

Job Satisfaction of the Service Sector Marketing Professionals in UAE: A Selective Study

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Employee job satisfaction plays a significant role in achieving business goals of organizations. This study attempts to demonstrate various aspects which enhance the employee job satisfaction, particularly aiming the expatriate marketing professionals in several service sector industries such as banking and finance, retail and hospitality sectors in Ras Al Khaimah, UAE. The study has been conducted on a selected sample of 250 respondents. Standard statistical tools have been used to get a primary picture from the responses obtained through a structured questionnaire. The analysis of the data reveals that on most of the parameters majority of the respondents have chosen to reply positively. However, a detailed analysis of the industry-wise response patterns of job satisfaction shows clear differences in opinion.

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Background

According to a report published by the Middle East Economic Forum in 2010, Ras Al Khaimah has been considered as one of the most promising economic and commercial destinations in the region. The report further unfolds that Ras Al Khaimah is growing rapidly in comparison to other Emirates and hence attracting the foreign expatriate management professionals to work. The total number of non-Emirati professionals in Ras Al Khaimah has increased almost by 30% in a short span of time. Most of these professionals have migrated from other neighboring Arab countries as well as from Indian sub-continent and have settled in the Ras Al Khaimah. These professionals are engaged in major international trade and operations in the UAE in general and in Ras Al Khaimah in specific (Al – Hudaibi, 2016; Al-Hussaini, 2008). It is to be mentioned further that the expatriate marketing professionals in the UAE in general and in Ras Al Khaimah in particular have the distinction of being employed in one of the fastest growing sectors of the economy, i.e., the service

sector. The sector in the northern most Emirate of UAE includes banks, finance operations, logistics and transportation etc. Though growing fast, several service sector organizations of Ras Al Khaimah have witnessed severe fluctuations in the recent past, leading to the closure of several of them causing significant job losses for the expatriate marketing professionals employed in the sector. The report published by the Middle East Economic Forum in 2015 has shown that, in a short span of time, almost 15,000 expatriate marketing professionals have lost their jobs, while 7,000 new marketing jobs were created in the same sector in UAE. Hence, the study on the marketing professionals of UAE in general and of Ras Al Khaimah in particular can be justified to identify the major factors which could have led to job satisfaction or the lack of it. For this purpose, marketing professionals employed in the service industries like banking and finance, training and education, logistics and transportation etc. have been covered as these sectors have witnessed significant ups and downs in the recent past.

Aims & Objectives

The research has attempted to investigate the following questions:

1. What are the causes of job satisfaction of the expatriate marketing professionals employed in service sector in Ras Al Khaimah?
2. What are the differences in causes of job satisfaction or dissatisfaction of the expatriate marketing profession-

als employed in service sector in Ras Al Khaimah?

In the light of the above exploration, the objectives have been illustrated below:

- i) To study the level and causes of job satisfaction of the expatriate marketing professionals employed in service sector in Ras Al Khaimah
- ii) To compare the various causes of job satisfaction or dissatisfaction of the expatriate marketing professionals employed in service sector in Ras Al Khaimah

Review of Literature

Job satisfaction remains an ever debatable aspect of human resource management practice in industry. According to Arnolds and Boshoff (2001), job satisfaction is considered the core of human resource initiatives in any organization, which leads to different repercussions among different spheres of management practices and organizational performance across the globe. Vanderberg and Lance (1992) have done an extensive research on the causes and the orders of job satisfaction among the employees, who are directly responsible for revenue generation in business organizations. In the process of their study, they emphasized on the marketing professionals, sales and customer relations professionals and others and have attempted to identify major causes of job satisfaction. According to Parvin and Kabir (2011), there are a variety of factors that influence job satisfaction of an individual, engaged in mar-

keting and sales professions in manufacturing and service industries. These factors include level of pay and benefits, the perceived fairness of the promotion system within the organization, the quality of working conditions, leadership and social relationships, the job itself etc. Another significant study on the job satisfaction of the marketing professionals in major European countries can be found in the research by Reilly (1991), Griffin et. al. (2001), Wanous and Lawler (1987) and others.

Meyer et al., (1991) have described three types psychological states that characterize the nature of the relationship. These are known as the emotional commitment where an employee has the effective orientation towards the organization; calculated commitment, where the employee is committed to the employer for the economic needs and normative commitment, where the employee shares a moral obligation to maintain the relationship with the employer. According to Spector (1997), normative and emotional commitments are responsible as intrinsic factors of job satisfaction or dissatisfaction, whilst, calculated commitment plays the role as extrinsic factors of job satisfaction. Christen and Soberman (2006), Aziri (2008) etc. have identified the factors such as morale orientation and benefit expectations as the major factors for job satisfaction among the employees at workplace. The study by Rue and Byars (2003) has shown that the measurement of job satisfactions plays significant role in understanding the repercussions on the employee engagement and performance at the workplace in specific and employee

retention in general within an organization. Some of the classical studies by Locke (1980), Greenberg and Baron (1993), Politis (2003) have identified the fundamental reason behind job satisfaction or dissatisfaction in a manner, which will help to determine the basic narratives of the concept. Their observations have later been incorporated in the report by CIPD Middle East (2015). The report has shown that the job satisfaction level is fast decreasing among the marketing professionals in the Middle East in general and in countries like UAE and KSA in specific since 2000. The studies by Wanous and Lawler (1972), Muller (1998) and a few others have developed different parameters to measure the job satisfaction level of the employees. In the present research, the observations from these literatures have been extensively used to identify the factors that lead to job satisfaction. The present study has also attempted to measure the level of job satisfaction based on the available literature regarding the issues and practices of job satisfaction. It is also found from the studies by Rue and Byars (2003), Robert and James (2001), Spector (1997) that factors like job design, compensation, working conditions, workplace social relationships etc. also act as significant contributors towards job satisfaction and dissatisfaction at the workplace. These parameters have also been incorporated in the research design of the present study. Regarding the job satisfaction of the expatriate professionals, very few studies have been found in the research domain. The studies by Young and Philip (2003), Singh and Vandarkar (2002), Richard (2000) have

shown some reflections on the job satisfaction phenomenon of the expatriate employees. Their studies are still considered as some of the pioneering research works to understand and to test the job satisfaction phenomenon among the expatriate employees. Their studies have been predominantly concentrated among the expatriate employees in the software and IT industry in the USA and north America, heavy engineering and telecommunication in the east Europe and low medium skilled expatriate workers employed in agriculture-based farms in central Europe respectively. Although, all these studies have found different factors as well as patterns of job satisfaction, a general common tendency can be easily found from them. It has been found from all these studies that job satisfaction of these employees and workers are very much dependent on social and cultural stresses these employees faced during their expatriate life away from home and their community, in turn cause low job satisfaction at the workplace which are mostly thousands of miles away from their places of origin. Therefore, this observation can be considered as a new development and therefore requires a distinctive approach towards job satisfaction and dissatisfaction. More contemporary researches have attempted to analyze the different patterns of job satisfaction of the expatriate workforce employed in different sectors, in terms of experience profile of the expatriates and on the basis of gender. Thompson and Mohammed (2012), Al Hasibi and Peter (2010) have conducted some studies on exploring the job satisfaction phenomenon of the professionals employed

in construction and medical sectors in the Middle East region. While, Thompson and Mohammed (2012) have conducted a detailed study on the job satisfaction of the workers and executive employees in the civil construction and project management sectors, Al Hussaimi (2008) has conducted research on medical professionals employed in the region. Some of the factors identified by them as the main determining factors for job satisfaction or dissatisfaction among the professionals from both sectors covered by these studies have been flexible work time, annual leave and other vacations, work life balance, compensation structure, distribution of roles and responsibilities at the workplace, possibilities of career growth etc. However, none of the studies has highlighted and emphasized on any aspect of job satisfaction of the marketing professionals in specific. Job satisfaction as a psychological phenomenon has been discussed for a long time. It is found in many previous researches that marketing professionals are largely dissatisfied with their jobs and this might be one of the major reasons of their very high turnover across the globe. The study by Kim and Mayor (2013) has shown that in the USA only, the employee turnover rate among the marketing professionals has been almost 20% more than in any other profession during 2000-2010. An-

Almost 90% marketing professionals who have left their jobs have done so due to the poor job satisfaction in their respective organizations.

other study by Society for Human Resource Management (2010), has revealed that almost 90% marketing professionals who have left their jobs have done so due to the poor job satisfaction in their respective organizations. Observation of this report might be closely applicable in Ras Al Khaimah in specific and in UAE in general as large number of marketing professionals leave their jobs mainly due to low job satisfaction for different reasons. The CIPD Middle East report (2015), has indicated fast reducing job satisfaction level among the customer care, marketing and engineering professionals in the entire Middle East in general and in countries like UAE and KSA in specific. No significant research has been found on the job satisfaction of the expatriate employees of Ras Al Khaimah, particularly of the marketing professionals. Therefore, the research on the job satisfaction of the marketing professionals employed in Ras Al Khaimah in specific and in UAE in general is substantially investigated.

Research Methodology

The present research attempted to study the causes of job satisfaction of the expatriate marketing professionals employed in Ras Al Khaimah. Attempt has also been made to compare different causes of job satisfaction or dissatisfaction of the expatriate marketing professionals in Ras Al Khaimah and also to ascertain the demographic patterns of job satisfaction of the marketing professionals in terms of gender, employment sector, experience profile etc. In the process, appropriate techniques of data collection,

data validation, data analysis and data interpretation have been attempted. For the present research, essential data have been collected through a structured questionnaire which contains ten questions on standard parameters and variables as identified through review of literature and other existing studies. Proper scaling technique has been used to capture the feedback of the respondents. A five-point Likert scale has been used throughout the questionnaire to capture the feedback of the respondents in the present research. Though it is always a challenge to ensure appropriate and unbiased feedback to be captured from the respondents through a structured questionnaire as used in the present research, yet maximum care has been taken to ensure the highest possible quality feedback which must be free from any bias or influence. In the present research, maximum attention has been given to ensure the most possible transparent and unbiased feedback to be collected. Different sources to identify such variables incorporated in the questionnaire have been taken from available literature. To be more precise, statements containing questions 1 – 3 have been framed based on the study by Spector (1997). Statement no. 4 – 7 have been framed from the study by Aziri (2008). Statements 8 – 12 have been taken from the study by Rue and Byars (2010). In the beginning of the present research, it was planned to cover approximately 150 respondents for interview through the structured questionnaire. However, 250 respondents have been successfully covered during March – July 2019. The researchers have used both online and physical methods to col-

lect the responses. From online sources almost 180 responses could be obtained, out of which 170 has been accepted and the remaining have not been accepted due to incomplete responses. From physical sources like face to face interviews through the structured questionnaire, the researchers have been able to collect the feedback of 80 respondents. It is to be mentioned here that, special attention has been given while collecting the feedback that all the responses are from those who were employed in Ras Al Khaimah in the sales and marketing functions in the service sector only. Simple random sampling without replacement technique has been adopted. In the present study, the attempt has been made to identify to cover the maximum possible industries in the service sector. In Ras Al Khaimah the major service industries are financial sector, retail sector, hospitality and the health care sector. As per the estimate provided by Ras Al Khaimah economic zone in 2015-16, approximately 9,000 expatriate employees were directly employed in the service sectors in Ras Al Khaimah. At that time, almost 87% of such employees were in these major industries. The same report also reveals that more than 40% of the employees in these industries are directly or indirectly engaged in sales and marketing functions. While collecting the feedback from 250 respondents, adequate attention has been given so that all these industries are adequately rep-

More than 40% of the employees in these industries are directly or indirectly engaged in sales and marketing functions.

resented in the sample. It is found that almost 20% of the sample, i.e. 50 respondents are from banking and financial sector, hospitality sector and health care sector have been made the part of the sample where 100 responses have been captured from a relatively large retail industry located in Ras Al Khaimah.

In the present research, basic standard statistical tools have been used in accordance with the research objectives. For example, mean and mode will be used to study the level of causes of job satisfaction. Same techniques were used to compare difference of causes of job satisfaction or dissatisfaction of the expatriate marketing professionals. Finally, based on the responses received through the questionnaire the patterns of job satisfaction of the marketing professionals have been compared with demographic features such as gender, employment sector, experience profile etc. The industry wise break-up however shows maximum female responses from the retail sector, whereas majority of the male responses have come from banking and finance sector. A detailed breakup of the response pattern shows that all the 50 respondents employed in the banking and financial sector in Ras Al Khaimah covered in the present study are males. This was followed by 38 male respondents from the hospitality sector, 30 from healthcare and 47 from the retail sector. It can also be found that apart from large female response concentration in retail industry, i.e. 53 (53%), significant number of female respondents have been from health care, i.e. 20 (40%) and from hospitality sector, i.e. 18 (36%).

Analysis & Findings

Once data has been collected, the same has been evaluated and analyzed in accordance with the research objectives. The indicative response patterns of the present study have been taken from the questionnaire. Overall indicative response patterns have shown that on most of the matters, majority of the respondents have agreed on the 4 point at the 5-point Likert scale. It has been found that 84% of the overall respondents have agreed and 30% have strongly agreed on the statement that they are satisfied with the present job profile. 80% of the total respondents and 8% have agreed and strongly agreed, respectively on the role of salary and monetary perks for their job satisfaction. On the matter of satisfaction due to the position and designation, 86% respondents have agreed and 8% have strongly disagreed. The future career prospect in the same organization is also found to be a major source of job satisfaction as 80% of the respondents have agreed and 12% have strongly agreed on the matter. On the matter of the future career possibilities in other organizations based on the experience at the current organization, 70% of the respondents have been found to agree and 10% have been found to be strongly agreed. Visa

80% of the total respondents and 8% have agreed and strongly agreed, respectively, on the role of salary and monetary perks for their job satisfaction.

and related support have been found to be the matter of job satisfaction by 20% of the respondents as 60% of them agreed and 20% of them have strongly agreed on the matter. On the matter of job satisfaction due to non-monetary perks like non-monetary recognition, supportive HR policy, 76% respondents have agreed and 17% have strongly agreed. Formal work environment has been found to be a matter of job satisfaction by 76% of the respondents (60% respondents agreed and 16% strongly agreed). Continuous learning opportunity in the present job has also remained a major source of job satisfaction (56% respondents agreed and 8% strongly agreed). However, it is noted that 20% of the respondents have shown their negative opinion on this (12% expressed strong disagreement and 8% disagreement). This number can be found quite high while comparing with other negative opinion percentages. On the subject of job satisfaction through informal work environment, 60% responses have been found under 'agreed' category and 16% under 'strongly agreed' category. However, on this matter also 20% respondents have opined negatively. Job security is however found to be an important source of job satisfaction as a dominant majority of 80% respondents have agreed on the matter, while 4% have strongly agreed. In the case of job satisfaction due to social prestige for working with the present organization, 80% have agreed and 8% have strongly agreed. However, on three items, a good number of respondents have preferred to not opine. It has been found that on job satisfaction due to visa and related

Table 1 Overall Indicative Response Pattern of the Respondents

Sl. No.	Statement	Strongly disagree(1)	Disagree(2)	No opinion/ cannot say(3)	Agree(4)	Strongly Agree(5)
1	The job profile	0	2	8 (3.2)	210 (84%)	30 (12%)
2	The salary and monetary perks	5	5	20 (8%)	200 (80%)	20 (8%)
3	The position/Designation, I hold	0	5	10 (4%)	215 (86%)	20 (8%)
4	The future career prospect in the same organisation	0	5	15 (6%)	200 (80%)	30 (12%)
5	The future career prospect in the other organization	5	20	25 (10%)	175 (70%)	25 (10%)
6	The visa and other related support	10	10	30 (12%)	150 (60%)	50 (20%)
7	The non-monetary perks like non-monetary recognition, supportive HR policy etc.	5	5	20 (8%)	190 (76%)	30 (12%)
8	The formal work environment	10	25	25 (10%)	150 (60%)	40 (16%)
9	Continuous learning opportunity	30 (12%)	20 (8%)	40 (16%)	140 (56%)	20 (8%)
10	The informal work environment and culture	10	10	40 (16%)	150 (60%)	40 (16%)
11	Job security	10	10	20 (8%)	200 (80%)	10 (4%)
12	Social prestige, I get to work in the present role in the present organisation	5	10	15 (6%)	200 (80%)	20 (8%)

matters, 12% of the total respondents have abstained. On job satisfaction due to continuous learning opportunity at the present workplace and also due to the informal work environment and culture, 16% respondents have preferred not to give their clear-cut opinions. A detailed analysis shows that about 3.2% respondents at the minimum and 16% respondents at maximum have preferred to abstain from responding either positively or negatively to the respective statements (Table 1).

Based on the above descriptive statistics, following analysis has been done to study the level of causes of job satisfaction of the expatriate marketing professionals in service sector in Ras Al Khaimah, to find out various causes of job satisfaction or dissatisfaction. Standard statistical tools such as Mean and mode have been used for the purpose. Table 2 shows the results of the analysis.

It is found that the position/designation, job profile itself, and the social prestige to work in the present job have remained highest among factors causing the job satisfaction. The mean score of these three influencers of job satisfaction has been 4.6, 4.4 and

Table 2 Results of Data Analysis on the Causes of Job Satisfaction

Sl. No.	Statement	Mean	Mode
1	The job profile	4.4	4
2	The salary and monetary perks	4.1	4
3	The position/Designation, I hold	4.6	4
4	The future career prospect in the same organization	4.1	4
5	The future career prospect in the other organization	3.9	4
6	The visa and other related support	3.6	4
7	The non-monetary perks like non-monetary recognition, supportive HR policy etc.	3.8	4
8	The formal work environment	3.7	4
9	Continuous learning opportunity	3.7	4
10	The informal work environment and culture	3.3	4
11	Job security	4.2	4
12	Social prestige, I get to work in the present role in the present organization	4.3	4

4.3 respectively. However, salary and momentary perks, future career prospects within the same organization and job security have also been found to be

The position/designation, job profile itself, and the social prestige to work in the present job have remained highest among factors causing the job satisfaction.

the other major contributors towards job satisfaction in the context of present research. The mean score of these factors has been 4.1 (both salary and monetary perks and future career prospect in the same organization) and 4.2 for Job security. Therefore, when the factors are arranged in the order of importance for job-satisfaction among the expatriate sales and marketing professionals in the service sectors in Ras Al Khaimah, ranks can be arrived at as in Table 3.

Table 3 Ranks of the Factors Contributing to the Job Satisfaction

Rank	Statements
1	Position/Designation, I hold
2	Job profile
3	Social prestige, I get to work in the present role in the present organization
4	Job security
5	i) Salary and monetary perks ii) Future career prospect in the same organization
6	Future career prospect in the other organization
7	Non-monetary perks like non-monetary recognition, supportive HR policy etc.
8	i) Formal work environmentii) Continuous learning opportunity

As per the first and second research objectives, i.e., to study the causes of job satisfaction of the expatriate marketing

professionals and to compare the various causes of job satisfaction or dissatisfaction of the expatriate marketing pro-

professionals employed in service sector in Ras Al Khaimah, rankings have been done. As per the second research objective, the analysis and comparison of the responses have also been done according to the industries, covered under the service sector in the present study (Table 4). Following analysis has attempted to show the mean score of the factor wise response patterns with a simple ranking.

A detailed analysis of the industry-wise response patterns on the factors of job satisfaction shows clear differences in opinions.

A detailed analysis of the industry-wise response patterns on the factors of job satisfaction shows clear differences in opinions. It is found that the respondents from the banking and finance industry and healthcare industry have chosen the position/designation as the most important factor (mean score 4.7 and 4.4, respectively) contributing to the job satisfaction, whereas social prestige of working in the present role has emerged as the most significant contributor for the job satisfaction for those employed in the hospitality and retail industries (mean score 4.4 in both cases). It is also surprising to see that the respondents from all the four industries, covered under the service sector, i.e., the banking and finance, hospitality, healthcare and retail have chosen their present job

Table 4 Industry-wise Response Patterns on the Factors of Job Satisfaction

Statement	Banking & Finance		Hospitality		Health-care		Retail	
	Mean	Rank	Mean	Rank	Mean	Rank	Mean	Rank
Job profile	4.6	2	4.3	2	4.2	3	4.3	2
Salary and monetary perks	4.4	3	3.9	4	4.2	3	3.9	4
Position/Designation, I hold	4.7	1	4.3	2	4.4	1	4.3	2
Future career prospect in the same organization	4.3	4	3.9	4	4.2	3	3.9	4
Future career prospect in the other organization	3.8	7	4.1	3	3.7	4	4.1	3
Visa and other related support	4.1	5	3.3	7	3.6	5	3.3	7
Non-monetary perks like non-monetary recognition, supportive HR policy etc.	3.9	6	3.4	6	3.7	4	3.4	6
Work environment	3.9	6	3.3	7	3.6	5	3.3	7
Continuous learning opportunity	3.6	7	3.9	4	3.7	4	3.9	4
Informal work environment and culture	3.5	8	3.5	5	3.5	5	3.5	5
Job security	4.4	3	4.1	3	4.3	2	4.1	3
Social prestige, I get to work in the present role in the present organization	4.1	5	4.4	1	4.2	3	4.4	1

profile as the second most important factor contributing to job satisfaction. It is found that the mean score of the responses are 4.6 for the banking and finance industry, 4.3 for the hospitality industry, 4.2 for the healthcare industry and 4.3 for the retail industry. Salary and the monetary perks and the social prestige for working in the present role have been found to be third most important factor for job satisfaction (mean score 4.4) to the respondents from the banking and financial industries. To the respondents from the hospitality industry, the future career prospect in the same organization and job security have been found to be third most important contributors to the job satisfaction (mean value 4.1). The respondents from the healthcare industry have however chosen the factors like salary and momentary perks, future career prospect in the same organization and the social prestige in working in the present role as the third most important contributor to the job satisfaction (mean score 4.2). The responses from the retail sector has shown that the future career prospect in the other organizations and job security as the third most important contributor to job satisfaction (mean score 4.1). A more detailed analysis shows that the future career prospect in the same organization has remained the fourth most important contributor to job satisfaction to the banking and finance professionals (mean score 4.3), hospitality professionals (mean score 3.9) and retail professionals (mean 3.9). However, continuous learning opportunity at the workplace and salary and monetary perks have also been found to be the source of job satisfaction to the hospitality profes-

sionals (mean score 3.9). To the healthcare professionals, future career prospect in other organizations based on present experience, non-monetary perks like recognition and supportive HR policy and continuous learning opportunity have been the fourth most important factors of job satisfaction (mean score 3.7). Salary and monetary perks, future career prospect in the same organization, continuous learning opportunity have been the fourth significant source of job satisfaction to the retail industry marketing professionals (mean score 3.9). Visa and other related support have been the fifth most important contributor to the job satisfaction to the professionals in the banking and finance industry and the healthcare industry (mean score 4.1 and 3.6, respectively). Moreover, the social prestige acquired in working with the present role has also been found to be fifth most important factor for job satisfaction in the banking and finance industry (mean score 4.1). Informal work environment and culture has been chosen as the fifth most important factor for job satisfaction to the hospitality professionals (mean score 3.5). It is also found that the formal work environment at the workplace and informal work environment and culture (mean score 3.5) have been chosen as the fifth most important factor for job satisfaction by the healthcare marketing professionals. Retail marketing professionals have chosen the informal work environment and culture as the fifth most important factor (mean score 3.5) for their job satisfaction. The detailed picture of the analysis of the response pattern also shows that the non-monetary perks and supportive HR policy has

Table 5 Ranking Matrix of the Factors of Job Satisfaction

Rank	Banking and finance	Hospitality	Healthcare	Retail
1	Position/Designation, I hold	Social prestige, I get to work in the present role in the present organisation	Position/Designation, I hold	Social prestige, I get to work in the present role in the present organisation
2	Job profile	Job profile, Position/Designation, I hold	Job security	Job profile, Position/designation, I hold,
3	Salary and monetary perks, Job security	Future career prospect in other organisation, Continuous learning opportunity, Job security	Job profile, Salary and monetary perks, Future career prospect in the same organisation, Social prestige, I get to work in the present role in the present organisation	Future career prospect in other organisation, Job security
4	Future career prospect in the same organization	Salary and monetary perks, Future career prospect in the same organisation, Continuous learning opportunity in the same organisation	Future career prospect in other organisation, Non-monetary perks and supportive HR policy, Continuous learning opportunity	Salary and monetary perks, Future career prospect in the same organisation, Continuous learning opportunity
5	Visa and other related support, Social prestige, I get to work in the present role in the present organisation	Informal work environment and culture	Visa and other related support, Social prestige, Formal work environment, Informal work environment and culture	Informal work environment and culture
6	Non-monetary perks and supportive HR policy, Formal work environment	Non-monetary perks and supportive HR policy, Formal work environment	N/A	Non-monetary perks and supportive HR policy
7	Future career prospect in other organization, Continuous learning opportunity	Visa and other related support, Formal work environment	N/A	Visa and other related support, Formal work environment
8	Informal work environment at the present work place	N/A	N/A	N/A

remained sixth most important factor for job satisfaction for the marketing professionals from the banking and finance (mean score 3.9), hospitality (mean 3.4) and retail industry (mean score 3.4). The analysis also shows that the formal work environment has also remained sixth most important factor to job satisfaction to the marketing professionals in the banking and finance industry. Finally, the factors like the future career prospect in other organizations and continuous learning opportunity at the present workplace have been chosen as seventh most important contributor of job satisfaction in the banking and finance industry (mean score 3.6). Informal work environment and the culture have been found to be eighth important factor for job satisfaction (mean score 3.5). In the hospitality industry, visa and other related support and formal work environment at the workplace have been observed to be seventh important contributor to job satisfaction (mean score 3.3). Lastly, in the retail industry, marketing professionals have chosen visa and other related support as well as the formal work environment as the seventh important factor for job satisfaction (mean score 3.3). The above detailed findings can be summarized in the ranking matrix in Table 5.

Observations, Conclusions & Future Scope of Research

One of the important observations, which can be derived from the present study is related to the relative importance of different factors contributing to job satisfaction of the respondents. Among the parameters or factors, majority of the

Job profile has been found as one of the most favored parameters for job satisfaction.

respondents have chosen to reply positively. For example, job profile has been found as one of the most favored parameters for job satisfaction, where almost more than 90% respondents have either agreed or strongly agreed. Almost 88% respondents have agreed or strongly agreed on the role of salary and monetary perks as important factor for the job satisfaction. About 94% respondents have agreed or strongly agreed on that their current position or designation makes their job satisfaction level high. Almost 92% respondents have said that the future career prospect in the same organization makes their experience satisfying in the job. 80% of the respondents have positively replied on the question whether the future career prospect in other organizations based on the current experience will help them. 80% respondents have also identified the factors like visa and other related support as the cause for their job satisfaction. Other factors like the non-monetary perks, supportive HR policy, formal work environment, continuous learning opportunity at the workplace, informal work environment and the culture, job security, social prestige from the present role etc. have also been positively responded as important factors for job satisfaction. In these cases, the range of the positive responses have been found from 75% to 95% on a case to case basis. While comparing different factors leading to job satisfaction the following observations can be made:

the results of the data analysis reveal that the position and designation itself has been considered as most significant contributor towards job satisfaction, followed by factors such as job profile, social prestige on the present role, job security, the salary and the monetary perks, future career prospects in the same organization, and the non-monetary perks and supportive HR policy. Formal work environment and the continuous learning opportunity are also considered as a significant factors of job satisfaction by the present study.

The present research however, cannot be claimed and comprehended as free from limitations. In the present research, attempt has been made to enhance the sample size from 150 to 250. Simple random sampling technique without replacement has been adopted, though it could have been better if the cluster sampling approach along with simple random sampling technique without replacement could be combined and used in the present research. As the data were captured through a structured questionnaire and the respondents were given to fill up such questionnaire through both online and physical sources, a mere chance limited duplication of the reply might exist. However, sincere attempt has been made to make the entire process of the data collection mechanism error free as far as possible.

Following from the above limitations, few areas can be identified as possible lines of future research. For example, the sample size could be bigger and better parity between male and female respon-

dents should be attempted. Validity of the data can be tested through sophisticated and advanced techniques to eliminate the chance of error, data biasness etc. For the purpose of the same, more professional approach to collect the data through the questionnaire can be applied. Apart from these possibilities the present research can be made more relevant to academia and industry by enhancing its horizon and the scope. In the present study, four major employment generating industries falling under the service sector in Ras Al Khaimah has been captured. Apart from these four major industries, few other industries such as car repairing, entertainment, education etc. can also be added in any future research. Better comparison of the findings on the job satisfaction can also be applied by any other study or a study initiated in the context of inter-regional analysis.

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