and free housing came in second rank, free transportation in third rank, annual leaves came in fourth rank, free travel and airfare came in fifth rank, while free medical services, indemnity, educational scholarships, health insurance and incentives and commissions came in 6th, 7th, 8th, 9th and 10th rank, respectively.

<table>
<thead>
<tr>
<th>Benefits of Employees</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Salary and Compensation</td>
<td>1</td>
</tr>
<tr>
<td>2. Free Transportation</td>
<td>3</td>
</tr>
<tr>
<td>3. Accommodation/Free Housing</td>
<td>2</td>
</tr>
<tr>
<td>4. Educational Scholarships</td>
<td>8</td>
</tr>
<tr>
<td>5. Free Travel/Airfare</td>
<td>5</td>
</tr>
<tr>
<td>6. Free Medical Services</td>
<td>6</td>
</tr>
<tr>
<td>7. Incentives/Commissions</td>
<td>10</td>
</tr>
<tr>
<td>8. Indemnity</td>
<td>7</td>
</tr>
<tr>
<td>9. Annual Leaves</td>
<td>4</td>
</tr>
<tr>
<td>10. Health Insurance</td>
<td>9</td>
</tr>
</tbody>
</table>

Problem 3 - Evidences of Work Impact to Status of Employees in the International Companies

This problem presents the evidences of work impact to status of employees in the international companies based on the tally of survey conducted to respondents. It showed that high income came in first rank that means this gives the most impact among employees. Freedom from financial liabilities, debts and insolvencies came in second rank, high savings came in third, personal satisfaction, pride and future readiness came in fourth rank, allocation for education (children/family members) came in fifth rank while allocation for future business, allocation for housing, allocation for pensions, allocation for insurance, and allocation for leisure, recreation and travels came in 6th, 7th, 8th, 9th and 10th respectively.

<table>
<thead>
<tr>
<th>Evidences of Work Impact to Status of Employees</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee has achieved the following:</td>
<td></td>
</tr>
<tr>
<td>1. High Income</td>
<td>1</td>
</tr>
<tr>
<td>2. High Savings</td>
<td>3</td>
</tr>
<tr>
<td>3. Allocation for future business</td>
<td>6</td>
</tr>
<tr>
<td>4. Allocation for pensions</td>
<td>8</td>
</tr>
<tr>
<td>5. Allocation for education (children/family members)</td>
<td>5</td>
</tr>
<tr>
<td>6. Allocation for insurance</td>
<td>9</td>
</tr>
<tr>
<td>7. Allocation for housing</td>
<td>7</td>
</tr>
<tr>
<td>8. Allocation for leisure, recreation and travels</td>
<td>10</td>
</tr>
<tr>
<td>9. Freedom from financial liabilities, debts and insolvencies</td>
<td>2</td>
</tr>
<tr>
<td>10. Personal satisfaction, pride and future readiness</td>
<td>4</td>
</tr>
</tbody>
</table>

Problem 4 - Problems of Employees who work in International Companies

This problem shows the tally of the problems of employees who work in international companies.

It can be gleaned from the table below that culture and communications barriers came in first rank as the most serious problem that employees do encounter in working in international companies. Visa, permits and security issues came in second rank, work overload and time constraints/overtime came in third rank, peer pressures and bickering inside company, gossips and jealousy at work came in fourth rank, accommodations, transportation and company services came in fifth rank while lower salary and compensation, no chance for recreation, leisure and less day off, social problems (family problems, psychological issues, adjustments, boredom, homesickness, and other de – motivations), employer’s management and differences and differences in employment contracts and labor violations came in rank 6, 7, 8, 9 and 10, respectively.
The table shows the correlation between the motivation and work impact to status of employees in international companies. Based from the findings, it can be concluded that there is weak relationship/correlation between two variables but statistically not significant (r value) and the decision suggests to FAIL TO REJECT the hypothesis since p value of .25 is greater than .05, therefore there is no relationship between two variables (p value).

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>p value</th>
<th>Correlation Coefficient</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivations of Employees working in international companies</td>
<td>.25</td>
<td>.39</td>
<td>Weak Relationship</td>
</tr>
<tr>
<td>Evidences of work impact to status of employees in international companies</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Margin of Error – 5% (.05) Level of Significance

V. CONCLUSION AND RECOMMENDATIONS

The following are the conclusions drawn based from the findings of the study.

1. Employees who work in the International Companies have the following top motivations and these are the following: Better job opportunities than opportunities in the home; comparable salary, earning money to meet family needs (meet monthly expenditures, education and rents); personal decision and choice, and career growth and leveling up of profession in the international setting.

2. Employees working in International Companies view the following benefits as top priorities they enjoy or get from their employers such as: salary and compensation; accommodation and free housing; free transportation; annual leaves; and free travel and airfare.

3. Employees who work in International Companies consider the following problems as serious and these includes: culture and communications barriers; visa, permits and security issues; work overload and time constraints/overtime; peer pressures and bickering inside company, gossips and jealousy at work; and other company services.

4. Work Impact to status of employees who work in international companies are evidenced by the following indicators such as: high income; freedom from financial liabilities, debts and insolvencies; high savings; personal satisfaction, pride and future readiness; and allocation for education (children/family members).

On the other hand, the following are recommendations to maintain motivations and improve employee performances in the International Companies:

1. While salary and compensation is the most motivation of working in international companies, employees should maintain their loyalty and increase their flexibility at work.

2. Employees should continue updating their qualifications and expertise.

3. Employees should strengthen their participation with their employers and the management must maintain a good employee – employer relations.

4. Company services must be given in good faith, must be sound and satisfactory.

5. HR policies, rules/relations and matters must be well implemented and observed.
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