

AMERICAN UNIVERSITY OF BEIRUT

GENDER DIFFERENCES & MOTIVATION IN LEBANESE
FAMILY FIRMS

by
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AN ABSTRACT OF THE PROJECT OF

Hala Jaber for

Master of Human Resources Management
Major: Human Resources Management

Title: Gender Differences & Motivation in Lebanese Family Firms

Purpose: The purpose of this MHRM project is to investigate gender differences in motivation in the Lebanese workplace. Employee motivation was assessed in relation to the existing promotion system, perception of equity, instrumentality expectations, and job meaningfulness.

Design/methodology/approach: A structured survey was designed and administered to a sample of Lebanese respondents working at Family Businesses.

Findings: Significant differences were noticed in motivation between females and males. Females working in Lebanese family businesses are more motivated compared to males when the perceived equity and clarity of promotion systems are low to medium. However, as the equity and clarity of promotion system increase, males become more motivated compared to females. One explanation of this finding could be that males in the Lebanese Family Business expect more than females whereas, females are tolerant to inequity. The findings of the study have practical implications in the workplace.

Originality/value: This study contributes to understanding gender differences in motivation within the Lebanese context. This study approached employees' motivation in terms of content, process and job design dimensions. This study fills a gap due to the scarcity of research addressing such gender differences in the Middle East Region.

Keywords: Gender Differences, Employees' Motivation, Perception of Equity, Instrumentality Expectation, Job Meaningfulness, Lebanon, Family Businesses

Paper Type: Research Paper

CONTENTS

ACKNOWLEDGEMENTS	v
ABSTRACT.....	vi
LIST OF ILLUSTRATIONS.....	x
LIST OF TABLES.....	xi

Chapter

I. INTRODUCTION	1
A. Problem Statement	3
B. Purpose of the Study	4
C. Significance of the Study.....	4
D. Research Questions.....	5
II. LITRETURE REVIEW	7
A. Content Motivational Theories	9
1. Maslow`s Theory	9
2. Herzberg`s Theory.....	10
3. McGregor Theory X & Theory Y.....	11
4. McClelland`s Theory of Needs.....	11
B. Process Motivational Theories.....	14
1. Vroom`s Expectancy Theory.....	14
2. Adam`s Equity Theory.....	16
C. Job Design Motivational Theories.....	17
1. Job Characteristic Model.....	17

2. Thomas & Velthouse Motivational Theory.....	19
D. Lebanese Context.....	20
III. RESEARCH METHODOLOGY.....	24
A. Population Sample.....	24
B. Participants.....	24
C. Measures & Instruments.....	26
D. Independent & Dependent Variables.....	26
E. Data Collection.....	27
F. Data Analysis.....	28
IV. FINDINGS.....	29
A. Factor Analysis.....	29
B. Overall Results.....	30
C. Correlation Amongst Variables & Hypotheses	31
D. T-test Analysis.....	32
E. Moderator Hypotheses for Gender	33
V. DISCUSSION.....	35
A. General Appraisal of the Correlations.....	35
B. Gender Differences.....	37
VI. CONCLUSION.....	41
A. Limitations.....	42
B. Implications.....	42
C. Recommendations.....	44

Appendix

I. FACTOR ANALYSIS.....	45
II. GENDER T-TEST.....	47
III. GENDER MODERATION.....	49
IV. QUESTIONNAIRE.....	55
REFERENCES.....	58

ILLUSTRATIONS

Figure		Page
1.	Maslow Hierarchy of Needs.....	10
2.	Conceptual Framework.....	23
3.	Deduced Conceptual Framework.....	30
4.	Gender, Motivation & Promotion Graph.....	50
5.	Gender, Motivation & Equity Graph.....	52
6.	Gender, Motivation & Job Meaningfulness Graph.....	54

TABLES

Table		Page
1.	Participant Demographic.....	25
2.	Factor Analysis: Promotion & Motivation.....	45
3.	Factor Analysis: Job Meaningfulness, Equity & Expectations.....	46
4.	Descriptive Statistics.....	30
5.	Overall Correlations.....	31
6.	Model Summary.....	32
7.	Gender T-test Analysis.....	47
8.	Gender-Promotion Interaction Coefficient.....	49
9.	Gender-Promotion Interaction Summary Model.....	49
10.	Gender-Equity Interaction Coefficient.....	51
11.	Gender-Equity Interaction Summary Model.....	51
12.	Gender-Job Meaningfulness Interaction Coefficient.....	53
13.	Gender-Job Meaningfulness Interaction Summary Model.....	53

CHAPTER I

INTRODUCTION

The era of gender differences at the workplace goes back to the date when working women and gender equality were uncommon thoughts. The 20th century was a turning point for women and demographic workforce in general. Several events had taken place all over the world that led to the empowerment of women and raised awareness about gender differences in the work place. It is worth mentioning the following events that contributed for gender diversity at the work place. In 1920, The Sex Discrimination Removal Act in Britain permitted women access to the legal and accountancy professions. This act was followed in 1928 by another act in which women gained equal voting rights with men. Finally, in 1985, the Equal Pay Act called for the equal pay between men and women for work with equal value (Bundy, 2017).

However, regardless of the acts and intention to balance between men and women at the workplace, gender differences still exist. Studies still show that men receive better rewards in terms of salaries, promotion and development (Ismail & Nakkache, 2015). Yet, it is crucial for organizations to consider the differences between men and women in order to lessen obstacles and challenges that hinder their behavior and motivation (Bundy, 2017).

Motivation, irrespective of their gender; has a significant influence on employees' behavior (Halepota, 2005). In fact, studies have proven that motivated employees contribute to the business overall success (Mohamed et al., 2015). Therefore, organizations invest a significant amount of their budget to tailor a motivational system that is suitable for their employees and capable to achieve the most efficient levels of performance (Huang, 2015).

Work rewards are considered powerful tool that boosts employees' performance (Gov, 2015). Reward systems have been studied enormously in correlation with motivation.

Rewards are essential in motivating employees to achieve their targets and perform creatively (Danish et. al., 2015). Armstrong (2001) had identified reward system as a set of organization`s policies, practices and processes used to reward employees for their contribution. Johnson et al (2010) also outlined the significant role of reward system in attracting, retaining and motivating employees; thus achieving the organization`s strategies and objectives. However, Obisi (2003) had limited reward system to a “prize” given to an employee in return for his or her performance (Adebajo and Wasiu, 2014). This prize can be monetary, non-monetary or combination of both given to an employee in exchange for his or her work (Mejia & Santos, 2015). Therefore, rewards consist of all economic benefits like pay and promotion, verbal recognition and responsibilities (Abdullah & Wan, 2013).

The argument on the importance and influence of intrinsic and extrinsic rewards on employees` motivation still exists. Some empirical studies support the notion that extrinsic rewards are low ranked. In other words, some employees do not view monetary rewards (money) as their priority or motive. Another stream of studies like Wallace and Zaffane (2001) points out that rewards especially money play a significant role when it comes to motivating employees (Harunavamwe & Kanengoni, 2013). Furthermore, the system of scientific management established by Frederick Winslow Taylor, stress out the influence of extrinsic rewards mainly the pay on employees` motivation (Contan & Serban, 2015). However, not only the type of rewards is important to motivate employee, certain conditions should be applied. For example, the money to be accepted as a reward, should be perceived as significant (Langton & Robbins, 2007 in Harunavamwe & Kanengoni, 2013).

Adebajo and Wasiu (2014) identified the features for an effective reward system as follows:

- **Competitiveness:** In order for the reward system to be motivating, it must meet the employee's expectation. In other words, an employee expects to be rewarded if he or she perceives his or her contribution valuable and worthy.
- **Equity:** The distribution of reward system should be perceived as fair and just. Any imbalance in the equation leads to an inverse result.
- **Perceiving and satisfying employee's needs:** A reward is not considered motivating unless it meets and aligns with employee's need. Many firms spent billions of money on courses and incentives but they didn't enhance their employees' performance. This is because what is perceived important for the management is not perceived with the same importance for the employees (Harunavamwe & Kanengoni, 2013).
- **Flexibility:** An effective reward system has to understand the diverse needs, desires, expectations and goals of different employees.

A. Problem Statement

Gender difference is a global problem, which almost every country has to deal with. It is a common issue where men seem to be paid more than women and have much more opportunities for promotions and development. This is due to cultural, social, and economic factors that contributed for such differences (Ismail & Nakkache, 2015).

Similarly, women being a significant element of the workforce, it is important to consider the factors that motivate them. Moreover, it is important to highlight the areas in which men and women differ such as their perceptions, commitment, motivation and managements styles (Jamali et al., 2005) in order to establish an effective reward system. Despite that, many studies were conducted in the Middle East targeting gender differences and women at workplace in particular (Jamali et al., 2005, Sidani & Zbib, 2008, Afiouni, 2014 and Ismail & Nakkache, 2015); this plethora of literature is still perpetuated.

During the past years, the perception towards working women had changed. Lebanon is considered the leading country in Arab Countries for allowing women to enter the workplace (Sidani, 2002). This study tends to examine motivation in relation to job meaningfulness, existing promotion system, instrumentality expectancy, and perceived equity and compare motivation between men and women within the Lebanese Family Businesses.

B. Purpose of the Study

This paper aims to explore if there are gender differences between women motivation levels and men motivation levels in Lebanese Family Businesses. Motivation in this paper is studied against existing promotion system, instrumentality expectancy, perception of equity, and job meaningfulness. In order to examine gender differences in Lebanese Family Businesses, it is important to test correlations between each of existing promotion system, instrumentality expectancy, perception of equity, and job meaningfulness and employees' motivation.

C. Significance of the Study

Due to the scarcity of studies conducted in Lebanon related to the latter topic, this study attempts to extend the empirical studies to explore gender differences between women motivation levels and men motivation levels in Lebanese Family Businesses in terms of existing promotion system, instrumentality expectancy, perception of equity, and job meaningfulness.

This study is significant for determining if females find more meaningfulness and instrumentality expectancy in the family firm compared to males. Moreover, this study is significant for determining if females perceive more equity compared to males in the Lebanese Family Firms.

D. Research Questions:

In order to answer the study main objective, whether there are gender differences in Lebanese Family Business, the following questions were investigated:

- Do females find more meaningfulness in Lebanese Family Firms compared to males?
- Do females perceive more equity in Lebanese Family Firms compared to males?
- Do Females perceive promotion systems more motivating in Lebanese Family Firms compared to males?
- Do females find more instrumentality expectancy in Lebanese Family Firms compared to males?

Before investigating the above questions, the following hypotheses were tested:

- Existing promotion systems are positively correlated to employees` motivation.
- Instrumentality expectancy is positively correlated to employees` motivation.
- Perceived equity is positively correlated to employees` motivation.
- Job meaningfulness is positively correlated to employees` motivation.

Furthermore, in order to study the influence of gender on motivation, the following moderation hypotheses were formulated:

- Gender moderates the existing correlation between existing promotion systems and employees` motivation.
- Gender moderates the existing correlation between perceived equity and employees` motivation.
- Gender moderates the existing correlation between instrumentality expectancy and employees` motivation.
- Gender moderates the existing correlation between job meaningfulness and employees` motivation.

The following chapters present the hypotheses based on the literature review about motivation, job meaningfulness, existing promotion systems, perceived equity, and instrumentality expectancy, and discuss the methodology used to test the hypotheses. The results are then presented followed by a discussion of the latter, limitation of the study, implications, and recommendations.

CHAPTER II

LITRETURE REVIEW

Work motivation has been considered by many researchers and academics (Elmien et al., 2015). Its significant role and influence on the organizational performance have attracted the attention of the organizations and researchers (Fares & Najjar, 2017). Motivation acts as a key indicator for an employee performance (Hung, 2015). Studies proved that motivated employees are creative, productive, and contribute to the success and continuity of the organization performance (Elmien et al., 2015). It has been also recognized that motivation plays a significant role in keeping employees' work at their most efficient level. Over and above, motivated employees are persistent, in order to attain their goals no matter how much time it will take them (Contan & Serban, 2015).

The origin of term motivation is a Latin verb "movere" which means, "to cause movement". Work motivation has been defined variously. In brief, it has been related to either a process or a need (Elmien et al., 2015). Mitchell (1982:81) referred to motivation as "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal oriented" (Ramlall, 2004). In reference to Greenberg and Baron (1993), motivation is "the set of process that arouse (-drive behind), direct (-directed behavior) and maintain human behavior toward attaining a goal" (Hosban & Kini, 2002). Robbins et al. (2009:144) reframed Greenberg and Baron's definition and defined motivation "the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal". In other words, motivation in the previous definitions comprises 3 elements: 1) intensity which is the drive or antecedent that explains one's effort or behavior; 2) direction that refers to the effort exerted and how it contributes to the organization success; and 3)

persistence that reflects the duration of the effort maintained to attain the target (Elmien et al., 2015).

On the other hand, Nevid (2013: 286) considered that employee's emotional, social, biological, and cognitive need motivates employee to exert a behavior or an effort. According to Motta (1995), employees' motivation is the cause that triggers employees to behave or exert an extra effort. Similarly, Young (2000:1) referred to motivation as "the force within an individual that accounts for the level, direction, and persistence of effort expended at work". Young definition to motivation was a merge between Robbins et al. and Motta definitions (Elmien et al., 2015).

Finally, Antomioni (1999:29) approached motivation from a different perspective. He defined motivation "the amount of effort people is willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied" (Elmien et al., 2015). Hence, the effectiveness of the motivation is influenced by employees' perception (Fares & Najjar, 2017).

Various schools have studied what motivates employees (Elmien et al., 2015). Yet, job attributes or motivational factors are adopted and implemented differently in each organization based on the organizational context and employees' needs (Fares& Najjar, 2017). According to cognitive evaluation theory (CET), there are two motivational subsystems: an extrinsic subsystem and an intrinsic subsystem (Deci, 1971). In reference to the intrinsic motivation, the job attributes or the motivational factors are internal and within the job itself (Huang, 2015). For instance, career growth, self-esteem and job autonomy are characteristics of intrinsic motivation (Ismail & Nakkache, 2014). Deci hypothesized that intrinsically motivated people have an "internal locus of causality." In other words, intrinsically motivated people attribute the cause of their behavior to their internal needs and performance behaviors for intrinsic rewards and satisfaction. However, aspects of the

situation (e.g. reward and feedback systems) in which behavior is performed may lead individuals to question the true causes of their behavior. To be truly intrinsically motivated, a person must feel free from pressures such as rewards or contingencies (Deci and Ryan, 1985). If these individuals begin to attribute their behavior to situational factors, the shift from internal to external causation (commitment motives to compliance motives) results in a decrease in intrinsic motivation (Deci and Ryan, 1990).

Extrinsic motivation on the contrary is referred to the tangible i.e. monetary and none monetary rewards such as promotion, salary, compensation package, and work conditions and environment. Therefore, an employee is motivated to do an extra effort, either for a reward in return or to avoid punishment (Huang, 2015). In the proceeding part, the following motivational theories: content, process and job design motivational theories are discussed to study the employee`s behavior from three different perspectives

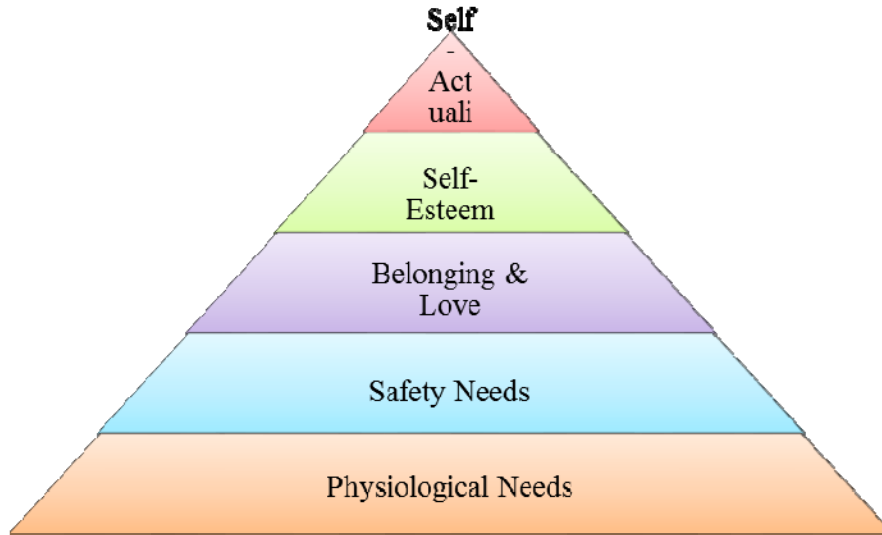
A. Content Motivational Theories

Regardless of the arguments between the motivation theorists on what motivates employees, they all agreed that in order for an employee to be motivated, a desire is required (Ramlall, 2004). In this section, need theories address the factors that motivate employees to exert an extra effort.

1. **Maslow`s Theory:** Maslow, the founder of the hierarchy of needs theory (1954) based his theory on individual needs. He considered that within any individual, a hierarchy of needs exists. Hence, in order for an employee to satisfy his or her need, he or she exerts the required effort to attain the goal (Ismail & Nakkache, 2014). Consequently, it is the unsatisfied need that motivates the employee (Contan & Serban, 2015) and as each need is satisfied, the following level of need becomes a priority (Hobsan & Kini,

2002). Maslow arranged the hierarchy of need in a prepotency order (Ismail & Nakkache, 2014). Figure 1 shows Maslow hierarchy of needs.

Figure 1. Maslow Hierarchy of Needs



In reference to Maslow, physiological needs represent the basic needs for any individual such as food, air, rest.... Safety needs are concerned with security, stability and law. Once those needs are satisfied, an employee aims to satisfy his or her belonging and love needs which refer to the need of affiliation, friendship and relationship. Whereas self-esteem need in terms of feeling of accomplishment and self-actualization need in terms of achieving one's full potential are positioned at the top of the needs hierarchy (Ismail & Nakkache, 2014).

It is significant to take into account Maslow's Theory when selecting motivation strategies because it aids in a better understanding of employee's behavior. For instance, an increment in one's pay won't be valued the same way among all the employees (Harunavamwe & Kanengone, 2013).

2. **Herzberg's Theory:** Herzberg's theory is an extension for Maslow's theory (Halepota, 2005). Herzberg had identified two factors that influence employee's work (hygiene

and motivators factors). The presence of hygiene factors does not motivate employees yet their absence demotivates employees and influence their behavior and performance. For instance, salaries, rewards, and work conditions are categorized as hygiene factors (Halepota, 2005). However, motivators' factors are key indicators for a higher performance (Harunavamwe & Kanengone, 2013). For example, job enrichment and recognition fall under the motivator factors (Halepota, 2005).

3. **McGregor Theory X & Theory Y:** McGregor two theories: theories X & Y explain two contradictory ideologies of labor and management style. Both theories held the management responsibility for organizing and directing humans to achieve their targets. However, McGregor built the theory X on an assumption that workers intend to avoid work and responsibilities and have to be punished and rewarded according to their performance. Due to the false assumption of Theory X, McGregor introduced theory Y. Theory Y explains that if workers are given freedom and if their contributions were perceived as significant and beneficiary to the organization, they are motivated to accomplish their goals (Halepota, 2005).

4. **McClelland's theory of Needs:** McClelland (1965) had identified 3 intrinsic needs that drive an employee to perform better: Achievement need- the need to achieve the set goals; Power need – the desire to adjust and regulate others behaviors and Affiliation need: the need to build interpersonal relationships within the work place (Charles et al., 2002).

In brief, the content motivation theories pinpoint the list of needs. Each of the previous mentioned theories had approached and categorized the individual needs differently. In reference to promotion systems, according to the Maslow Hierarchy of needs is a

satisfaction of “safety needs” or attaining an achievement need based on McClelland Theory (Gaines et al., 1984).

Promotion systems are frequently used by most of the organizations to reward, retain and develop their human assets (Armenis & Neal, 2008). They entitle promotion as a mean to provide career advancement opportunities for employees to develop and utilize their potential whenever possible (Wickramasinghe & Samaratunga, 2015). Over and above, the drive for promotion is to select the appropriate candidate for the upward shift to enhance his or her competencies and contribution (Lai, 2012). Studies have shown that promotion systems influence not only the individual behavior but also contribute to the organizational overall performance (Gurboz et al., 2016). Based on the HRM literature, the term “promotion” is agreed as an upward mobility in the organization hierarchy. Commonly, salary increment and increase in responsibilities and benefits come along with promotion (Wickramasinghe & Samaratunga, 2015).

Promotion decisions are based on either abstract, concrete or both factors. Some managers rely on concrete factors such as seniority, educational level, performance, age and gender. However, others rely on abstract factors for instance personality, knowledge, experience, family background and interpersonal relationship (Lai, 2012). It can be also based on formal criteria like merit-based, seniority-based or on informal criteria for instance personal influences, political influences, personal liking ... (Wickramasinghe & Samaratunga, 2015). The first study conducted to uncover the promotion decision-making was in 1970. The managers used to base their decisions on limited information (Armenis, 2008). Yet, until that date, slight information about the factors that underlay the promotional decision was acknowledged (Gurbaz, 2016).

The criterion on which the promotion decision is taken is critical. The promotion decision won't only affect the individual but it also influences the organization performance.

It acts as crucial indicator for career success (Gurbaz et al., 2016). Therefore, the promotion system used has to align with the organization strategy and enhance the organization efficacy and competitiveness (Lai, 2012). Promotion System embraced by an organization differs according to the one's requirements (Wickramasinghe & Samaratunga, 2015). However, the commonly practiced promotion systems are the following:

- **Merit Based Systems:** Most of the organizations base the promotion decision upon the merit-based system. In reference to this system, an employee is eligible to be promoted if he or she performed above the threshold in the past or/and currently doing an exceptional performance. Hence, this system highly depends on the performance evaluation. The desire to be promoted creates a competitive culture between candidates. Merit based system ensures that the best performer is promoted to a higher rank (Phelan & Lin, 2001).
- **Seniority Based Systems:** Adopting such promotional system by the organization depends on the experience when selecting employees. The eligible candidate then is either: the most experienced in the job, the most experienced in the organization or the most experienced in the industry. Seniority based system ensures objectivity and clear career path (Phelan & Lin, 2001).
- **Random Promotion System:** This promotion system considers no reliable mechanism when promoting employees. The decision in which promotion occurs highly depends on the perception of the managers. For instance, a perceived similarity may influence the promotion decision. According to the similarity-attraction theory, individuals who share common characteristics, values and attitude are more likely to be attracted to each other. Previous studies have contextualized the theory to workplace. Wayne and Liden (1995) study noted that the perceived similarity between the supervisor and the subordinate is positively correlated to the performance rating. Wayne et al (1997)

added that the perceived similarity is positively correlated to promotion assessment. Over and above the managerial perception of an affective commitment is linked to promotion possibility. In reference to Bartol and Martin's study (1989), managers take into consideration when promoting their subordinates, employees' emotional attachment and involvement (Gurbaz et al., 2016).

Regardless of the system used take a promotion decision, organizations adopt promotion systems for the following significant reasons: to match employees with jobs of greater responsibilities, reward them, achieve strategic goals, and motivate them to move upward for the next level (Pehlan & Lin, 2001). Employee promotion is a reward for employee behavior and a source for their motivation (Saporta, 2003). Promotion systems are considered a mean that enhance employees' satisfaction and motivation levels (Takahashi, 2006). Furthermore, researches have shown that promotion systems are linked to positive organizational behavior and attitude such as commitment, low turnover and motivation (Cicekli & Kabasakal, 2016).

H1: Employee Promotion System is positively correlated to motivation.

B. Process Motivational Theories

The process motivational theories are concerned with the process of motivation; how does an employee get motivated. Such theories are concerned with motivation instrumentally rather than with the content and needs of the employees (Gaines et al., 1984). Vroom's Expectancy theory and Adam's Equity theory are typical examples of the process theories.

1. Vroom's Expectancy theory: According to Vroom's expectancy theory, employees motivation is the product of his or her perception in performing a particular task, the reward resulting from the latter and the value of the reward (Halepota, 2005). Hence, employees motivation is associated with three beliefs. The expectancy which is

employee's capability to perform, instrumentality which is the reward linked to the task and valence of rewards which is the perceived value of the reward (Huang, 2015). In other words, the probability to behave in a certain way depends on the expectation of the act, the outcome, and the attractiveness of the outcome (Hobson & Kini, 2002). Based on Bowman et.al (2006) study, Vroom's expectancy theory of motivation can be illustrated by the following questions:

- Expectancy Aspect: "If I attempt the task, can I successfully perform it?"
- Instrumentality Aspect: "If I perform the task, will I get the reward?"

As for valence aspect, the reward has to satisfy a need (Bowman et. al., 2006) taking into account that the perception and value of rewards differ from one employee to another. For instance, one employee may value job enrichment while another may value bonus and pay (Halepota, 2005).

Motivation being a dependent factor of employees' perception of rewards, it is vital for employees to trust the organization's management and process (Bowman et. al., 2006). Expectancy theory is based on employee's believe that his or her effort will result in a desired reward in which he or she will satisfy a certain need (Huang, 2015). Thus, the positive outcome or reward from a certain behavior is strong enough to motivate employee to perform well (Danish et. al, 2015). More and above, the more attractive the reward is, the stronger the perception. Eventually, more effort is given simply because of employee's expectation that the more effort exerted will contribute in a better reward (Halepota, 2005).

Lyman Porter and Edward Lawler III (1968) based their assumption on Vroom's expectancy theory and accordingly extended his theory. Porter and Edward model aimed to detect the root of people's valences and expectancies and to relate the effort with performance and job satisfaction. It is deduced that employees exert an additional effort when they believe they will receive a valued reward in return. Therefore, employees with higher

competencies achieve a higher performance. Regarding job satisfaction, Porter linked job satisfaction to equitable rewards. Hence, the more the rewards are perceived equitable the more the employees are satisfied (Ramlall, 2004).

2. **Adam`s Equity Theory:** Previous studies questioned the influence of employees` judgment of equity on motivation (Fares & Najjar, 2017). The Equity theory of motivation or Adam`s theory is one of the process motivational theories that postulates how employees are motivated (Souza, 2014). Similarly to Vroom`s Expectancy Theory, Equity Theory is also influenced by the employees` perceptions (Bowman et. al., 2006). Adam`s theory covers five aspects upon which social comparison is deduced. These aspects are as follows: 1- employees have beliefs about their inputs & outputs; 2- employees tend to compare themselves; 3- employees predict inputs & outputs of others; 4- employees tend to compare their own input/output ratios with others ratios; 5- motive to restore equity among employees (Souza, 2014). In other meaning, employees seek fairness between the efforts put and the returns gained. Hence, the belief in the existence of equity in the reward system among their coworkers motivates them (Danish et. al., 2015). Moreover, for the purpose either to sustain fairness /equity or to modify unfairness / inequity in organizations, employees attempt to modify their behaviors and performance accordingly (Hobson & Kini, 2002). According to Ahmad et al., (2010) study, he stressed on the influence of fair pay on reward, motivation and satisfaction. He also pointed out that the perception of pay discrimination among the employees minimizes their level of motivation (Gov, 2015). Furthermore, for establishing equity, employees may diminish their output i.e. their effort and work (Lazaroiu, 2015).

Inputs vary according to the employees' gender, age, education, experience, skill, work effort and others. Similarly, the output comes in different forms and ranges where money is the most common extrinsic output. And since the input/output exchanges are perceptual, the comparison between ratios may not be accurate because it depends on the employee's perception (Bowman et. al., 2006). However, it is hard to determine equity among the employees because the effort and value of contribution are less visible (Scheuer, 2013).

In conclusion, the process motivational theories are an extension for the content motivational theories. They clarified that needs and rewards are not directly translated into motivation or an additional effort. Employees' perception plays a significant role in determining the level of motivation and effort to be utilized (Gaines et al., 1984). Employees predicting rewards and perceiving fairness and equity tend to utilize their capabilities and skills to achieve the target (Lai, 2012). Therefore, the following hypotheses are deduced:

H2: Instrumentality expectations are positively correlated to employees' motivation.

H3: Employees perception of fairness is positively correlated to employees' motivation.

C. Job Design Motivational Theories

Job Design Motivational theorists based their theories on the assumption that the job itself is a vital determinant of employees' motivation (Ramlall, 2004).

1. ***Job Characteristic Model***: The most known and classical job design model is the Job Characteristic Model established by Richard Hackman and Greg Oldham in 1980. According to Hackman and Oldham Job Characteristics Model, the employee gets motivated when the job satisfies three significant psychological needs (Ramlall, 2004). These psychological needs are as follows:

- Meaningfulness of the work: The degree in which the employee senses that his or her duty contributes to the effectiveness of the organization performance (Ramlall, 2004)
- Autonomy or the responsibility for the task outcome: The degree to which the employee experiences personal responsibility for the outcome of his or her work (Ramlall, 2004)
- Feedback or the knowledge of results of the work activities: The degree to which the employee gets feedback and knowledge of the work activities results (Ramlall, 2004)

Hackman and Oldham also identified the characteristics that add the sense of meaningfulness to the job. The core features for job meaningfulness is a synergy of skills variety, task identity and task significance (Taylor, 2015).

- Skills Variety: The extent the job requires a set of skills and competencies in which an employee can develop (Taylor, 2015). In reference to Hackman and Oldham (1980:78) a skill variety is “the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person” (Ramlall, 2004).
- Task Identity: It is the degree in which the employee gets involved in the whole process rather than being limited to position. It also refers to the clarity of the task and its visible outcomes (Taylor, 2015). An employee gains a sense of job meaningfulness when he or she has a greater understanding of how his or her duty fits within the process and duties of other employees and influences the organization performance (Ramlall, 2004).
- Task significance: It refers to the importance and contribution of the job. It explains how one`s job contributes to the society and overall performance of the organization (Taylor, 2015). Over and above, it is the degree to which one`s duty influences people lives whom are not necessarily in the same organization (Ramlall, 2004).

2. ***Thomas & Velthouse Motivational Theory***: Thomas and Velthouse had built their theory on Hackman and Oldham Job Characteristics Model. They condensed the three significant psychological needs of the Job Characteristics Model into two intrinsically rewarding states and added 2 missing activity related rewards. Therefore, their model consists of the following 4 intrinsic rewards (Gov, 2012):

- **Sense of Meaningfulness**: This reward refers to the purpose and significance of the duty the employee is fulfilling. The employee feels that he or she is directing his or her effort on something with added value to the organization (Gov, 2012).
- **Sense of Choice**: Sense of choice is the degree the employee holds responsibility over his or her work and has the freedom to choose how the work is accomplished (Gov, 2012).
- **Sense of Competence**: This sense refers to the degree of how skillful and competent the employee is and how well he or she fits the position (Gov, 2012).
- **Sense of Progress**: Finally, this sense is concerned with the job ongoing process. The employee is encouraged and motivated when he or she acknowledges that the effort exerted will end up in accomplishing the target (Gov, 2012).

Job meaningfulness is a key contributing factor for employees' motivation. For instance, if the employee is being bored at his or her job, this concludes that either the employee has more capabilities from which the organization is not getting benefit or even not aware of. Hence, such sense of boredom influences employees' behavior and attitude such as poor attendance, low level of satisfaction and poor motivation (Contan & Serban, 2015).

Therefore, the below hypothesis is concluded:

H4: Job Meaningfulness is positively correlated to employees' motivation.

D. Lebanese Context

The context in which the study is conducted influences the results (Karam & Kwantes, 2011). Even though some contexts may share similar characteristics, yet some differences exist especially when it comes to employees' motivation. Moreover, it is noted that a discrepancy in employees' behaviors is outlined by the context (Karam & Kwantes, 2011). For this reason, employees' behavior including motivation is a fruitful area for study. In an attempt to bring "specificities of context front" and focus the study (Karam & Kwantes, 2011), this study targets gender motivation difference in the Lebanese Family Businesses.

Women in the labor market in the Middle East Region face out obstacles at work place in term of equal recruitment, pay, and selection (Ismail & Nakkache, 2015). In reference to Mohyeldin and Suliman (2003) Arab culture does not align with the international principles of fairness, justices and ethics in management (Sidani, 2008). Therefore, in an effort to attain balance in the workforce and empower women in the Arab Region, most of the Arab states had adopted The Millennium Development Goals that promotes gender equality (Ismail & Nakkache, 2015).

Nonetheless, Lebanon doesn't embrace necessarily all the cultural traits of other Arab countries. Various studies done in the region addressed the commonalities and differences between different Arab countries including gender issues, job attitude, and job values. Philippe Skaff mentioned that Lebanon shares some values with the Arab countries in one hand and with Europe and western countries on the other hand (Sidani, 2008). Lebanese people are unique and "schizophrenic. They share one foot in the Mediterranean and one in the desert" (Thomson 1998: 19 quoted in Sidani, 2008). In general, the Lebanese society is referred to it as "masculine". Success, hard work, accomplishment, and assertiveness fall under the umbrella of masculine traits. Moreover, Lebanon is notably different from other Arab regions in terms of gender issues. It is considered the leading country for widening the role of women

beyond their “traditional mother-home roles” (Sidani, 2002). Compared to other Arab countries, Lebanese women encounter less restricted cultural barriers (Ismail & Nakkache, 2015). Several factors that are unique to Lebanon had contributed to such diversity in the workforce. The incident that triggered the entrance of women to the workplace is the Lebanese Civil War in 1990, which took place over 15 years. Such crisis had dragged with it financial and economic crisis that pushed males to immigrate (Ismail & Nakkache, 2015). The shortage of male in the work force pushed women to break the cultural barrier and enter the workforce to fill the gap (Jamali, Sidani & Safieddine, 2005). However, stereotyping and discrimination among gender still exists when it comes to equal pay, promotion and prestige (Ismail & Nakkache, 2015). Therefore, the following moderation hypotheses can be concluded:

H5: Gender moderates the existing correlation between existing promotion systems and employees` motivation.

H6: Gender moderates the existing correlation between perceived equity and employees` motivation.

H7: Gender moderates the existing correlation between instrumentality expectancy and employees` motivation.

H8: Gender moderates the existing correlation between job meaningfulness and employees` motivation.

Besides, those incidents had shaped the motivation factors for Lebanese workers. Contrary to Maslow`s hierarchy of need, Lebanese employees seek to fulfill two most important needs: security and esteem. Security was a major need in the late 1990 to overpass the economic and financial crisis. However, fulfilling the esteem need is rooted in the Lebanese Society in which respect, showing off and admiration of others are significant for the Lebanese employee (Sidani, 2002).

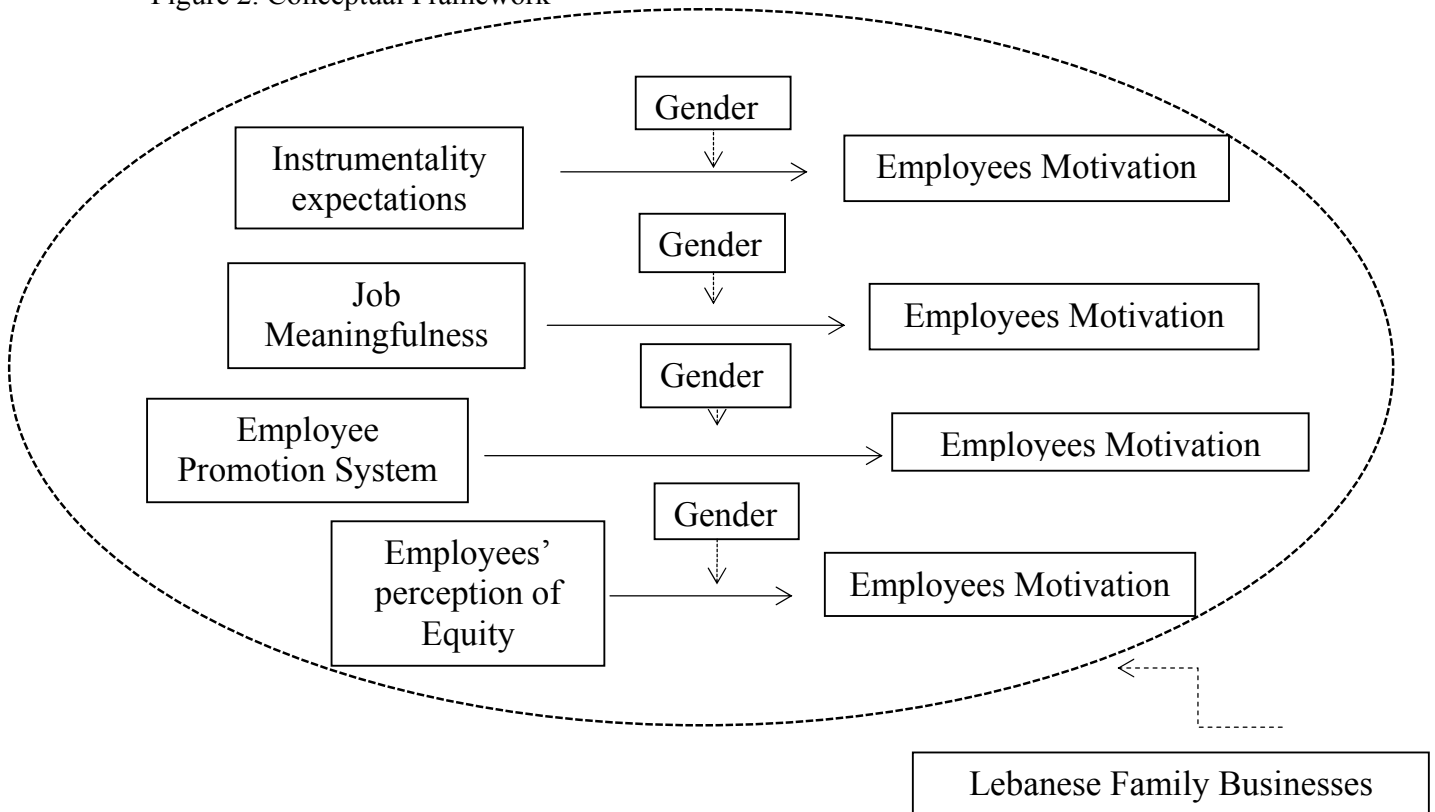
Furthermore, the strong loyalty that the family commands in the Lebanese society has resulted in the dominance of family business in the country (Sidani, 2002). 85 % of the small to medium enterprises are family businesses. The Lebanese economy highly depends on its private sector that consists mainly of SMEs (Bizri, 2015).

Family Businesses in Lebanon are mainly small to medium size companies and international or multinational companies (Abyad, 2016). By definition, a family business is a business owned and managed at least by one member of the family (Chaarani, 2014). Family businesses are the key drivers for the socioeconomic development and wealth of the country (Pistrui & Sreih, 2012). In Lebanon, they are the source for innovation opportunities and local development (Chaarani, 2014). They are characterized by their unique way of management, structure and culture. In reference to Bernice and Folker study (2007), the progress in a family business is less probably than in a non-family business due to the management practices. One common characteristic realized among family businesses is low level of formality in their management (Chaarani, 2014). Moreover, the management existing in the Lebanese family businesses resists change. In other meaning, the older generation refuses to handle the management to non-family members (Pistrui & Sreih, 2012) and they aim to inherit the high positions by direct family members (Abyad, 2016). The main target for family business is to pass the management to the new generation without any risk. In order for them to lessen and avoid any risk, they centralize all the decisions and authorities (Chaarani, 2014). This feature has a side effect on employees` performance as the promotion or high position is not based neither on merit nor on seniority systems (Abyad, 2016). In general, family businesses embrace an incentive plan to encourage a set of behaviors or attitudes that aligns with the organization strategy (Aronof et al., 2011; 2016).

A conceptual framework model is a representation of the system and hypotheses deduced above. It provided an understanding of how variables are connected to each other.

Perception of equity, job meaningfulness, existing promotion system, and instrumentality expectancy are all independent variables that predict employees' motivation. Gender in this study is a moderator that might influence the correlation between each of the independent variables and employees' motivation. Based on the literature review and deduced hypotheses, the following conceptual framework for this study is framed:

Figure 2. Conceptual Framework



CHAPTER III

RESEARCH METHODOLOGY

A. Population Sample

The population of interest for this study is all non-family employees working at family businesses in the Lebanese private sector. In particular, the survey was circulated among employees working at SMEs in the Beirut region, Lebanon. The companies selected for this study were selected based on the accessibility and willingness to participate. Furthermore, the selected companies are family businesses located in Beirut and having at least 15 non-family employees working at. Those selected companies represent the SMEs located in Beirut. Moreover, the participants working in those companies have been chosen based on the following criteria: they are of Lebanese nationality, they work in family businesses in Beirut for more than one year, they are non-family members, they are not diagnosed with any cognitive or physical impairment or disorder, and they speak, read and understand English. The study is very specific and the targeted groups for this study are only Lebanese employees who are equal or above 20 years old and working in family businesses for more than one year.

Any family member or employee working in non-family businesses was excluded from the study. It is very important to explore if there are any gender differences in motivation for non-family employees working at family businesses.

B. Participants

Out of the 255 surveys distributed among the non-family employees of the selected companies, the participants in this study were 107 employees working in Family Businesses

across Beirut Region. The sample was predominantly female (61.7%), with an age range from 20 to 50 (mean age = 31 years). 42.1 % of the participants described their position as a non-managerial level (employee) where the rest described their positions as either supervisory, middle or top managerial level. Furthermore, most of the participants have a graduate degree (66.4%). Finally, as stated previously all participants were full-time employees working in Family Business for more than one year. In reference to the participants for this study 73.8% worked in family business from one to eleven years (Table 1). Table one describes the participants' demographic of this study.

Table 1. Participant Demographics (N = 107)

	Frequency	Percentage
Gender		
Female	66	61.7
Male	41	38.3
Marital Status		
Married	39	36.4
Single	60	56.1
Other	8	7.5
Number of Children		
0-2	99	92.5
3-5	7	6.5
Equal or more than 6	1	0.9
Age		
20-28	42	39.3
29-39	50	46.7
40-49	13	12.1
Equal or Above 50	2	1.9
Total Years of Experience		
1-5	39	36.4
6-11	40	37.4
12-17	15	14.0
More than 17	13	12.1
Education Background		
High School Degree	11	10.3
Undergraduate Degree	19	17.8
Graduate Degree	71	66.4

Technical Degree	6	5.6
Managerial Level		
Top Management	10	9.3
Middle Management	33	30.8
Supervisory Management	19	17.8
Non-managerial/Employee	45	42.1

C. Measures and Instruments

Given the research objective and based on the literature review, this paper adopts a quantitative approach. The study empirically tests its hypotheses by collecting primary data through a self-administered questionnaire (Appendix 1). In order to keep the participant anonymous, the data were collected online using Lime Survey. The questionnaire used for this study is structured from three sections. The demographic data collected in the initial part of the questionnaire includes but not limited to the following: age range, gender, marital status and years of experience. However, the non-demographic section was divided into five measures in which each measure assesses a variable. These variables were rated on a five-point Likert-Scale (1: Strongly Disagree and 5: Strongly Agree). The non-demographic section by its turn was divided into two sections assessing the Dependent and Independent Variables.

D. Variables:

The independent variables of this study are existing promotion system, perceived equity of the promotion system, employee's expectation of promotion and job meaningfulness in reference to his or her own organization and community.

Existing Promotion System was measured using a questionnaire composed of five items. Examples of the items are: "At my job, the promotion practices are well structured to identify the best candidate for promotion.", "At my job; the existing promotion system is random."

Equity Perception was assessed using Kim and Leung's (2007) seven items questionnaire. The measures in this category tackled distributive, procedural and interactional fairness. For example, distributive fairness will be measured by: "The rewards I received here are quite fair", procedural fairness will be measured by: "The rules and procedures to make decisions are fair" and interactional fairness will be measured by: "My supervisor treats me fairly."

The employees' expectation of the promotion was measured using Gavin (1970), Matsui & Ohtsuka (1978) and Reinhardt & Wahba (1975) survey. The seven items of the latter variable measured in particular the instrumental expectations such as: "Performing well in my job will definitely result in getting good pay"; "Performing well in my job will definitely result in taking on more challenging work tasks". The Cronbach's Alphas for previous studies was 0.9 for the equity and expectation variables.

Finally, the perception of the job meaningfulness was measured using Leanna, Appelbaum, & Shevchuk (2009) six items questionnaire. The questionnaire is composed of six items. For instance: "My work has a significant impact on the success of the organization" (Brodrick and Slemp, 2013)

Nonetheless, the dependent variable for this study is employees' motivation. Motivation was then measured using a part of Antonison (2010) questionnaire composed of seven items. Examples items are: "At my work, I feel bursting with energy", "At my job I always proceed, even when things do not go well."

In respect to the moderator variable in this study, which is "Gender", this was asked in the demographic section of the questionnaire. The respondent had only to determine and tick the respective box of his or her gender (female or male).

E. Data Collection

A recruitment letter was addressed to different family businesses in Beirut asking to grant us access to their employees through emails. To avoid any instance of undue influence or coercion, the participant information letter was sent to them along with the survey link. Hence, participants willing to participate in the study filled out the questionnaire. Otherwise, employees simply disregarded the email.

To avoid any pressure or employer influence, the email was sent directly from the co-investigator email to the employees ensuring that if the employee is not willing to be a part in the study, this will not affect his or her job or relationship with the employer. Organizations and participants assured that participation is anonymous and voluntary.

To ensure privacy of participants and confidentiality of data and keep the participant anonymous, the data was collected online using Lime Survey.

F. Data Analysis

Once the data were gathered, they were analyzed using the statistical analysis program of SPSS and consequently appropriate conclusions and implications were derived. Factor analysis, regression, and moderation were used to test the correlation between employees' motivation and the independent variables and to investigate for moderation. Moreover, descriptive analysis and cross tabs were used to identify any relation between gender and employees' motivation. The results will be presented and discussed in the following chapters.

CHAPTER IV

FINDINGS

A. Factor Analysis

Prior to proceeding with any analysis, a factor analysis was conducted to model the given variables of this study and their covariance structure, and to detect any possible correlations between them. Factor analysis was conducted twice in this study.

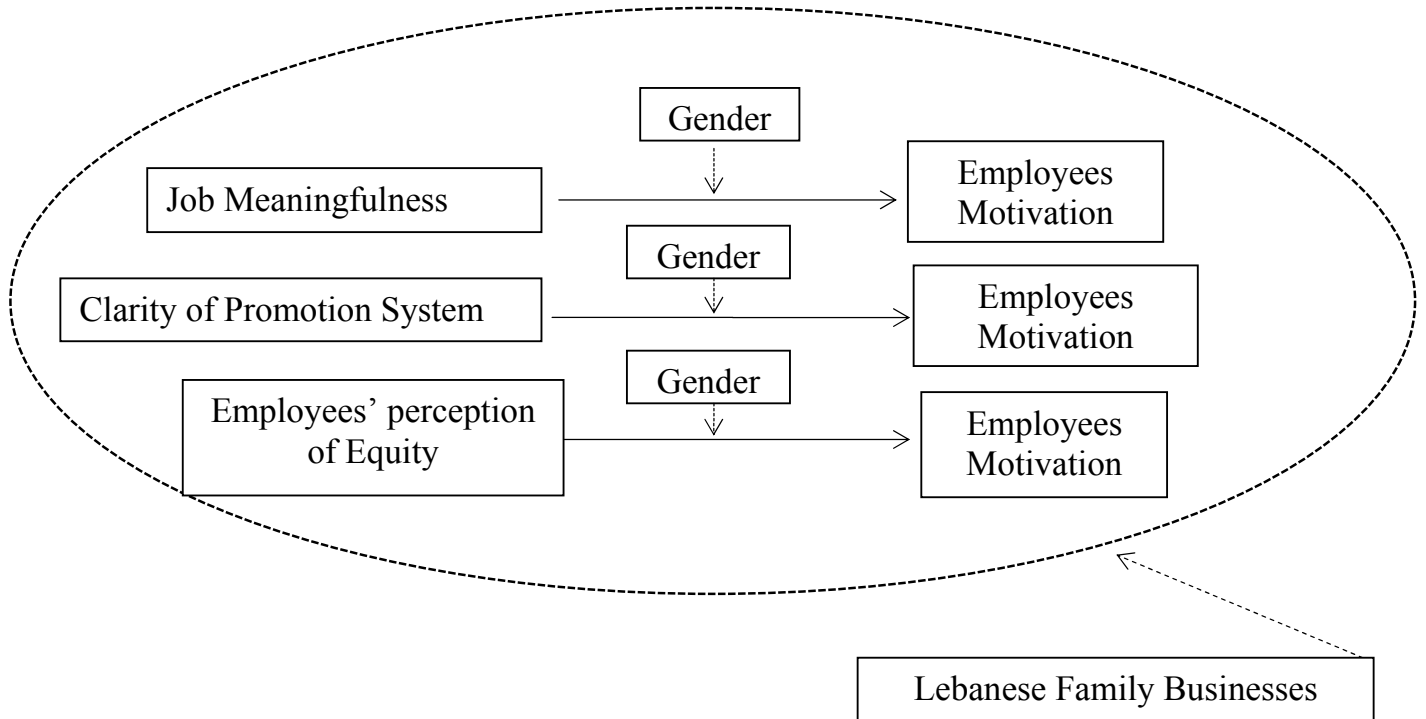
The first factor analysis was conducted to detect communalities between the items measuring existing promotion systems and employees' motivation. Two components were extracted from the first factor analysis (Table 2): employee motivation and clarity of existing promotion system. Out of 12 items in total measuring the stated variables, five items measured the proposed "motivation" variable, three items measured the "clarity of the existing promotion system" and the remaining four items measured none of the suggested variables in this study.

Furthermore, the second factor analysis was conducted to detect communalities between the items measuring perception of equity, instrumentality expectancy, and job meaningfulness. Only two components were extracted from the second factor analysis (Table 3). Eight items were grouped under one umbrella that measures the perception of equity. Moreover, six items measured "job meaningfulness" variable. However, the remaining six items measured both job meaningfulness and perception of equity.

In reference to the factor analysis results, it is deduced that only three independent variables were measured against the "motivation" variable. Therefore, the conceptual framework of this study had been adjusted as the following (Figure three). Moreover, none of hypothesis H2 that predicts: "Instrumentality expectancy are positively correlated to

employees' motivation" nor hypothesis H7 that suggests "Gender moderates the existing correlation between instrumentality expectancy and employees' motivation" can be investigated in this study.

Figure 3. Deduced Conceptual Framework



B. Overall Results

Means, standard deviations and range for each of the measures included in this study are displayed in Table (4). All measures attained a good internal consistency ranging: motivation $\alpha=.877$, clarity of promotion system $\alpha=.86$, perception of equity $\alpha=0.9$ and job meaningfulness $\alpha=0.872$.

Table 4. Descriptive Statistics

	Mean	Std. Deviation	N
Motivation	3.5514	.89352	107
Gender	1.38	.488	107
Clarity of Promotion System	2.7508	1.18082	107
Perception of Equity	2.9034	1.01251	107
Job Meaningfulness	3.7430	.90950	107

C. Correlation amongst Variables & Hypotheses Tests

A correlation analysis was conducted to examine the relationship between employees' motivation and various potential predictors. The correlation analysis was first conducted to investigate for existing correlations between the variables. The correlation coefficients determine the extent to which two variables move together. The correlations amongst all the study variables are presented in table (5).

In reference to this study, a number of significant relationships was observed between the variables included in this study. It is deduced that each of the independent variables: clarity of the existing promotion system, perceived equity, and job meaningfulness is significantly and positively correlated to the employees' motivation with $p=.000$ & $r=.388$, $p=.000$ & $r=.568$, and $p=.000$ & $r=.703$ respectively. The results concluded from the correlation analysis provided support for the positive relationship between each of the independent variables and employees' motivations. Therefore, the hypotheses of this study were supported by the results.

Table 5. Overall Correlations

		Motivation	Gender	Clarity of Promotion	Perception of Equity	Job Meaningfulness
Pearson Correlation	Motivation	1.000	-.156	.388	.568	.703
	Gender	-.156	1.000	-.018	-.068	-.095
	Clarity of Promotion	.388	-.018	1.000	.765	.285
	Perception of Equity	.568	-.068	.765	1.000	.460
	Job Meaningfulness	.703	-.095	.285	.460	1.000
Sig. (1-tailed)	Motivation	.	.055	.000	.000	.000
	Gender	.055	.	.426	.245	.166
	Clarity of promotion	.000	.426	.	.000	.001

	Perception of Equity	.000	.245	.000		.000
	Job Meaningfulness	.000	.166	.001	.000	
N	Motivation	107	107	107	107	107
	Gender	107	107	107	107	107
	Clarity of Promotion	107	107	107	107	107
	Perception of Equity	107	107	107	107	107
	Job Meaningfulness	107	107	107	107	107
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Furthermore, it is concluded from the regression conducted that the model is statistically significant with a p-value of zero to three decimal places (table 6). Moreover, the adjusted R-square in this study (Adjusted r square=.561) indicated that approximately 56% of the variability of the employees` motivation is accounted for by the model (table 6).

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.760a	.577	.561	.59232	.640	34.803	4	102	.000
a. Predictors: (Constant), Clarity of promotion system recoded, Job meaningfulness, Equity									
b. Dependent Variable: Employee motivation									

D. T-Test Analysis

In order to answer the research`s question a T-Test Analysis was used to identify any difference between genders` motivation. The t-test (Table7) revealed a statistically significant differences (i.e. correlation is significant at the 0.05 level) between

the means of female and that the means of male is relative to employee motivation ($\alpha=.000$), job meaningfulness ($\alpha=.0047$) and perception of equity ($\alpha=.029$). In relative to the employees' motivation, the mean of the female ($M=3.66$) is greater than the mean of the male ($M=3.37$). Similarly, concerning the mean of each of the job meaningfulness and perception of equity, the females' mean ($M=3.81$; $M=2.95$) is greater than males' mean ($M=3.36$; $M=2.81$). However, the results revealed no significant differences between the means of female and of male in perception of the clarity of promotion system ($\alpha=.749$). The later results give a broad image of gender differences in motivation within the Lebanese Context.

In order to dig deeper and identify the influence of gender on motivation, a moderation analysis was conducted. The following section outlines the results.

E. Moderator Hypotheses for Gender

To test for the moderating effect of gender on each of the relationship between clarity of promotion system, perception of equity, and job meaningfulness (independent variables) and employees' motivation (dependent variable), the dependent variable was regressed onto: (1) each of the independent variable, (2) the predicted moderator (gender), and (3) the product of these two variables (gender and clarity of promotion system, or gender and perception of equity or gender and job meaningfulness). Evidence of moderation is indicated when the beta-weight associated with the product term is significant, while controlling the individual effects of the independent and moderator variables. It was assumed that the effect of each clarity of existing promotion system, perception of equity, and job meaningful of job on employees' motivation would change linearly with respect to the moderator (gender).

Hypothesis 5 predicted that gender would moderate the relationship between clarity of promotion system and motivation. Significant interactions were graphed by using values 1 standard deviation above and below the mean. Figure four displays the significant interaction found between clarity of promotion system and gender (Table 8) ($\beta = -.596$, $p < .05$, $p = .021$). In reference to the given results and graph, it is noticed that the females are more motivated than males when the clarity of the existing promotion is low. However, when the existing promotion system becomes clearer, males become more motivated compared to females. Together, gender and clarity of existing promotion system explains 16% of employees' motivation; adjusted $R^2 = .157$ (Table 9).

Similarly, hypothesis 6 predicted that gender would moderate the correlation between perception of equity and motivation. Figure five presents significant interaction found between perception of equity and gender (Table 10) ($\beta = -.636$, $p < .05$, $p = .013$). The negative sign showed beside the Beta Value aligns with the linear lines in figure 5. Figure 5 shows that females are more motivated compared to males when the equity levels are low. Yet, with the increase in the perceived equity, males surpass females in the motivation. Together, gender and perception of equity explain 32% of employees' motivation; adjusted $R^2 = .324$ (Table 11).

Finally, hypothesis 8 predicted that gender would moderate the correlation between job meaningfulness and motivation. Figure six displays the significant interaction found between job meaningfulness and gender (Table 12) ($\beta = -1.052$, $p < .05$, $p = .000$). The results drawn from the interaction along with those presented in Figure 6 show that females are more motivated compared to males when the job meaningfulness is low. Similarly, with the increase in the job meaningfulness, females stay more motivated compared to males. Together, gender and job meaningfulness explain 49% of employees' motivation; adjusted $R^2 = .493$ (Table 13).

CHAPTER V

DISCUSSION

A. General Appraisal of the Correlation between Independent and Dependent Variables

This study aims to investigate a possible gender difference in employees' motivation in terms of existing promotion system, perception of equity, and job meaningfulness in Lebanese Family Businesses. Prior to highlighting any differences, it is notable to investigate possible correlations between the independent variables: existing promotion system, perception of equity, and job meaningfulness and employees' motivation. The results regarding the pattern of relationship among the study variables were consistent with previous studies, which showed that each of the independent variables was expected to positively correlate to employees' motivation levels.

The results of this study supported the hypothesis that purports that existing promotion system is positively correlated to employees' motivation. However, the correlation between those two variables in this study was low compared to the other predicted independent variables ($r=.388$). A likely explanation for the low correlation is the lack of clear promotion system in Family Businesses. In reference to the survey conducted for this study, most of the participants agreed that there was an absence of clear criteria and practices to identify the best candidate for promotion. The employees' perception of the existing promotion system is elucidated by the nature of the promotions. Promotions are considered explicit incentives by nature in which managers are not committed to specific promotion criteria (Chang, 2015). Therefore, the inconsistency in the promotion criteria creates the misperception of the existing promotion system among the employees. Furthermore, the low

correlation between the two variables in this study can be also interpreted by the limited promotion opportunities in SMEs. When considering promotions, organizations do not only rely on employees' outstanding performance but they also consider the given organizational chart. Promotion opportunities arise when there is a need for promotion in a condition that this need aligns with the organizational chart at one hand and with employee's career development on the other hand. Hence, the firm's chart influences the decision and the frequency of the promotion opportunities (Ke et al., 2015). Besides, in reference to a study conducted in the Middle East by Al Bawaba in 2009, the majority of the respondents were unsatisfied with the promotion opportunities offered at their organizations. Thus, the given results by Al Bawaba (2009) emphasized that employee's career growth and promotion opportunities are limited in the Middle East region.

Similarly, the predicted correlation between perception of equity and employees' motivation was also supported in this study. The significant positive correlation between perceived equity and employees' motivation falls in support with previous studies (Jamal et al., 2017). This indicates that if employees perceive fair treatment and justice in rewards distribution, positive attitudes and work behaviors such as commitment and motivation are attained. Otherwise, the employee will tend to reduce his or her input to achieve equity (Soenen et al., 2017).

Finally, a significant high correlation was highlighted between job meaningfulness and employees' motivation. According to a study conducted in 2009 by Al Bawaba in the Middle East, 76% of the participants strongly agreed that they are motivated by the work they do and the contribution they make to their organizations. Lebanese employees in particular, surpassed the regional average in which 72% of the respondents were motivated by the work itself. Baily and Madden (2016) had identified the characteristics that make the work meaningful. Accordingly, experiencing a variety of job tasks within one's role will decrease

his or her sense of boredom and increase one's sense of job meaningfulness (Baily and Madden, 2016). Hence, if employees perceive their jobs as meaningful and contribute to the success of the overall organizational performance, they will be motivated to invest additional effort in the organization (Diane et al., 2016). This view was reflected in the study in which most of the participants viewed their job as meaningful (mean = 3.5810) and the significant high correlation between job meaningfulness and employees' motivation.

In conclusion, job meaningfulness emerged to be a significant predictor for employees' motivation in this model whereas, the existing promotion system predicts employees' motivation the least in Lebanese family Businesses.

B. Gender Differences

In general, the findings reveal gender difference in motivation, which contradicts the results; drawn from previous studies done in Lebanese firms and abroad. The latter studies had found no correlation between gender and motivation (Biri & IWU, 2014 and Ismail & Nakkache, 2014). However, according to the t-test conducted, females are significantly more motivated (M=3.66) compared to males (M=3.37). In order to dig deeper and investigate the impact of gender on the predicted correlation hypotheses, moderation analysis was conducted. The results align with the t-test analysis in which females are more motivated compared to males. However, the moderation had resulted in notable patterns that reflect each of female and male motivation in terms of perception of equity, clarity of existing promotion system, and job meaningfulness.

At lower levels of perceived equity, females are more motivated compared to males. However, as the perception of equity increases, males' motivation levels exceed females' motivation level. One indication for such a trend is that females are more tolerant to inequity while males are more sensitive to inequity. Even though, Lebanese women still face

barriers and obstacles at work place in terms of promotion, equal pay, training and development, they still perceive equity. According to recent study conducted in the Middle East, women have agreed that they have achieved a good level of equity compared to working women in the Western countries. Furthermore, the results of the same study revealed that 74% of females worked in a diversified environment where their managers are males and no gender based preference were acknowledged (Amin, 2017). One explanation for why females are more tolerant to inequity goes back to the history of females at workplace. As stated earlier, females did not have the opportunity to go beyond the home chores or wife/mother role. However, until date they achieved a good place at workplace compared to past. Therefore, they are motivated with the least level of perceived equity.

On the contrary, males are sensitive to inequity due to the Lebanese masculine society. In a masculine society, males tend to expect more compared to females in the workplace (Ismail & Nakkache, 2015). In reference to the Islamic values and “patriarchal structure”, males are always expected to be placed ahead in the society and family (Jamali, Sidani & Safieddine, 2015). Therefore, in Lebanese context, men expect more in terms of rewards, positions, promotion compared to females. Hence, when males start fulfilling their expectations and meeting the expected level of equity, they become more motivated.

Furthermore, this explains why pay discrepancies exist in Lebanese Family Businesses. In order for males to restore equity, either they decrease their input and effort or they ask for increase in their output, they mainly ask for a pay increase. Hence, the organization is left with one solution which is to provide this increase to meet their expectations, retain them, and motivate them to give the same effort. On the other hand, females are tolerant to inequity and more motivated even when equity is at its lowest level.

Similarly, gender had influenced the correlation between the clarity of the existing promotion system and employees' motivation in the same pattern of perceived equity. Hence,

the clearer the existing promotion system is the more the females are motivated compared to males. However, the clearer the promotion system is the more males are motivated compared to females. One explanation for such pattern might be referred to the expectancy theory. According to Vroom's Expectancy theory, if an employee perceived a probability that an extra effort will result in an outcome, he or she will be motivated to exert such an effort (Kelechi, 2016). Therefore, the clearer the promotion system is, the more the males are motivated. Which indicates, when the promotion systems become clearer, males are able then to relate and compare their effort exerted to the outcome received. Consequently, males will be more motivated to receive the promotion opportunity. However, females are motivated regardless of the clarity of the promotion systems. This high motivation might be a result of the barriers they faced in the past that hindered their entrance to the workplace which make them satisfied with what they have. Especially, in Lebanon, working females face fewer barriers than women in other Middle East Countries face and they are encouraged to maintain "modern untraditional" positions in the work place (Ismail & Nakkache, 2015).

Finally, females find their job more meaningful at Lebanese family industry compared to males. In reference to previous results, females score a higher level in specific dimensions of job meaningfulness. In general, perceiving one's job meaningful is associated with positive behavior such as increase in motivation and organization citizenship (Hutmire, 2016). The latter is highlighted in the results of this study, which appear to explain the difference in motivation between the two genders. Females in Lebanese Family Businesses find their job more meaningful compared to males, which is reflected in a higher motivation level. One explanation for such result is that females are more intrinsically motivated compared to males (Helgesen & Johnson, 2010). Deci hypothesized that intrinsically motivated people have an "internal locus of causality." In other words, intrinsically motivated people attribute the cause of their behavior to their internal needs and perform behaviors for

intrinsic rewards and satisfaction. Therefore, the more they perceive their job meaningful, the more they are motivated (Mensah & Tawiah, 2016).

One added key finding was spotted among all of the three moderation analyses that the more the perceived equity, job meaningfulness are, and the clearer that existing promotion system is, the more the employee is motivated. One explanation for such overall pattern is the respondents' educational background. The majority of the respondents had a graduate degree. In reference to Adam's theory of equity that the employee tends to compare his or her own input/output ratio. Therefore, pursuing a high educational level (input) should give in return a better reward (output). Hence, when an employee starts perceiving equity in his or her input/output ratio, he or she becomes more motivated to increase his or her input in terms of performance, skills, knowledge, etc....

CHAPTER VI

CONCLUSION

Against the backdrop of the results of several empirical studies, this study sought to examine any gender difference between women and men in motivation in terms of the existing promotion systems, perception of equity, and job meaningfulness. The study targeted non-family employees working at Lebanese Family owned business in Beirut region. Prior to investigating any difference and answering the research question, it is significant to indicate the correlations between the study variables. The conducted study on employees' motivation in the selected family businesses indicates a number of interesting observations. First, the findings indicate that the job design theories best explain employees' motivation. Based on the standardized beta values, job meaningfulness emerged as a substantive predictor of employees' motivation. However, the existing promotion system suggested being least motivated for employees. The findings of the study are in harmony with conclusions drawn from other studies conducted on employees' motivation in the Lebanese Firms (Ismail & Nakkache, 2014). Therefore, it may be concluded, that when the job itself is "pretty good", the promotion becomes less important (Li & Powell, 2015).

Furthermore, it is concluded that women in general are more motivated than men in Lebanese Family business. However, it is noticed that men are more sensitive to inequity whereas females are more tolerant to inequity. This is explained by the context in which the study was conducted, where men expect more and wish to be ahead in the area they work at. On the other hand, females are more tolerant because they are restricted by the motherhood role and the society that hindered women promotion and equity. Furthermore, compared to the history of women in the workplace, today women had achieved a good place in the workforce. Finally, females find their job more meaningful compared to males.

It was also noticed among the key findings and discussions that employees' perception to equity is crucial and highly influences employee's behavior, performance and motivation. Hence, an employee adjusts his or her performance to restore the balance between his or her input/output ratio or to restore balance and fairness between his or her input/out ratio with other input/output ratio.

A. Limitations

The contribution of this study has to be considered regardless of its limitation. The sample size of this study was one of the limitations (n=107).

Another limitation lies in the distribution of females and males. The majority of the participants were females. Even though, an equal distribution between the two genders is not required, yet it might be a need for future studies to maintain equilibrium. Finally, the questionnaire used to measure instrumentality expectancy was a limitation. Upon the factor analysis, instrumentality expectation was not measured as proposed. Participants could not conceptually differentiate between instrumentality expectation and perceived equity. In this chapter, we conclude by briefly foregrounding some of the study's implications for practice, and some of the directions for future studies that stem from the project.

Implications

The main research question of this project was to investigate for gender differences in motivation in Family Businesses within the Lebanese Context. This was done through circulating surveys to none family-employees working in Lebanese Family business.

Accordingly, the major practical contribution of the present study is that it provides the needed empirical data for Human Resources Management in Lebanese Family Businesses

to redesign its practices and policies. The study indicates that females are more motivated compared to males. They find their job more meaningful compared to males. This information is important given that the study was conducted within the Lebanese context. Therefore, HRM professionals might consider the latter result when identifying elements of motivations.

The second implication of the study is derived from the uniqueness of the data. The data were collected from non-family members working in Family Business for more than one year. The results in reference to the clarity of the promotion system provide the HRM professionals with tips when they are redesigning their promotion system. The results of this study highlighted that the clearer the promotion system was, the more motivated the employees' were. Therefore, it is important to set a clear promotion policy that identifies the criteria upon which employees are promoted. Moreover, communication policy and practices are vital when taking such decisions that influence one's career and organization performance. Hence, HRM professionals should create a relevant work environment and culture that encourage communication between manager and employees.

Furthermore, the results of the study infer that men in the Lebanese Family Businesses expect more from the organization. However, females are tolerant to inequity. This indicates that social and culture values shape motivational factors. Therefore, HRM practices should take into consideration the culture and value of the context and accordingly structure the motivation system or reward system.

Finally, one major implication of this study is the role of employees' perception of equity. HRM professionals should be aware of employees' perception to equity and their expectations when developing the reward system. As stated earlier, an effective reward system is the one that meets the diverse needs of employees and which distribution is perceived fair and just. Therefore, it is important to involve employees and listen to their

needs when developing the reward system and related practices such as developing a training program.

B. Recommendations and Further Studies

The results of the study raise a number of opportunities for further studies. As mentioned previously, the sample of this study was one of the limitations. Therefore, a further study should be conducted with a larger and more diversified samples.

Furthermore, the study could be extended into the public sector and different geographic areas in Lebanon. It will be interesting to investigate and compare females' motivation level in private and public sectors. Females' motivation can be also compared to other females working in different regions in Lebanon. Moreover, the model only explains 56% of variance of employees' motivation. Further studies are needed to identify what else motivate employees in general in Lebanese family businesses.

In conclusion, the culture and values shape the motivation of employees. Further studies are needed to dig deeper and investigate other variables of interest that contribute to motivation.

APPENDIX I
FACTOR ANALYSIS

A. Table 2. Factor Analysis: Promotion & Motivation

Rotated Component Matrix^a

	Component		
	1	2	3
At my job, I feel strong and energetic.	.867		
I am enthusiastic about my job.	.861		
At my job, I feel bursting with energy.	.796		
Time flies when I am working.	.766		
At my job, I am very strong mentally.	.674		.312
I can continue working at my job for very long periods of time.	.671		
At my job, even when things do not go well, I always proceed with my work.	.600		.454
At my job, there are clear criteria for promotion within the organization.		.874	
At my job, the promotion procedure is clearly defined and structured to identify the best candidate for promotion.		.865	
I fully understand the promotion systems at my job.	.305	.803	
At my job, the existing promotion system is largely determined by the perception of the manager(s).			.802
At my job, there are no clear criteria and practices to identify the best candidate for promotion.		-.366	.514

B. Table 3. Factor Analysis: Job Meaningfulness ,Perception of Equity & Instrumentality Expectations

Rotated Component Matrix^a

	Component	
	1	2
At my job, the organization makes decisions for promotion in fair ways.	.879	
At my job, the rules and procedures to make decisions for promotion are fair.	.872	
At my job I believe I am being rewarded fairly.	.866	
Performing well in my job will definitely result in getting good pay.	.838	
The rewards I receive at my job are quite fair.	.835	
Performing well in my job will definitely result in getting pay increase.	.834	
Performing well in my job will definitely result in having more opportunities for promotion.	.700	.484
At my job the procedures used to handle organizational issues are fair.	.640	.509
My supervisor treats me fairly.	.617	.373
My work is significant to the success of the organization.		.829
Performing well in my job will definitely result in feeling very good about myself.		.827
Performing well in my job will definitely result in having feelings of accomplishment.		.790
My job reflects on my overall well-being.		.763
My work positively impacts my life.	.377	.722
Performing well in my job will definitely result in having more responsibility & control over my job.	.324	.711
My work is important for the boarder community.		.706
My job gives me life purpose.	.326	.698
Performing well in my job will definitely result in taking on more challenging work tasks.	.384	.660
My work tasks suit my skills and interests.	.350	.653
In interpersonal encounters, my supervisor gives me a fair treatment.	.502	.515

APPENDIX II

GENDER T-TEST ANALYSIS

A. Table 7. Gender T-test Analysis

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Motivation	Female	66	3.6606	.66469	.08182
	Male	41	3.3756	1.16034	.18121
Clarity of Promotion System	Female	66	2.7677	1.20819	.14872
	Male	41	2.7236	1.14964	.17954
Perception of Equity	Female	66	2.9571	.94792	.11668
	Male	41	2.8171	1.11543	.17420
Job Meaningfulness	Female	66	3.8106	.80987	.09969
	Male	41	3.6341	1.05193	.16428

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Motivation	Equal variances assumed	17.675	.000	1.616	105	.109
	Equal variances not assumed			1.433	56.524	.157
Clarity of Promotion System	Equal variances assumed	.103	.749	.187	105	.852
	Equal variances not assumed			.189	88.175	.850
Perception of Equity	Equal variances assumed	4.882	.029	.694	105	.489
	Equal variances not assumed			.668	74.691	.506
Job Meaningfulness	Equal variances assumed	4.035	.047	.975	105	.332

	Equal variances not assumed			.918	69.114	.362
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APPENDIX III

GENDER MODERATION

A. Table 8. Gender –Promotion Interaction Coefficient

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.743	.204		13.475	.000
	Clarity of Promotion System	.294	.068	.388	4.319	.000
2	(Constant)	2.581	.224		11.518	.000
	Clarity of Promotion System	.292	.067	.386	4.324	.000
	Gender	.272	.163	.149	1.668	.098
3	(Constant)	2.016	.326		6.185	.000
	Clarity of Promotion System	.499	.110	.660	4.519	.000
	Gender	1.157	.410	.632	2.821	.006
	Clarity of Promotion System X Gender	-.323	.138	-.596	-2.342	.021

B. Table 9. Gender –Promotion Interaction Summary Model

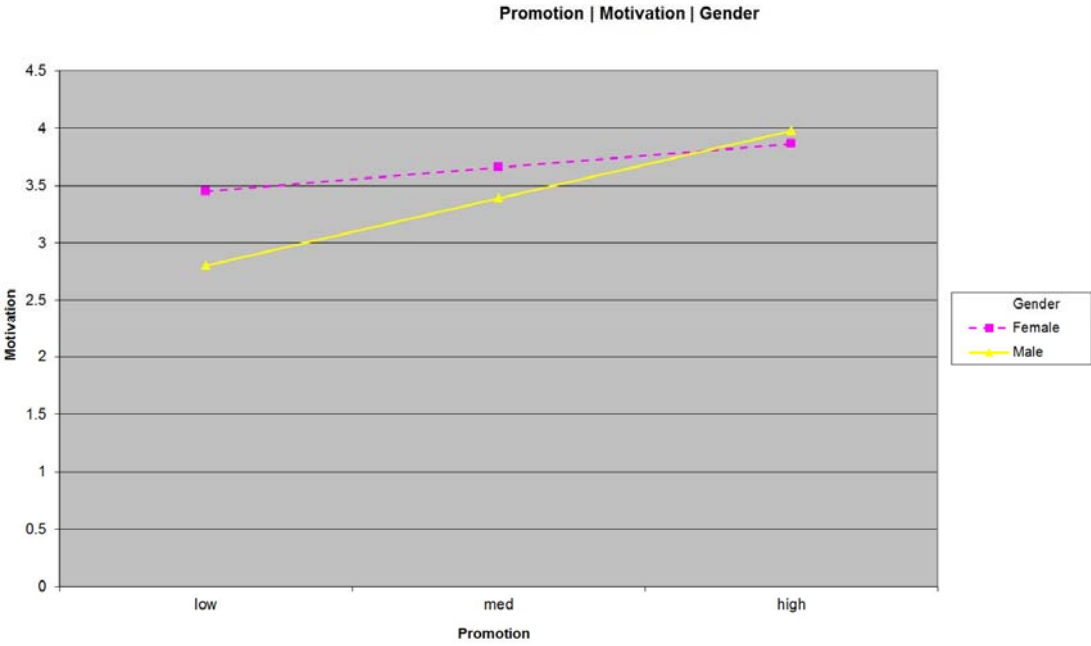
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.388 ^a	.151	.143	.82728
2	.416 ^b	.173	.157	.82035
3	.463 ^c	.215	.192	.80321

a. Predictors: (Constant), Clarity of Promotion System

b. Predictors: (Constant), Clarity of Promotion System, Gender

c. Predictors: (Constant), Clarity of Promotion System, Gender, Clarity of Promotion System X Gender

C. Figure 4. Gender , Motivation & Promotion Graph



D. Table 10. Gender –Equity Interaction Coefficient

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.095	.218		9.621	.000
	Perception of Equity	.502	.071	.568	7.077	.000
2	(Constant)	1.983	.230		8.632	.000
	Perception of Equity	.494	.071	.560	7.001	.000
	Gender	.216	.146	.118	1.474	.144
3	(Constant)	1.450	.307		4.722	.000
	Perception of Equity	.684	.102	.775	6.733	.000
	Gender	1.225	.423	.669	2.896	.005
	Perception of Equity X Gender	-.350	.138	-.636	-2.534	.013

E. Table 11. Gender –Perception of Equity Interaction Summary Model

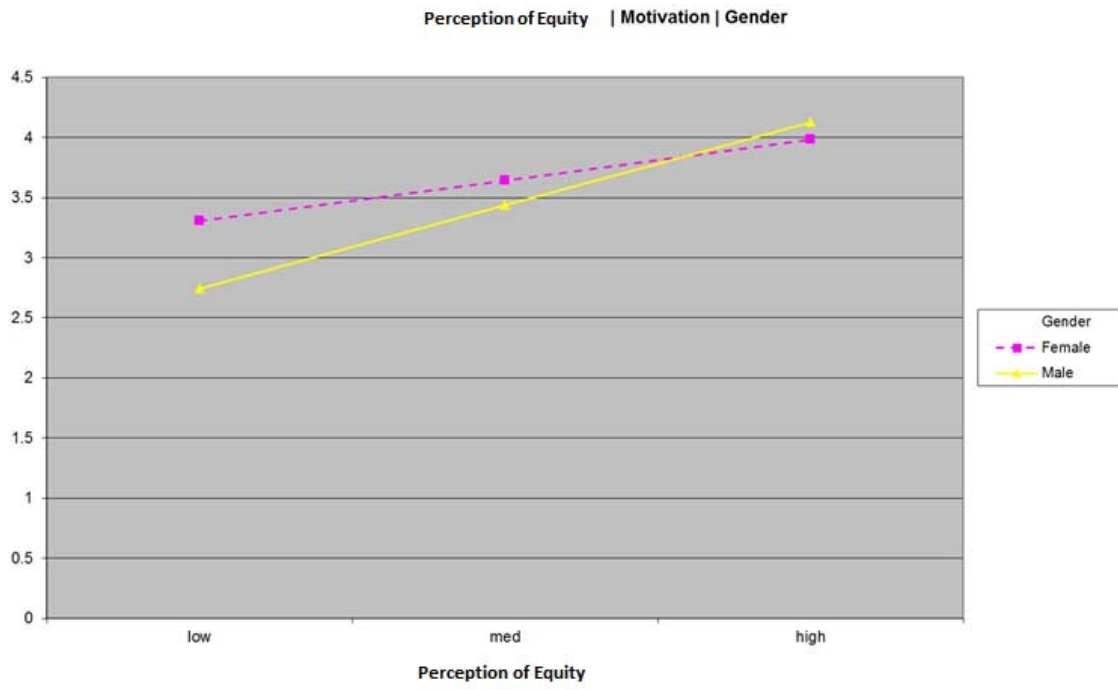
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.568 ^a	.323	.317	.73870
2	.580 ^b	.337	.324	.73461
3	.613 ^c	.376	.358	.71618

a. Predictors: (Constant), Perception of Equity

b. Predictors: (Constant), Perception of Equity, Gender

c. Predictors: (Constant), Perception of Equity, Gender, Perception of Equity X Gender

F. Figure 5. Gender , Motivation & Perception of Equity Graph



G. Table 12. Gender –Job Meaningfulness Interaction Coefficient

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.966	.263		3.680	.000
	Job Meaningfulness	.691	.068	.703	10.131	.000
2	(Constant)	.896	.267		3.352	.001
	Job Meaningfulness	.682	.068	.695	9.995	.000
	Gender	.165	.127	.090	1.295	.198
3	(Constant)	.043	.341		.127	.899
	Job Meaningfulness	.917	.090	.933	10.157	.000
	Gender	1.945	.495	1.063	3.932	.000
	Job Meaningfulness X Gender	-.478	.129	-1.052	-3.710	.000

H. Table 13. Gender –Job Meaningfulness Interaction Summary Model

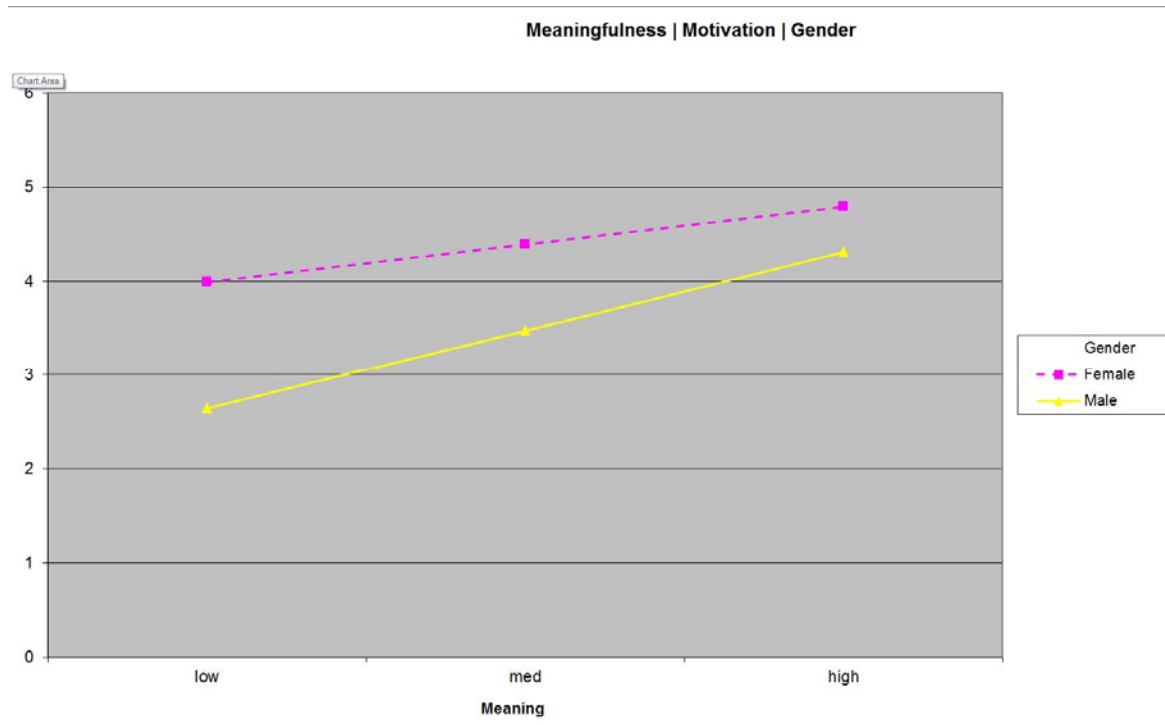
Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.494	.489	.63841
2	.709 ^b	.502	.493	.63637
3	.749 ^c	.561	.548	.60059

a. Predictors: (Constant), Job Meaningfulness

b. Predictors: (Constant), Job Meaningfulness, Gender

c. Predictors: (Constant), Job Meaningfulness, Gender, Job Meaningfulness X Gender

I. Figure 6. Gender , Motivation & Job Meaningfulness Graph



APPENDIX IV

QUESTIONNAIRE

A note on privacy: This survey is anonymous.

The record of your survey responses does not contain any identifying information about you, unless a specific survey question explicitly asked for it. Your individual responses will be used to test my project's hypotheses. This survey should take no longer than thirty minutes to fill out. **Your responses will be kept strictly confidential.**

Thank you for your kind cooperation.

Section One: Respondent Profile:

- 1. Gender:** 1) Male 2) Female
- 2. Marital Status:** 1) Married 2) Single 3) Other
- 3. Number of Children:** 1) 0-2 2) 3-5 3) ≥6
- 4. Age:** 1) 20-28 2) 29-39 3) 40-49 4) Above 50
- 5. Total Years of Experience:**
- 1) 1-5 2) 6 – 11 3) 12 - 17 4) > 17 years
- 6. Education Background:**
- 1) High School Degree 2) Undergraduate Degree
- 3) Graduate Degree 4) Technical Degree
- 7. Managerial Level:**
- 1) Top Management 2) Middle Management
- 3) Supervisory Management 4) Non-Managerial/Employees
- 8. Number of Employees at your organization:**
- 1) ≤ 15 2) 16-40 3) > 40
- 9. Sector:**
- 1) Financial Services 2) Tourism 3) Transportation
- 4) Chemicals 5) HealthCare 6) Construction
- 7) Media 8) Information Technology 9) Other

Section Two:

Please use the scale below to rate the below: Sections Two & Three:

Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree
1	2	3	4	5

#	Statements	Rating				
		1	2	3	4	5
10	At my job, the promotion procedure is clearly defined and structured to identify the best candidate for promotion.	1	2	3	4	5
11	At my job, even when things do not go well, I always proceed with my work.	1	2	3	4	5
12	At my job, I am very strong mentally.	1	2	3	4	5
13	At my job, the existing promotion system is largely determined by the perception of the manager(s).	1	2	3	4	5
14	I can continue working at my job for very long periods of time.	1	2	3	4	5
15	At my job, there are no clear criteria and practices to identify the best candidate for promotion.	1	2	3	4	5
16	At my job, I feel bursting with energy.	1	2	3	4	5
17	I fully understand the promotion systems at my job.	1	2	3	4	5
18	Time flies when I am working.	1	2	3	4	5
19	At my job, there are clear criteria for promotion within the organization.	1	2	3	4	5
20	At my job, I feel strong and energetic.	1	2	3	4	5
21	I am enthusiastic about my job.	1	2	3	4	5

#	Statements	Rating				
		1	2	3	4	5
22	My work is important for the boarder community	1	2	3	4	5
23	Performing well in my job will definitely result in getting pay increase.	1	2	3	4	5
24	The rewards I receive at my job are quite fair.	1	2	3	4	5
25	Performing well in my job will definitely result in having more responsibility & control over my job.	1	2	3	4	5
26	At my job the procedures used to handle organizational issues are fair.	1	2	3	4	5
27	My job reflects on my overall well-being	1	2	3	4	5
28	At my job, the rules and procedures to make decisions for promotion are fair.	1	2	3	4	5
29	My supervisor treats me fairly.	1	2	3	4	5
30	My work positively impacts my life	1	2	3	4	5
31	In interpersonal encounters, my supervisor gives me a fair treatment.	1	2	3	4	5
32	Performing well in my job will definitely result in getting good pay.	1	2	3	4	5
33	At my job, the organization makes decisions for promotion in fair ways.	1	2	3	4	5
34	Performing well in my job will definitely result in taking on more challenging work tasks.	1	2	3	4	5
35	My job gives me life purpose	1	2	3	4	5
36	Performing well in my job will definitely result in having feelings of accomplishment.	1	2	3	4	5
37	At my job I believe I am being rewarded fairly.	1	2	3	4	5
38	Performing well in my job will definitely result in feeling very good about myself.	1	2	3	4	5
39	My work tasks suit my skills and interests	1	2	3	4	5
40	My work is significant to the success of the organization	1	2	3	4	5
41	Performing well in my job will definitely result in having more opportunities for promotion.	1	2	3	4	5

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