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# MOTIVATION AMONG EMPLOYEES IN MULTINATIONAL CORPORATIONS

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## ABSTRACT

Nowadays motivation plays a huge role amongst employees especially when we relate it to people working in multinational companies for example Pepsi, Coca Cola, Nescafé and many more. Motivation is a topic that relates to all of us. It is very essential for employers to seek and recognize what motivates an employee. Many people underestimate the benefits and importance of human resource management in their businesses or day-to-day life. When we talk about human resource management, we are talking about human capital. Human capital emphasises the ability, skills, and the personality of the person you are trying to recruit or employ. In this study, we wish to analyse the importance of how motivation stands out in employees in different types of offices/workforces. The different aspects in multinational corporations show different characteristics.

**KEYWORDS:** motivation, multinational companies, employees

**JEL code:** J24, F23

## 1. INTRODUCTION

The importance of human resource management is huge. The first point we can discuss is HRM being integrated into companies, human resource management must be in every company because without them the company would be lacking many excellent employees with great skills, abilities and values. Out of all the types of management, HRM is considered the most active type of management. From the word itself human resource management, a human that has great skills, great psychological skills and can tell whether or not the person they are trying to recruit/employ is a good person for the company, will increase the companies ranking and more people will want to join in the community of the workplace.

Linking human resource management to a business is very vital for the human resource management in the business to deliver its commitment towards the business/organisation. Such tasks could vary from motivating employees, deriving higher performance from them through various training opportunities and workshops. A successful business will thrive on teamwork and making sure their employees are in a good mental state and can achieve the maximum so that the business can succeed.

The author of the article "Employee motivation: Just ask your employees", (Dongho, 2006), argues about how employee motivation is a very complex topic, as well as it being a big concern for organizations and managers since motivation is a factor that mostly decides the performance of an employee and the success or the failure of the business, because without the employee being well motivated or up-to-date the organization will fall into a big risk of failure since they are lacking this factor.

Managers are the main characters for all companies especially when it comes to understanding the different employees in their business, they need to be able to adapt many characteristics and skills that will influence them and their employees. The world is leaning towards an economical global system such that international business becomes more favourable. The movement towards a global economy is an advantage for firms as it allows them to go international. This movement has a certain effect on managers. Whilst managing multinational companies managers need to recognize that it is not the same as managing a small company. Many firms are moving outside their domestic borders. Which means that globalization/diversity of businesses has a significant impact on the management system. Having an integration between European markets and North American markets, along with developments in the Asia-Pacific region, intensifies this impact remarkably (Dowling et al, 1998). Managers are forced to

gain and sustain a competitive advantage. As (Morley & Collings, 2004) point out that for multinational companies it is very important/essential for them to have a very effective Human Resource Management and a great degree of involvement in their workers/employees.

Although employee motivation is a well-researched topic, most studies have tended to focus on small firms. People, when they want to work in an organization, usually choose to work in an organization depending on what the organization offers them, which supports the study already done (Moy & Lee, 2002). There are many studies on human resource management within multinational companies, but not enough studies on employee motivation within these organisations.

The main purpose of this research is to examine what actually motivates these individuals to work. The target is employees working in multinational companies internationally. To achieve this goal, the theories and concepts of factors that influence workplace motivation need to be identified. The research also provides insights into how employees and students who are about to enter the world of work relate to motivation and what motivation means to them. To analyse this, a questionnaire and interviews were conducted. As a result, we draw conclusions from the literature review and primary research and make suggestions for the future.

## 2. MATERIALS AND METHODS

The main research questions that this research revolved around were as follows:

- What is work motivation, and why is it important to employees working in multinational companies?
- What are the main factors, concepts, and theories that influence the employee's motivation in multinational corporations?
- How does culture diversity play a role when being introduced in multinational corporations among employees?

Many different articles were used during the literature review, these articles explained either motivational theory, factors, and concepts, these different reviews were put to describe the topic 'Motivation among employees in multinational corporations', and how they serve an important role to employees working in different MNCs. During the literature review, a comprehensive search was done across various databases, which included Google Scholar, and Statista, gaining insights from these databases on different aspects that influence in employee motivation.

The survey and interview instrument were designed based on insights gained from the literature review, which incorporated questions that explore factors that related to employee motivation within multinational corporations. The survey consisted of multifaceted questions such as open-ended question to capture qualitative insights, linear-scale questions to see the different perspectives of the participants, check-box questions allowing participants to choose more than one option that suits to their liking, and multiple-choice questions only allowing them to choose one option, where these capture quantitative insights. As for the interview, open-ended questions were asked to the interviewee to see the different perspective on the various topic.

The survey included 103 respondents, a random sampling method that was employed to select survey participants and the questionnaire is not representative. Two distinct groups were targeted: employees who are currently working in different companies, and students who are soon to be exposed to the future work environment. Participants were selected based on their relevance to the study's goals and accessibility. The interview was directed towards an employee interviewee who they used to work in a multinational company, the employee was chosen based on their years of experience, the job role position they had, and the specific company they worked in.

The survey that was conducted was administered electronically using a secure and confidential online survey platform. Before the participants were able to answer the following questions, they were provided with a brief description of the topic and informed that their answers were strictly confidential. For the interview, the selected participant for the interview was informed with a brief description of the topic and was given beforehand the questions that would be asked during the interview. The interview was audio-recorded with the participants' approval and consent before doing so, to ensure the participants comfort throughout the interview process.

The data analysis of the survey will be subjected to quantitative and qualitative analysis. Quantitative data analysis will involve descriptive statistics and different graphs that analyse the different responses we have gotten from the participants, as for the qualitative data analysis from the open-ended questions, these will be subjected to extract only the key insights that we believe are important. The data analysis for the interview will show direct quotations from the participant's side as this will represent what the participant responded, to and the different perspectives given during the interview. By the end of collecting both data analysis; survey and interview, to enhance, a comparison of both the findings will be stated to see the similarities and differences between the survey participants' answers; Graduates and Undergraduates, and the interviewee's answers on the different questions it was asked.

### **3. RESULTS AND DISCUSSION**

Motivation is a very complex concept, it can be defined in many different ways, two different people have given two definitions, one (Latham, 2007) where he writes that "The term motivation comes from the Latin word for movement, *movere*". Other author (Bjorklund, 2007) defines it as "Motivation can be described as the need or driving force that motivates a person to some behavioural action. The verb to motivate means to give a reason for action". Motivation has a very important role, which we need in everything, especially when it comes to work. Without motivation, many people in the workplace would slack off and not really care enough about their work, and with that comes a huge risk of the company falling into failure or a decline in success. Every person deserves to wake up in the morning and be happy to go to work. Most people are easily persuaded, so if an employee is told that they are going to get a pay rise, they will be even more motivated to work harder and put all their energy into their work. This shows that in order for a worker to experience motivation, he or she needs some reward, study of work motivation in seasonal workers confirms that motivation varies across workers (Lundberg et al., 2009).

Motivation can be categorized into broad concepts; these broad concepts explain where an employee can be positioned based on how they work or how they think of work. How an employee might think all relates to its human behavior and how it is influenced, especially helping others to identify and understand why people do what they do.

Motivational theories provide fundamental frameworks for illuminating the complex aspects that shape human behaviour and performance in organisational situations. Understanding these ideas becomes critical to analysing the complicated landscape of motivation as employees get introduced to many different cultures, diverse leadership styles, and dynamic work environments of multinational companies. This section explores significant motivational theories that shed insight on the dynamics of motivation among employees in MNCs, it will delve into the two classical need theories which are: Maslow's Hierarchy of Needs, and Herzberg's Two-Factor Theory.

#### **Abraham Harold Maslow theory**

Abraham Maslow's Hierarchy of needs stands as an early theory concerning work motivation. Maslow's theory of needs, which ranges from basic physiological needs to higher-order psychological desires, provides a foundational understanding of motivation (Maslow, 1943). According to Maslow there are five human needs: physiological, safety, belongingness and love, self-esteem, and self-actualization needs.

Physiological needs represent that the most important needs for human survival are food and water. An example; if a person is hungry and does not have enough food or water, he will prioritise eating and drinking over all other needs. When a person's basic requirements are met, he or she will endeavour to meet other needs. After the physiological needs have been satisfied and met new needs will be approached. These new needs are known as safety needs, which allude to security, stability, and protection. As in the previous example with physiological needs, new needs have now taken over because earlier needs have been met (Maslow, 1970). Now a person may now seek a good job with decent working conditions, a good income, and a solid retirement plan (Adair, 2006). Once the Security needs have been met and satisfied, one can move up to the next rung of the pyramid, so that new needs

are created and the process repeats at the next level (Social needs). Once the basic needs and security needs are met, a person will seek to find good relationships with other people; this could be either through love or through even seeking love from others. This could be because we desire to be a part of a group of friends, co-workers, or family members. On the other hand, once satisfied with the other needs, a fourth need comes to be arised, this is the Esteem or self-esteem need. In this group, we find factors such as; desire for strength, achievement, independence and freedom, desire for reputation, respect, attention, recognition. The final level of the pyramid is what Maslow called the self-actualization need. The self- actualization need “refers to a man’s desire for self-fulfilment, namely, to the tendency for him to become actualized in what he is potentially” (Maslow, 1970).

To sum up, a fulfilled need is no longer recognized as a need by a person. The individual is dominated, and his/her behaviour is determined solely by unsatisfied desires. These unmet needs can be very well used to motivate employees.

### **Fredrick Herzberg theory**

The two-factor motivation theory, otherwise known as Herzberg’s motivation-hygiene theory or dual-factor theory, argues that there are separate sets of mutually exclusive factors in the workplace that either cause job satisfaction or dissatisfaction (Herzberg, 1966; 1982; 2017).

Influenced by Maslow's Hierarchy of Needs, Herzberg concluded that satisfaction and dissatisfaction could not be reliably measured on the same continuum and conducted a series of studies in which he tried to determine what factors in the work environment caused satisfaction or dissatisfaction. Herzberg and colleagues investigated the impact of fourteen factors on job satisfaction and dissatisfaction in terms of frequency and duration of impact (Bassett-Jones and Lloyd, 2005).

Herzberg identified two factors that can increase or decrease job satisfaction: hygiene and motivation. While hygiene factors are related to "the need to avoid discomfort", motivational factors lead more directly to job satisfaction because of "the individual's need for self-improvement and self-actualisation" (Syptak et al., 1999).

The traditional understanding of job satisfaction assumes that job satisfaction and job dissatisfaction exist on the same continuum; workers who have no reason to be satisfied with their jobs must be dissatisfied (Robbins and Judge, 2013). According to Herzberg, motivational factors are extremely important for improving job satisfaction, which motivational factors are found in work.

There are other theories too in connection with motivation. Vroom's (1964) theory posits that people will be motivated to the degree that they believe that (1) effort will yield acceptable performance (expectancy), (2) performance will be rewarded (force/instrumentality), and (3) the value of the rewards is highly positive (valence).

These were the main motivational theories, and there are others, but we do not intend to present any more motivational theories in this paper.

After clarifying the concepts of motivation and motivational theories, the differences between multinational corporations and small companies and the differences in employee motivation in these organisations will be presented.

Multinational companies differ in many ways from national companies in terms of size, number of employees and the opportunities for employees to move up the ladder. Small companies often hire young people to work for them because they do not have certain appropriate skills (Reid & Adams, 2001).

Another difference is how motivation of employees differs in these different organisations. Since multinational companies are said in many studies to pay higher wages to their employees, while on the other hand small companies are usually start-ups that only pay a small wage to the employees working for the company. Many employees would prefer to work for multinational companies because they pay higher wages and this is what motivates them more and better. Multinational companies not only pay higher salaries but also introduce a number of incentive rewards. Many graduates believe that small companies do not offer the same level of expertise as a large company, which can be called a multinational (Moy & Lee, 2002).

There are many companies, which operate around the world, and the employees working in those companies come from different cultures, having different values, beliefs, morals, and religions. Each of these employees work in their own kind of way and work in a way they are used to depending on their cultures, where they come from, and the different traditions they might follow. The diversity in the culture in the workspace influences the motivation of the employee and show, how the global companies deal with the complex/challenging job of motivating their employees coming from all around the world. In this section, we will explore into the relationship between culture and motivation within multinational corporations.

For example, the characteristics of the Islamic worldview are very different from the Western worldview. In the Islamic worldview, the physical and non-physical realms that make the scope of the Islamic worldview very broad. In contrast, the secular Western worldview places humans and nature as the central concept in its worldview. It is what makes the spectrum of the secular West worldview only revolve around the physical world. In this study, the authors have found that the model, structure, form, spectrum, and reach of Western and Islamic work motivation theory are different (Fuad Mas'ud et al., 2023).

A real-life example of two companies that are known globally are Apple and Samsung. These two companies are two well-known companies found around the world, and they have employees who are adapted to different cultural backgrounds these employees have a different mind-set when they come to meet with the other employees working in the same company as they are. Apple uses the style technique of innovation and creativity they value it a lot but in a way of coming from one employee rather than with a team. The aspect or style technique that they use motivates Apple employees to come up with more and more creative products and solutions. As for Samsung, Samsung employees find motivation by enhancing in group work, sharing ideas with one another, and getting help from each other.

To conclude, both big global companies must handle these cultural differences well so that they can motivate all their employees in an effective way as they come from different cultural backgrounds and get motivated in different ways of styles.

Effective communication and feedback mechanisms are both critical components in motivating employees within multinational corporations. When it comes to communication and giving feedback to one another at work culture comes in and plays a huge role, and this is how motivated employees are.

### **Result of the questionnaire**

For the reasons mentioned above, we also carried out a questionnaire survey to find out what the most important motivational and other influencing factors are in multinational companies.

The first section of the questionnaire consists of general information where they include the demographics of the participants. The result showed a near-equal representation of male (50.5%) and female (49.5%) respondents, reflecting a balanced gender distribution among those who contributed their perspectives. This gender diversity is important since it ensures that the findings and conclusions drawn from this research encompass a diversity of viewpoints and experiences.

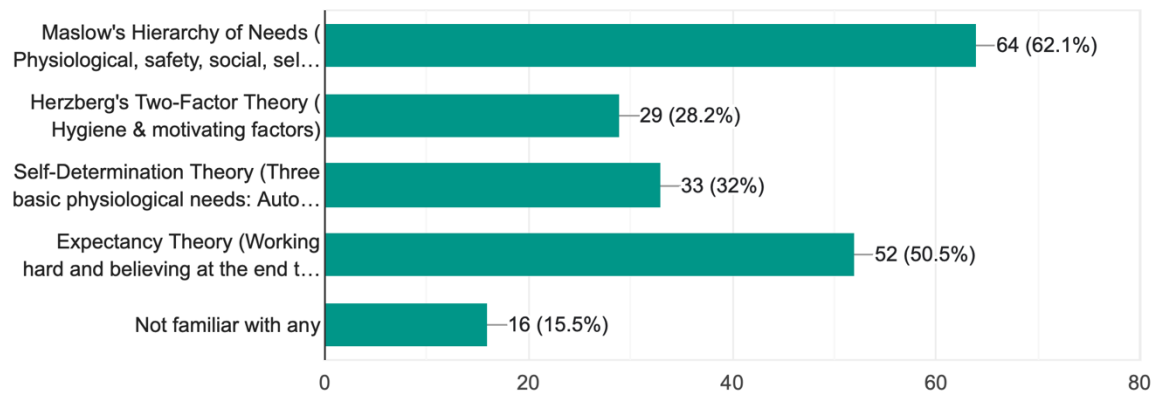
The target audience was both students who will eventually be future employees and current employees who are already employed in companies. A significant portion of respondents, constituting 30.1%, falls within the under-25 category, this demonstrates the engagement of young individuals in this research area and how this age group is still preparing for their future careers. On the other hand, 32% of participants fall into the 25-34 age group, well highlighting the active involvement of early mid-career individuals. Additionally, respondents aged 35-44 age group was 29.1%, and the 45-54 age group was 6%, and up to 55 age represented less than 3% of the respondents, these participants show a representation of experienced professionals who have come across different career stages in their life's. By asking the participants of their age range, it gives us a clear understanding on where they stand either on how well experienced or still experiencing, they are. It as well allows us to explore how these different age groups perceive motivation either by being employees or students preparing for their future career path into becoming employees of the future.

The survey spanned across distinct nationalities, with a significant representation of 23% originating from Jordan and 21% from the United Arab Emirates (UAE), 7% from India, 6% from Egypt, 5% from the UK, 3-3% from Iraq, Palestina, and 2% from Hungary, Pakistan, Lebanon, Philippines, Syria, and

the other respondents come from other countries. This rich cultural diversity within the respondent emphasizes the varied perspectives and experiences that were brought to the subject.

We asked about the participants' educational background and current employment status. A significant number of participants (78%) are full-time employees compared to 22% unemployed.

After the demographic questions, we asked the participants' "Indicate your familiarity with the following motivational theories commonly used in multinational companies".



**Figure 1: Level of familiarity of the theories (n=103)**

Source: Own survey response, 2023

Figure 1, participants were given the choice to choose more than one option. The graph reveals that the majority of the participants indicates their familiarity with 'Maslow's Hierarchy of Needs' theory (62.1%), followed by 'Expectancy Theory, i.e. working hard and believing at the end that their work is recognized and rewarded (Vroom, 1964) (50.5%'. The other theories have less familiarity by the participants, Self-determination theory known by 32% of the respondents, Herzberg's two-factor theory 28.2%, and 15.5% of the respondents not familiar with any theory.

Participants had the opportunity to choose from a scale of 1-5 to show the level of importance of motivation among employees working in multinational companies. The results show that 81.6% of the participants believe that motivation is extremely important, and 15.5% of participants believe that motivation has a lower degree of importance on employees.

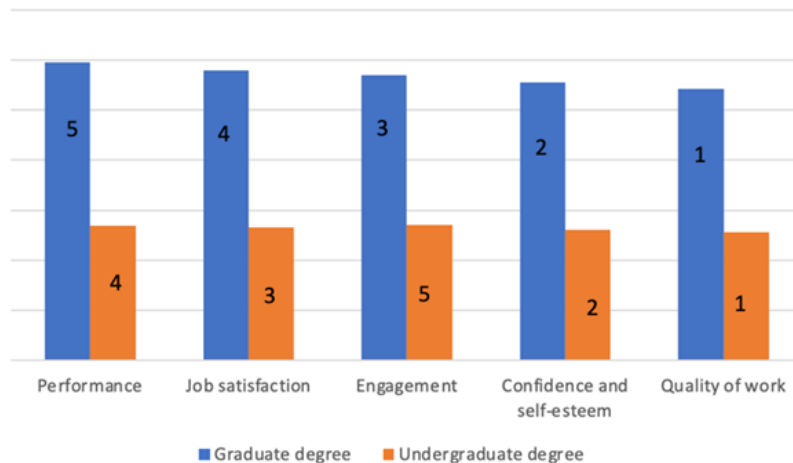
After that we questioned participants if they were put in the shoes of an employee working in MNCs, they had to prioritize each factor from 1-5, 1 being least priority and 5 being the top priority. Both graduates and undergraduates chose the factor 'High salary' to be put as top priority (5), then comes the 'Personal growth and development' (4), 'Recognition' (3), 'Supportive colleagues and managers' (2), and for the least priority (1) they chose the factor 'Good atmosphere'.

then we asked 'What do you think, who are the global companies, where the motivation has greatest emphasis towards their employees? (you may select more than one option)'. In the opinion of the participants, it shows that the top 10 MNCs where motivation has the greatest emphasis towards their employees are: Google (75.7%), Apple (65%), Amazon (32%), META (27.2%), McDonald's (17.5%), Coca-Cola Company (15.5%), Samsung (13.6%), Nescafe (10.7%), Pepsi (7.8%), and Microsoft (1.2%). After all, we would like to know 'How do you think cultural differences might influence the employee motivation in multinational companies?' The answer options were the following: absolutely (5), moderately (4), slightly (3), not at all (2), not sure (1). In the results all scores indicates that cultural differences moderately (4) influences employee motivation in MNCs, for both the graduates and undergraduate participants.

In the next question participants have been asked how strong their motivation will affect the below statements if they were to be employees in multinational corporations. Furthermore, the results shows the rank between 1-5, where the graduate's outcome of their motivation will strongly affect their performance (5), a job satisfaction (4), engagement (3), confidence and self-esteem (2) and quality of work (1) was the last. As for the undergraduates their outcome was different, they believe that their



motivation will have a strongly affect on their engagement (5) and performance (4). On average, the motivation of the employees will significantly affect (4) all the above statements (*Figure 2*).



**Figure 2: Affect of your motivation on the different descriptions (n=103)**

Source: Own survey response, 2023

The last question of the survey was an open-ended question, participants were asked to reflect on their different insights or conclusions drawn from the topic on "Motivation among employees in multinational corporations". These qualitative responses provided a valuable context and depth to complement the quantitative data, which was gathered earlier in the survey. 'Participant 1' gives an insight which states "Motivating employees in multinational corporations requires acknowledging diverse needs, and promoting a sense of purpose at work. Effective leadership, cultural sensitivity, and career development opportunities are crucial. Work-life balance, open communication, and fair performance metrics also contribute to a motivated workforce. Keep in mind that strategies should be tailored to the unique context and culture of each organization." The participant's response offers a great view where it emphasizes the importance of how the diverse needs of employees should be acknowledged and seen in these big global companies, as well as balancing in both intrinsic and extrinsic motivational concepts, promoting effective leadership, cultural sensitivity, and career development. Overall, this response gives a well-rounded perspective on the multifaceted dimensions of motivating employees in the complex context of MNCs. 'Participant 2' states "Good managers create motivated employees", this response from the participant captures the fundamental role of effective leadership in fostering employee motivation. It proves the idea that managers, through their actions, behaviours, and leadership styles, can significantly influence employee's motivation levels. Effective managers often grasp the skill of having good communication skills, team building, and recognition of employee contributions. These skills once managers surround them around the employees especially those working in MNCs, they will tend to inspire and empower them, as well they will be even more motivated and engaged in the work they do.

### Result of the interview

The interview participant gave his insight on whether employee motivation is important and why he believes it is important when working in multinational companies by stating, "Intrinsic motivation is a crucial concept. It can be summarized in the three C's of intrinsic motivation: Collaboration, Content, and Choice. Collaboration: employees feel more motivated to work hard when they are inspired to cooperate and have an opportunity to succeed. Content: employees feel more motivated to work hard when they can appreciate how and what they are doing contributes to the work community. Choice: employees feel more motivated to work hard when they feel empowered to make decisions about their work". The participant believes that employee motivation is important when connecting it to intrinsic motivation, by creating a strong environment, where employees will feel encouraged and pushed to work harder. As well as giving employees the help in making them feel they are appreciated and having interest in the work, they give. In addition, allowing employees to make decisions, as they will feel



empowered, these are all a very good way to describe the importance of employee motivation and why it is important, since without making them feel appreciated, or giving them even a sense of encouragement employees will not quite work well in the company. Interview participants answer to the question was “The three forms of motivation of significant factors that motivate employees which managers use most often are fear, high-salary, and the opportunity for personnel growth. Fear and high-salary can undermine motivation to perform, while the opportunity for personnel growth can help us encourage our employees to feel motivated to perform at high levels”. The next question was: ‘How do you perceive cultural diversity impacting employee motivation within the context of company, and can you provide, if any, an instance where cultural diversity played a role in posing challenges to employee motivation?’. “Cultural diversity is a significant factor in implementing motivation, particularly in multinational companies. Nevertheless, local laws or practices are forced in terms of wages, positions, and benefits. Multinational companies have solutions that include relocating employees to another company location (abroad) with higher positions and wages to motivate them.” The participant’s point of example about offering employees to relocate to different company location is interesting as this can give the employee a wide range of opportunities to learn from the different people they meet from different cultures, as by learning from them they might grasp learning, get motivated by it, and use it along their work life. Embracing diversity through training for employees can indeed turn it into a source of strength. Finally, he mentioned, “Hands-on management can motivate staff and make their job easier by providing the right tools. There is a set of KPIs (Key Performance Indicators) for each company/region of the operation that motivates the employees and management to be on the top rank of their region and receive incentives and bragging rights.” The insights on both hands-on management and the use of Key Performance Indicators to motivate employees in multinational companies highlight the significance of effective leadership. By let us say managers providing the right tools and setting clear KPIs demonstrates/shows how leaders can drive positive results within the organizations of multinational hotel chains. With these effective leadership practices, it will result in a competitive work culture.

Findings for the interview showed how an actual employee working in a multinational company reacts to the different questions given to the participant to answer. During the interview it was seen that the use of the motivational concept ‘intrinsic motivation’ is being used when it comes to the importance of motivation on employees in multinational company. As well, high-salary is a significant motivating factor for employees to work harder and put enough more and more effort in what they do, furthermore. Cultural diversity was highlighted to be as a relevant challenge in multinational company, but strategies such as giving cultural diversity trainings by relocating employees to exotic hotels were given and discussed as solutions, effective leadership having hands-on management and Key Performance Indicators (KPI’s) lead/contributes to the motivation of the employee.

To conclude the results and discussion chapter, during the research to enrich and boost the study a creation of a survey was done it was given out to graduates and undergraduates meaning targeting both employees who are working full-time, as well as students who are soon to be exposed to the future work-life. In addition, after collecting the data analysis from the survey, an interview was conducted where a participant who used to work in a multinational company.

While collecting the results of both the survey and the interview, there were different similarities and differences collected from both sides. One of the differences from the perspectives of the target audience in the survey and the interviewee was that both sides have their different ways of motivation when it comes to how their motivation would affect MNCs or how it affects it. Participants’ results in the survey showed that when it comes to cultural diversity influencing employee motivation, it showed that it would moderately affect them. As for the interview, the interviewee said based cultural diversity has an impact on employee motivation it hugely influences them.

The similarity is, that both participants in the survey and the interviewee believe that the factor of high salary should be put in leading, and top priority, as well, it influences them in motivation and for them to work harder to achieve and get it. High-salary is a high motivator to everyone, it helps push people to work hard and put in all the effort they have in the work they like to do.

#### 4. CONCLUSIONS

Motivation among employees in multinational corporations plays a crucial role in today's world. These global companies have diverse cultures, languages, traditions, and work environments, making the task of motivating employees in a diverse workforce more challenging. For us to be able to understand these diversities we need to look into the different approaches such as theories, factors, and definitions, which define different aspects of the topic. Each factor, theory, and definition that was chosen in the literature review are very important to the topic since they play a huge role in many ways. We started it off with work motivation, as motivation especially in global companies is challenging since it is the driving force behind an employee's willingness to put in effort, strive to reach their goals, and engage in various tasks. Motivational theories offer valuable frameworks to comprehend and address the diverse needs of employees in MNCs. After the theories, we delve into the motivational factors, motivational factors within MNCs are very important to the employee's professional journey within the organization since if an employee grasps any factors such as social, recognition, or even high salary they will somehow either be promoted, known, or even boosting in their self-esteem. Lastly, we speak about multinational corporations and cross-culture influence on motivation, how they both operate, and have important roles affecting an individual.

In conclusion, we believe that MNCs should always have a look out for their employees especially them being global companies, as they are known worldwide and their motivational strategies to their employees should always be updated. Balancing between both global consistency and local relevance ensures a motivated and engaged workforce as MNCs.

In conclusion, the combination of conducting both research methods a survey and an interview shows the different sides of how people think towards the topic of motivation. Among employees in multinational corporations, and how an actual employee that worked in an MNC how the participant acts towards certain cases and what insights they can give towards the questions that were asked to him. These research methods have allowed for a well-rounded and multi-dimensional exploration of the research questions asked.

We believe that multinational companies should prioritize in recognizing and valuing more there employees in ways of implementing appreciation programs. Where this program happens on a regular basis, it can include having employee of the months awards, peer recognition or even team achievement acknowledgements, by implementing this program employees will have improved job satisfaction, increase in their motivation to work, boost in their morale. Another recommendation that we would like to add is giving employees in multinational companies more bonuses. For example in the UAE once an employee proves him/herself with the work they do, they get bonuses either on their salary or either an extra bonus of day off, this encourages employees to stay in the company they work in and motivates them more into working harder than they usually do. Lastly, multinational companies should provide health and wellness initiatives including for example gym memberships and healthcare coverage providing these initiatives could boost in the well-being of the employee. Overall, multinational companies should always try to encourage, motivate, push, and spread positivity in between their employees, as these employees work in huge companies, and companies like these needs to try their best as it can sometimes be hard into achieving all of these towards their employees.

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