

CHAPTER 8

CONCLUSION AND RECOMMENDATIONS

8.1 INTRODUCTION

This study is one of the first studies to explore motivation and job satisfaction of both senior and middle managers in the Egyptian textile industry, as no serious attempts have been made before to address this subject. The main purpose of this study is to explore job satisfaction and different motivational factors of Egyptian textile managers. To this end, this thesis contains four main parts. The first part contains three chapters (Chapter 1, 2, and 4), which aim to introduce an overall background of the present study, as it includes an introduction to the study and the literature review related to the development of motivation and job satisfaction. It discusses the different schools of thought and the selected content and context motivation theories, and also introduces the Egyptian textile industry and identifies its significance to the Egyptian economy. The second part contains two chapters (Chapters 3 and 5), which aims to present the research questions, framework, and the chosen methodology adopted for the current study. The third part contains two chapters (Chapters 6 and 7), which represents the empirical part of the study as it contains the quantitative and qualitative data analyses as well as the discussion of the findings that emerged from the data. The final part contains one chapter (Chapter 8), which presents an overall conclusion of the current study. The main aim of this chapter is to gain an overall picture of the entire research. First it serves as a reminder of the research objectives (section 8.2), followed by section (8.3) which presents an overview of the literature used in the current study. A summary of the applied procedures is presented in section (8.4). Section (8.5) presents an overall

conclusion in the light of the research framework and literature context. Section (8.6) presents the recommendations for policy makers and human resource departments in the Egyptian textile industry, while the limitations of the study are discussed in section (8.7). Suggestions for future research are presented in section (8.8). Finally, the contributions of the study are presented in section (8.9).

8.2 AN OVERVIEW OF STUDY OBJECTIVES

The main objective of this study is to explore the motivation and job satisfaction of Egyptian senior and middle managers.

The sub-objectives are to explore:

1. The present overall job satisfaction of senior and middle managers.
2. The perceived satisfaction of each of the selected organizational factors and the relevant organizational practices related to it.
3. The perceived importance of each motivational factor and relevant organizational practices related to it.
4. The similarities and differences of motivational needs and job satisfaction for both managerial levels.

5. The association between managers' demographics factors (including gender, age, managerial level, total years of experience, tenure in current position, education, and training) and both their job satisfaction and motivational needs.

6. The relationship between managers' job satisfaction and their job performance.

7. Developing a satisfaction model that can help in understanding the motivation and job satisfaction process of the Egyptian senior and middle managers, and which can be used to evaluate the procedures that are used to motivate managers in the Egyptian textile industry.

All of these objectives were achieved and have been discussed in the previous chapters, for example; the first and the fourth objective were fully covered in sections 6.2.2 and 6.2.3 of Chapter 6, the second and the third objective were fully covered in sections 6.3.1 and 6.3.2 of Chapter 6, the fifth objective was fully covered in section 6.2.4 of Chapter 6, the sixth objective was fully covered in section 6.2.5 of Chapter 6, and the final objective was achieved through the proposed framework in Chapter 3 (see Figure 3.1) which was refined according to the actual results in Chapter 7 (see Figure 7.1) and the results of the different variables of the research model were discussed in Chapter 7.

8.3 AN OVERVIEW OF STUDY LITERATURE

The researcher had reviewed the managerial literature related to motivation and job satisfaction in Chapter 2. It has been revealed that job satisfaction is the most widely studied subject in the management field as it is considered one of the most effective determinants of the quality of the working context in any organization. As Berg argued,

“Job satisfaction represents an overall assessment of one's job and is a general indicator of the quality of one's work experience” (1999: 113). The chapter began with presenting the different definitions of motivation and job satisfaction, and then discussed the different management schools of thought. As has been discussed in Chapter 2, the starting point for satisfaction and motivation studies was Taylor's scientific study in 1911, in which he attempted to increase the productivity of organizations through his famous ‘one best way’ of doing work (Hartley, 2006). The most important contribution of Taylor's work was to emphasize the human motivation as a way of maximizing employees' efforts. Taylor believed that man is rational and makes his choices based on economic decisions; therefore, he concentrated on motivating employees by using two extrinsic rewards, namely salary as a component of the piecework system, and defining work quotas as a component of work context. In the same context, Henry L. Gantt developed Taylor's ideas and put them into practice through his ‘time and motion’ studies (Pindur *et al.*, 1995). However, many researchers did not agree with Taylor's ideas, as they believed that social and esteem needs are more important in motivating employees than economic incentives.

As a result of neglecting the human factor in the Traditional Model, Mayo, through Hawthorn's experiments (1920), rejected the term ‘Economic Man’ and illustrated that management can increase employees' motivation and performance by encouraging their interaction in a social environment (Boone and Bowen, 1987). He suggested that the basic aim of management should be the motivation of its employees and satisfying their psychological needs. However, the human relations exaggerated the human aspects on account of the interest of the organization as a whole (Sonnenfeld, 1985). The third contributor to the development of motivation and job satisfaction was the Human

Resource Model, which shed light on individuals' differences. The main norm of this model is that every employee has unique and complicated personal needs and it is the management's duty to know how to fulfill these needs.

After presenting the main schools of thought, the researcher discussed the main theories of job motivation and satisfaction. These were content theories of work motivation including Maslow's Need Hierarchy, Herzberg's Two Factor Theory, and Alderfer's ERG Theory, and process theories of work motivation including Adam's Equity Theory and Vroom's Expectancy Theory. While the content theories help in understanding the factors that motivate people, the process theories have the ability to describe how behavior is initiated and directed (Analoui, 2000). Maslow's Need Hierarchy was the first to be discussed. The theory was based on the assumption that a need affects a person's activities until he satisfies it, and the human needs are arranged in a hierarchical order; in essence, once one of these needs has been satisfied, the person will focus on satisfying the next higher need (Hilgert and Leonard, 1995). However, this theory was the subject of much criticism due to the lack of its empirical support. Herzberg (1959) was another contributor to the motivation research by his famous 'Two Factor' theory. He argued that job factors can be classified into two main categories, namely 'hygiene' and 'motivators'. According to Herzberg, to reach job satisfaction, organizations must eliminate job dissatisfaction by satisfying the employees' hygiene factors, then motivate them by using motivators (Herzberg *et al.*, 1959). However, many researchers had criticized the notion that the motivators and hygienes are two independent factors, as some of the hygiene factors may act like motivators and vice versa. Another content theory was Alderfer's ERG Theory (1972), in which he extended and reformulated Maslow's theory. He merged the five needs of Maslow into three

main categories that can operate at the same time (Huczynski and Buchanan, 2001), thus his theory gives more flexibility in explaining a wider range of human behavior.

Moreover, two process theories were discussed in Chapter 2. The first was Adams' Equity Theory (1965), which concentrated on the equity norm that rewards must be distributed among employees according to their actual contribution, and if a person feels that the ratio of his outcomes to inputs and the ratio of others' outcomes to others' inputs are unequal, then inequity occurs (Adams, 1965). The second process theory that has been discussed was Vroom's Expectancy Theory (1964), which shed light on the individual differences regarding motivation and behavior (Huczynski and Buchanan, 2001). It assumes that employees will be motivated if they expect a positive relationship between efforts and rewards, and if they value these rewards. However, this theory did not solve the motivation problems facing an organization.

Another point that has been discussed in Chapter 2 was the effect of different demographic variables on job motivation and satisfaction. Six personal characteristics relevant to the current study were discussed. These are age, gender, occupational level, education, tenure, and training. Overall, some researchers found a positive relationship, some found a negative relationship, while others did not find any kind of relationship between these factors and managers' motivation and job satisfaction. Moreover, it was important to shed light upon performance, turnover, and absenteeism as some potential consequences of job satisfaction. For performance, researchers suggested two different directions of such relationship. The first is that job satisfaction is the determinant of job performance, and the second is that job performance is the determinant of job satisfaction. Regardless of the direction of such relationship, a unanimous agreement

between researchers about the existence of this relationship was found. Moreover, researchers argued that turnover is a likely result of job dissatisfaction as a dissatisfied employee is more likely to leave his job than the satisfied one. Additionally, studies on the relationship between absenteeism and job satisfaction are contradictory. Some researches found a strong to weak relationship, while others did not find any relationship between these two variables.

In the last part of the literature of the current study, the researcher presents the Islamic concepts and ethics and their relationship with motivation and job satisfaction in the Egyptian work context. Egypt is an Islamic country, as 93% of Egyptians are Muslims. Islam has many values that control employees' behavior and can affect their motivation and satisfaction. These values include the value of work, sincerity and loyalty, mildness, honesty, obedience and respect, teamwork, autonomy and delegation of authority, consultation, good leadership, and good relationships between work members. The existence of these values in any organization can positively enhance employees' satisfaction and motivation. Moreover, the Islamic religion can provide us with a new vision of job satisfaction as, according to the Islamic religion, Man was created from two components, namely mud (physical) which can be contented by satisfying the lower-order needs, and spirit (non-physical) which can be contented by satisfying the higher-order needs, and the nature of the human soul directs the Muslim's action towards satisfying his physical or non-physical needs.

8.4 SUMMARY OF THE STUDY PROCEDURES

To achieve the research objectives and answer the research questions, a triangulation methodology was adapted and the data were collected from three textile companies, namely 'Misr Spinning and Weaving Company', 'El Nasr Spinning and Weaving and Dyeing Company', and 'Delta Spinning and Weaving Company'. The researcher has used a large-scale self-administered questionnaire which comprised four main sections. The first section was designed to collect the personal data of the managers; it included seven questions about managers' gender, age, education, training, managerial rank, total years of experience, and tenure in current position. The second section measured the satisfaction and the importance of 14 organizational factors that were chosen based on the study's framework and was adapted from Herzberg theory (1964). The third section contained a performance self-rating scale that consisted of 11 self-rating statements. The final section contains some open questions that gave the respondents the freedom to add or to make any comments on any aspect of the questions. The questionnaire was translated into the Arabic language and then translated back to English to ensure the identification of the meaning in both versions. A piloting of the questionnaire was conducted to ensure that the questionnaire was clear and understandable. Then a number of 345 questionnaires were distributed and 247 valid questionnaires were collected, representing 71.5% of the total sample from three different textile organizations. However, the sensitivity of the satisfaction issue makes it hard to be explored without using a qualitative approach. Using such methods helped the researcher to explore the respondents' hidden feelings and to discuss the delicate organizational practices that may affect their motivation and job satisfaction. Therefore, semi-structured interviews of 33 managers (12 male senior managers, 15 male middle managers, and 6 female middle managers) in the three textile companies were the other data collection

instrument adopted for this study. However, before conducting the interviews, some pilot interviews were conducted with two senior and three middle managers to help the researcher to determine the best strategy to manage the interviews. The interviews helped the researcher to enrich the study data and support and guarantee the credibility and validity of data. After gathering the quantitative and qualitative data, the quantitative data were analyzed by using an SPSS program, and the qualitative data were analyzed by using the content analysis to reach the main themes (concepts, beliefs, and behavior) of each interview. The results of both methods were presented in Chapter 6 and were discussed in Chapter 7.

8.5 MAJOR FINDINGS AND CONCLUSIONS

In the following part, the researcher will present the major findings and conclusions based on the contents of the previous seven chapters of the thesis.

The findings that related to the personal characteristics of textile managers and their impact on managers' motivation and job satisfaction show that, Egyptian managers are taking the management responsibility too late, as the distribution of managers' responses regarding age revealed that the majority of managers (54.3%) were over the age of 55, while none of the managers were under the age of 40 (0%). Accordingly, Egyptian managers tend to be older than their counterparts in both the Arab and Western countries. This is a result of the applied promotion system that mainly depends on seniority rather than merit. Moreover, the study indicated a U-shape relationship between managers' age, context job satisfaction, content job satisfaction, and overall job satisfaction. This U-shape can be explained by the possibility that managers are satisfied when handling their first managerial position, as it is usually accompanied with higher

challenges and responsibilities, thus higher positive expectations. But remaining for a long period in this position without obtaining any further promotion decreases their satisfaction. However, their satisfaction tends to increase again when they have reached their late fifties, as they adjust their expectations and work ambitions to a more practical level.

Additionally, managers' age has a significant impact on two of the job dimensions, as the results revealed a positive relationship between managers' age and satisfaction with job responsibilities and achievement, as managers who are more than 55 years old are significantly more satisfied with their 'responsibilities' and 'achievement' than the younger managers (46-50 years). This may be due to the possibility that older managers enjoy more responsibilities and achievement opportunities than their younger counterparts, as the time spent on their managerial positions has given them more responsibilities and more opportunities to leave a significant contribution to their companies. Moreover, the importance of 'promotion' was significantly related to managers' age, as young managers (40-45 years) were significantly more concerned about promotion than older managers (more than 55 years). This may be due to their concern for high career advancement as they were still on the bottom of the managerial ladder.

With regard to managers' gender, the textile industry is a male-dominated industry, with 75.3% of managers being male, and the rest being female. However, this percentage is to be expected if we understand the Arabian culture and mentality that considers women to be inferior to men, especially in the industrial work context. The Egyptian culture may accept the idea that women can work in lower level jobs, but can not accept the

idea of women leading men and having direct contact with workers or a large number of employees. Accordingly, male managers were significantly higher than female managers with both content job satisfaction and overall job satisfaction. However, gender has no effect on satisfaction with context dimensions. These findings are logical in the Egyptian working context, as the management can not discriminate between men and women in context factors (pay, working conditions, status, and company policies) because these factors are specified and protected by the law and can not be managed according to management's inclination. However, in some factors female managers scored significantly higher satisfaction than men, and visa versa. Female managers scored higher than males on satisfaction with their 'personal relationship' with peers. On the other hand, male managers scored higher than women in 'job responsibilities', 'promotion', 'recognition', and 'achievement'. These results can be traced back to the female managers' feeling of discrimination, especially in promotion to higher managerial positions, thus they feel that they are less appreciated and have few achievement opportunities. Moreover, no significant differences in the importance of different work motivation factor according to managers' gender were found. This may suggest that women with higher positions are supposed to confirm their efficiency; thus, it was not surprising that female managers had similar preferences to their male counterparts.

The findings related to managers' occupational level shows that 26 senior managers formed the apex of the hierarchy, while 221 were occupying the middle manager position. The most surprising fact was that no women occupied any senior manager position. It is clear that women in the textile industry are excluded from senior management positions as a result of the gender-biased discrimination against them.

Moreover, managerial level was one determinant of managers' job satisfaction, as job satisfaction increased with one's movement from the lower to upper managerial level. Senior managers were significantly higher in both context job satisfaction, content job satisfaction, and overall job satisfaction. Moreover, senior managers had scored higher significant satisfaction with their 'responsibilities', 'work itself', 'recognition', and 'achievement'. This can be attributed to their higher responsibilities, authority and autonomy compared with middle managers; accordingly, they have more challenging and active jobs with better chances of achievement and high feelings of importance. Senior managers were also more satisfied with 'security', 'pay', 'working conditions', and with 'job status' than middle managers, which may be due to the higher privilege associated with higher managerial levels. However, no significant differences were found between senior and middle managers regarding the importance of different work dimensions, which reflects the similarity between the two managerial levels regarding their thinking toward different motivational needs.

Regarding the managers' education, Egyptian managers are highly educated with 93.4% holding at least a university degree; this percentage is higher than their counterparts in other developing or even developed countries. They attribute this high percentage to their desire for higher social recognition, the competition within the Egyptian labor market, and their desire for guaranteed higher career advancement. It was noticeable that education is an important determinant of managers' job satisfaction, as managers with higher education have higher content and overall job satisfaction than less educated managers (with Diploma). However, education has no effect on managers' satisfaction with context factors. Moreover, managers with Bachelors and higher degrees were significantly more satisfied with 'promotion' than managers with Diploma, managers

with higher degrees were significantly more satisfied with 'work itself' than managers with Diploma, and managers with Bachelor's degree were significantly more satisfied with 'recognition' than managers with Diploma. These findings may be explained by the possibility that better education increases the chances for promotion and getting better jobs, hence increasing the sense of recognition as managers consider promotion as the main source of recognition. Moreover, managers' education affects their motivational needs, as higher educated managers place more significant importance for 'working conditions' and 'recognition' than managers with low education. It was clear that holding academic qualifications raises managers' expectations and needs for better working conditions and more recognition.

Regarding managers' experience, textile managers are very experienced managers as the majority of them (63.6%) have more than 25 years of experience, and the length of service for female managers was higher than their male counterparts. This high level of experience reflects two facts; the first is the availability of the required experience of management inside the textile industry, while the second is the lack of promotion opportunities. The results shows that years of experience was a strong determinant of managers' job satisfaction, as there was a positive linear relationship between managers' experience, context job satisfaction, content job satisfaction, and overall job satisfaction. Moreover, managers with higher experience (more than 25 years) enjoy a significantly higher level of job satisfaction with 'pay', 'company policies', 'responsibilities', 'work itself', 'advancement', 'recognition', and 'achievement'. These findings can be attributed to the possibility that managers with a higher length of experience are usually those who occupy the higher managerial positions and have the benefit of tenure-related pay rises, more responsibilities, more autonomy, and more

involvement in decision making. Moreover, years of experience have a significant impact on the importance of 'responsibility' and 'work itself', as managers with 20-25 years of experience place more importance on both responsibilities and work itself than their counterparts who have only 15-20 years of experience, which may be an indicator of the maturity of managers with high experience.

Regarding managers' tenure, the majority of managers (55.5%) have more than five years tenure on their current managerial position, which suggests that managers stay in their managerial positions for long periods as a result of the lack of promotion opportunities. Moreover, female managers were more tenured than their male counterparts; this can be attributed to the 'glass ceiling policy' which excludes women from reaching senior management positions, therefore they accumulate in middle management positions. Managers' tenure has no impact on job satisfaction. However, tenure does have a significant impact on the importance of two job factors, namely 'relations with subordinates' and 'recognition'. For relations with subordinates, the findings suggest a significant difference between managers with less than one year of tenure and those who have 3-5 years of tenure, and that higher tenured managers place more importance on relations with subordinates than their less tenured counterparts. Additionally, managers with 3-5 years of tenure place more importance for recognition than managers who have 1-3 years of tenure, as spending a long period in the same position increases managers' needs for building a good relationship with subordinates and for gaining more recognition.

Regarding managers' training, the results revealed that about 38% of textile managers did not have any administrative training at all, which reflects the weakness of the

training policy adopted by the textile companies. However, senior managers have more administrative training than middle managers, which may suggest a positive relationship between training and advancement opportunities. Moreover, administrative training was found to be significantly related to managers' job satisfaction as the results show that the highly trained managers were significantly higher in both job context and overall job satisfaction than their counterparts with less administrative training. Furthermore, managers with more training seemed to enjoy significantly higher levels of job satisfaction with 'pay', 'status', 'work itself', and 'recognition'. This could be explained by the possibility that managers who had more training have better promotion chances which could result in better status, recognition and pay. Moreover, managers with a high level of training were significantly more satisfied with their 'relations with subordinates' than less trained managers, because administrative training can provide managers with the right methods of dealing with their subordinates, thus reducing personal conflicts and gaining more satisfaction. However, training had no significant impact on the importance of either content dimensions or context dimensions.

The findings relating to managers' job satisfaction revealed that, among all job context factors, 'pay' was the main cause of job dissatisfaction. Both senior and middle managers were dissatisfied with their pay as they felt that there was an inequity in what they received. According to their opinions, their pay is not enough to cover their personal needs. Moreover, they feel that their pay as one of their work outcomes does not match their efforts, experience, knowledge, or even the time they have given to their companies. What is more, they always compare their pay with their counterparts in the private sector, and the results of this comparison increase their feelings of dissatisfaction. However, leaving their jobs is not a favourable option because of the

high unemployment rate in Egypt, the lack of job security in the private sector, and the greater risk of leaving their jobs especially in their old age. Moreover, according to the Egyptian employment law, they would lose their retirement funds if they left their companies before reaching retirement age. Therefore, they have to adapt to their low wages without having the right to complain. This frustrating situation puts them under tremendous stress and increases their dissatisfaction, as they have no alternative but to accept their low salaries.

Company policy was the second highest contributor to managers' job dissatisfaction, being ranked thirteenth in satisfaction among different job factors. This was confirmed by a substantial number of managers who participated in the interviews, as 60% of managers complained about the lack of their autonomy at work. Some of them felt that they are managers without authority as they have to seek their superior's permission before taking any decision, even if it was within their formal authority. Therefore, they felt that their authorities are not on hand and were conditioned to the desire of their direct boss. This lack of autonomy made them feel that they had no part to play in the decision making process. However, senior managers gave their own explanation for keeping authority in their own hands, they attributed that to the lack of qualified middle managers which curbed their desire for delegating authority, as some middle managers got their managerial positions based on seniority rather than merit, thus they were not qualified for making decisions. Such opinion reflects the lack of trust between senior and middle managers in the textile industry and calls for the adoption of merit as the main standard in promotion decisions.

Another point that is related to the dissatisfaction with the company policies was the lack of coordination and teamwork between the different company sectors, as they believed that the lack of coordination hindered them from achieving their own goals as well as those of their company's. Managers illustrated their dissatisfaction by complaining about the absence of regular meetings between them and the lack of teamwork spirit among the various sectors or departments, as each sector tries to achieve its solitary success without considering the need for integration in order to achieve the company's goals.

The third point that enhances dissatisfaction with the company policies was the ambiguity of their job duties, work plans, job description, and the clarity of the organizational structure. The results show that there is no integration between different work plans and there is no strategic planning. Managers also complained about the ambiguity of job descriptions and that in most cases they have to follow their own judgement and experience as a guide when carrying out their jobs. Another contributor to their dissatisfaction with their company policies was the use of an out-dated organizational chart which caused confusion when determining the relationships between different sectors and departments, and even between individuals.

Among all the job content factors, promotion was the main source of middle managers' job dissatisfaction, describing it as a sore spot. Both male and female managers were dissatisfied with their promotional chances, as 60% of middle managers said they have absolutely no chance of being promoted, especially female managers who were significantly more dissatisfied with their promotion prospects. It seems that the promotion system has many problems which enhance managers' dissatisfaction. Firstly,

management don't keep managers informed about the results of their performance appraisal; accordingly, there is a lack of transparency within the promotion process because one can not understand the basis on which the promotion decision was taken. Secondly, because of the lack of promotion chances, it comes too late and therefore it loses its expected positive impact. Thirdly, seniority is the main determinant of the promotion decision, while merit and performance come in second place. Finally, superiors exclusively control the promotion decision; accordingly, personal likes or dislikes and favoritism affect the promotion decision. Moreover, female managers were very dissatisfied with their promotion prospects as they have to strive for their right for promotion. It was surprising not to find any female senior manager in the three companies, the main reason being that it is men who take the promotion decisions and they are biased against female employees.

The appraisal system was another factor that negatively affected managers' satisfaction. Although the main purposes of the performance appraisal system is to enhance motivation and performance of employees, and to be used as a base for taking the promotion decisions and the selection for training and allocation of annual bonus, it can not achieve any of the previous objectives because of its inefficiency. Managers see many problems in the current system, the main problem being the secrecy of the results which deprives managers from knowing their superiors' feedback about their actual performance. Accordingly, decreases their chances to correct any weak performance. They also complained about the ambiguity of the performance appraisal form and the difficulties face them when using it to evaluate their subordinates. Moreover, most managers don't understand the importance of the evaluation purpose as they have not had enough training to know how to use the appraisal form correctly. Accordingly, they

tend to give the same evaluation for all of their subordinates. Finally, personal likes or dislikes may affect the appraisal process because it is exclusively dependent on the judgement of one person (the direct superior).

Moreover, the lack of administrative training was one of the factors that enhanced managers' dissatisfaction. Egyptian managers consider training as an important element of their personal advancement as it can play an important role in increasing their job satisfaction and performance. However, most managers believed that they hadn't satisfactory administrative training for taking up their managerial duties, as most training they have had was only aimed at improving their technical skills and did not focus on enhancing their managerial skills.

On the other hand, regarding the factors that positively affect textile managers' satisfaction, the findings revealed that working conditions was the main source of job satisfaction. Textile managers have excellent working conditions compared to their counterparts in other governmental units. Additionally, textile companies provide their employees with social services such as social clubs, prayer places, and restaurants. Therefore, working conditions in textile companies seems to be suitable for managers' needs, expectations, and aspirations. With respect to job security, textile managers have a very secure job, as they are protected against laying off by the law; they actually have life-employment contracts, and this high job security is the main reason for them to stay at their jobs, despite their low pay. Moreover, working within the textile industry secures job opportunities for their sons as they have the priority to be hired in their parents' companies.

Interpersonal relationships was another factor that positively affected managers' job satisfaction, Egyptian managers enjoy good personal relationships with their peers and subordinates. They believe that such good relations increase their satisfaction and performance as well, because it helps to avoid conflicts, ensures a friendly work environment, builds mutual respect, facilitates the exchanging of experiences, enhances work harmony, enhances team work, smoothes the communication process, and creates a healthy working atmosphere.

Regarding the importance of different job factors, the findings of this study reflect some similarity in behavior patterns between Egyptian managers and western managers. This similarity is the managers' concern for job content factors rather than job context factors. According to the findings, achievement is the highest between all job dimensions for both managers, followed by recognition in second place; job responsibilities take third place for senior managers, while it was fourth in rank for middle managers, and vice versa for promotion. On the other hand, pay was the most important among all context factors.

The Egyptian culture was another contributor to managers' motivation and job satisfaction. For example, women managers' status has been negatively affected by Egyptian traditions. In Egypt, women are normally kept at the bottom of the career ladder, as Egyptian traditions, like most Eastern communities, consider home as the woman's kingdom and the place where she belongs, brings up children, and nurtures her husband. The only accepted reason for a woman to work is when her husband is unable to carry the family burden. Therefore, women are not treated as men and they have to

fight to prove their competence and to get their rights, which negatively affect their job satisfaction.

The Islamic religion was another factor that shaped managers' motivation and job satisfaction. Islam is the main religion in Egypt, as 93% of Egyptians are Muslims, therefore Islamic values noticeably affected managers' behavior. The influence of Islam was evident in managers' desire for holding more responsibilities, building good personal relationships with others, and increasing their knowledge. The value of the family was another cultural factor that affected managers' satisfaction as, according to the Egyptian traditions, parents are responsible for their children through all their life stages, and are also responsible for helping other family members, which increase their financial burden, hence, enhanced their dissatisfaction with their pay. Finally, most Egyptians prefer to work in the public sector as it provides them with job security despite its weak salaries; accordingly, they intended to stay in their jobs even if they were dissatisfied, but that may have a negative impact on their job performance.

Regarding the relationship between managers' satisfaction and work performance, the study indicated a significant positive relationship between managers' satisfaction and their performance. For middle managers, moderate positive relationships were found between satisfaction with context factors, satisfaction with content factors, overall job satisfaction, and their job performance. On the other hand, for senior managers a moderate positive relationship was also found between satisfaction with content factors, overall job satisfaction, and their job performance. And for both levels of managers, satisfaction with content factors has more significant impact on their performance than the satisfaction with context factors.

8.6 RECOMMENDATIONS

This section is concerned with the recommendations and the suggestions which may help in enhancing Egyptian textile managers' motivation and job satisfaction. After the preceding discussion and conclusion of the study results, the researcher will highlight the most important recommendations that policy makers, planners, and human resource departments can be supplied with and that can help them to enhance managers' motivation and job satisfaction. The researcher presented these recommendations which relied on the findings of both the qualitative and quantitative data, and further on his viewpoint and experiences as a researcher.

8.6.1 RECOMMENDATIONS FOR POLICY MAKERS

The following are some recommendations for the policy makers and planners based on the study findings, which may enhance managers' motivation and job satisfaction, and may contribute to improving the working environment in the public textile industry.

1. According to the findings, there is no high job satisfaction among managers in the Egyptian textile industry. However, Egyptian policy makers always talk about problems confronting the textile industry and are only concerned with the shortage of raw materials, machines or equipments. Yet, they completely ignore the human factor which is considered the most import factor through which success may be achieved for the whole industry. Therefore, they must understand that the success of a textile companies depends on meeting the needs of its stuff, especially managers, as it is questionable whether the dissatisfied manager can perform well or can even motivate his subordinates. Consequently, policy makers should deal seriously with the issue of job satisfaction as the key for success in textile organizations.

2. Policy makers should understand that job satisfaction is a complex phenomenon and it needs a thorough investigation. Conducting a survey about job satisfaction is a useful tool to secure information about this phenomenon and to discover the problems that the organization may suffer from and detect any deficiency in textile organizations. Therefore, it should be conducted periodically, at least once a year. This instrument can help policy makers to learn more about employees' behavior and attitude towards their work. Moreover, it can be used as a guide in making decisions that can improve job conditions and can positively affect managers' job satisfaction which, in turn, would enhance the textile companies' efficiency and effectiveness. However, to ensure the objectivity and validity of the results and to protect the privacy of managers who take part in these surveys and to obtain their free opinions without the fear of being penalized, it should be conducted by independent outside academic centres. Additionally, moral and physical support should be given to the independent academic researchers who are investigating employees' behavior in order to gain benefit from their findings and recommendations.

3. Policy makers should consider the personal differences between managers and the impact of personal characteristics such as gender, age, level, experience, training, education, and tenure on their behavior and job satisfaction. Understanding these factors will help in recognizing better ways of motivating managers.

4. Textile managers will be much more satisfied and motivated if they have better promotion opportunities. Therefore, special concern for improving the promotion system is needed. For instance, under the existing system, an employee will have nothing if he leaves the company before retirement age, which leads to an extremely

low turnover rate between managers. Therefore, younger employees have fewer promotion chances for higher managerial positions because of the immobility and stability of the organizational structure. Therefore, it is recommended that an employee be given the chance to take earlier retirement without losing his retirement funds, as this will encourage some employees to take the retirement decision and thus provide new promotion opportunities for others. However, such action must be taken only after a scientific study for the different consequences of this decision. Moreover, promotion should be adopted according to merit and competence and not just seniority. That does not mean that the element of seniority should be abandoned, but it should not be considered as the only factor when deciding on promotion, this approach will guarantee having the right person in the right place. Furthermore, favoritism and personal relationships should be avoided and only performance reports should be considered when taking promotion decisions.

5. Managers consider their salary as being the major factor which causes dissatisfaction. Therefore, the salary structure has to be re-estimated, keeping in mind the common salaries in the private sector and the actual cost of living in a way that provides a good standard of living for the managers and their families. Salaries should at least be able to cover managers' basic needs and to be comparable with managers' expectations, needs, efforts, skills, responsibilities, and performance.

6. Under the applied pay system, little rises are given on an annual basis to all managers regardless of their current or past performance. The group bonus system encourages some employees to be lethargic and to neglect their jobs. On the other hand, those who do their jobs efficiently get frustrated because they feel unjustness regarding the

distribution of the pay rises. Therefore, pay rises must be determined according to the actual performance, and pay differences must exist between the good and the poor performers. Such reform will lead to a fair approach as only the diligent and assiduous employee with a high performance will be financially rewarded.

7. Policy makers and planners should be aware that the salary is not the only motivator that influences managers' satisfaction. When they face any problem or a strike, they are quick to promise an increase in pay or incentives. However, they can manage these crises better by showing more interest in the work content factors such as recognition, autonomy, responsibilities, and the work itself, as the importance of these factors was clearly confirmed by this research.

8. The study showed a direct relationship between the level of training and the degree of job satisfaction and motivation for different managers. Therefore, it is essential for the textile companies to invest more resources in management training and to expand it further, as providing training opportunities for managers will develop their skills and their managerial ability and therefore their value to the organization as a whole. One of the ways to achieve this is to update the training courses so that they include the actual needs of managers. Moreover, training courses should go beyond technical skills; they should be strengthened in areas of planning, organizing, coordinating, orienting, controlling, and other leadership skills. Moreover, it is not enough to depend on the companies' trainers and development centres. Companies must seek more assistance from professional lecturers and qualified academic experts in the field of human resource management who are members of the famous universities in Egypt. Such

procedures will speed up the managers' learning process and increase their competence and self-confidence.

9. The lack of coordination and individualism domination are two factors that negatively affect managers' performance and job satisfaction. Managers are confident that good communication is very important for their performance and for the organization's success as a whole. They describe their companies as a living organism that needs coordination between its different parts in order to assure effectiveness of the whole body. Therefore, communication channels should be opened and interaction between managers should be fostered. Moreover, it was suggested that a special department for coordination be established in each company which will guarantee harmony among various sectors.

10. There should be a balance between the labor force in both the private and the public sector. While the public sector is suffering from over-staffing, the private sector has a deficiency and a lack of workforce. A major reason for this is the labor laws in Egypt, which are inefficient in protecting private sector employees and make people reluctant to join the private sector. The solution would be to adjust and enforce the laws that protect workers in the private sector, especially with regard to the pension structure and the arbitrary laying off of employees, as these are considered the major causes of employees deserting the private sector. Moreover, policy makers should give more attention to this sector as a partner in the developing process of the textile industry in Egypt. This would not only lead to the aforementioned balance, but also to a decrease in the number of workers in the public sector which may contribute in solving its over-staffing problems.

11. Random employment has to be stopped and appointments must be made according to the actual requirements. Moreover, new employees must be selected according to their abilities and specialization, not according to favouritism or their social status, as most of the problems that managers experienced were related to the policy of random appointments and favouritism.

12. Job security is considered one of the major factors that encourage managers to stay in the public sector. However, the exaggeration of this element causes it to lose its positive effect and become pointless, and its initial purpose in motivating and satisfying employees is missed. Moreover, it encourages some employees to be lazy. So, job security should be dealt with in moderation, which means applying the policy of dismissal in cases that require such action. This will prevent some employees from initiating sabotages or strikes that may harm the companies and cause great losses.

13. Leaders should be aware of the important role of women, and that they are capable of working efficiently and are just as reliable as their male counterparts. There should be no gender-biased discrimination against women as they should be treated equally, especially in promotion to senior manager positions. Labor laws must be respected and fair promotion opportunities should be secured and competence should be the only preference factors and gender matters should not be taken into consideration.

14. The system of hiring managers after their retirement as company advisors should be terminated. Such experts should be used during their service period by employing them as instructors in training courses to guarantee that their experience is passed on to all

other managers. This, in return, will benefit the company and enable the experience transmission from one generation to another.

15. The study showed that the Egyptian manager is characterized by being fond of taking over responsibilities and by yearning for achievement. These two factors were found to have a major impact on managers' overall job satisfaction. Such attitudes are considered positive points which policy-makers should benefit from to achieve the organizational goals, and should be taken into account when structuring policies and distributing missions and tasks.

16. In view of the findings, the role of managers should not be just implementing policies without participating in setting them up. Therefore, strategic planning of empowering managers, supporting decentralization and professional autonomy, increasing managers' consultation and participation in decision-making, respecting their opinions, and increasing the control of managers over their work setting can lift their morale and remove the barriers and obstacles to managers' satisfaction and motivation.

17. The main reason for the strikes in textile companies is the gap that exists between employees' expectations and what already exists. This may be due to the policy of blackout and ambiguity applied by those companies. This gap could be narrowed or eliminated by adopting a transparency policy by informing employees about the company's status and problems and give them the opportunity to suggest solutions for these problems. This can be done through group communication sessions and company status publications. This will not only enhance employees' satisfaction but also increase

their concern for the company status and problems. Therefore, this would decrease demonstrations and prevent strikes.

8.6.2 RECOMMENDATIONS FOR HUMAN RESOURCE DEPARTMENTS

The following are some recommendations for the human resource department in different textile companies based on the study findings; these recommendations may help these departments to raise managers' satisfaction and motivation.

1. The organisational chart should frequently and routinely modernize in a way that reflects the development and the growth of the organization. Moreover, the chart has to be simple so that all managers can understand it. In addition, rules and procedures should be defined precisely and be well documented, and tasks should be determined accurately. Every administration should have a detailed and clear job description with clear instructions for each job task, as well as copy of the organizational chart and all job duties must have a clear-cut definition. This will decrease the ambiguity at work and ensure that job tasks are comprehensible for every manager.

2. Senior managers should focus on improving their relationships with middle managers by passing up any complications or unnecessary bureaucracy and by adopting the principles of co-operation and mutual confidence instead of the principles of domination and individualism. This can be gained by providing middle managers with the required authorities with clear specifications to avoid ambiguity. Additionally, middle managers should be given unrestrained freedom to take decisions within their authorized powers and to bear the responsibility of their decisions. In addition, objectivity on delegating

authorities must be guaranteed to ensure impartiality, and that no personal relationships interfere in that process.

3. Senior managers should not work in isolation from other sectors. This means replacing the existing motto of ‘first comes the benefit of the sector’ by the notion of ‘first comes the benefit of the company’. They must work as a team to guarantee the development and success of their companies. This can only be achieved through constant coordination among all sector’s heads and through periodical meetings that may help in creating a shared vision for the entire organization.

4. The performance appraisal system in the textile organizations has to be reconsidered. It should be valid from the viewpoint of managers, as it must guarantee objectivity and avoid injustice and the impact of personal interrelations. Therefore, it should not reflect anything but their own performance; moreover, a results-focused appraisal in which managers’ performance is measured against pre-determined goals must be used and the appraisal results must be related to the pay and promotion decisions and be acceptable by all employees throughout the entire organization. Additionally, to ensure equity, the appraisal process has to be conducted by a specialized committee instead of the direct superiors. In addition, managers should be well trained on how to use the appraisal form. The appraisal form should be updated and redesigned, and the existing appraisal form should not be used due to its ambiguity and lack of objectivity. Moreover, surprising managers with their appraisal results by depriving them of promotion is the wrong approach as it may cause frustration or even depression and consequently dissatisfaction, and thus have a negative impact on their work performance. Therefore, appraisals should be followed by a feedback policy to give managers the chance to think

about their mistakes or shortcomings and to improve any poor performance. Last but not least, superiors should not underestimate the importance of the appraisal process. They should avoid giving equal grades for all employees because that may create immense problems regarding promotion. On the other hand, each subordinate should be evaluated fairly to ensure impartiality and to put the right man in the right place.

5. The study results showed that recognition is an important motivator for textile managers, thus it is important that senior managers motivate middle managers by encouraging fair competition among them. This can be achieved by using moral incentives like 'letters of thanks' or honouring the 'ideal manager'. Such procedures will motivate managers to put forth their best.

6. Managers must be chosen after careful selection by following the principle of 'the right person in the right place'. Nepotism, personal connections, favoritism and gender-biased discrimination should to be avoided during selection.

7. Regular meetings between senior and middle managers should be held to review and discuss the different work plans and to follow up the sectors' performance and achievements.

8. The study results illustrated the value of humanitarian relationships at work and how much managers appreciated such relations, as they considered it as one of the major determinants of their job satisfaction. Therefore, it is important not only to be concerned about such interpersonal relations but also to encourage them. This can be achieved by creating and encouraging the opportunities for mutual convergences and acquaintances

among them by arranging group meetings or by the celebrating of communal occasions together to create an atmosphere of love and harmony among different managers in the organization.

8.7 LIMITATIONS OF THE STUDY

Great attention has been given to the planning, conducting, analysing and presenting the results of this study. Accordingly, it is hoped that the study will significantly contribute to filling the existing gap and add to the limited field of research on job satisfaction within the textile working context in general, and satisfaction of senior and middle managers in particular. However, as with any other research in the field of human resource management, this study has some limitations that can be covered in future researches. These limitations can be summarized as follows:

1. The study had taken place in only three textile companies due to the time limitation. Although the selection of these three companies was justified, it is recommended to include more textile companies in future researches.
2. The main interest area of this research is senior and middle managers in the textile industry. Thus, the results and recommendations could only be applicable to those two levels of managers in this industry.
3. Managers' performance was measured by using a self-rating scale. This kind of measurement was subject to much criticism by different researchers as it may lead to a wrong evaluation. However, it was impossible to get the appraisal reports of senior or middle managers because of the secrecy of these reports. Moreover, it was not possible

to depend on superiors' evaluation as a method of measuring managers' performance as the respondents were already the top managers in their organizations.

4. The current study mainly concentrated on managers in the Egyptian public textile sector, while private textile companies were excluded. Although the researcher has justified the exclusion of the private sector, the results remain applicable only to managers in public textile companies.

8.8 SUGGESTIONS FOR FUTURE RESEARCH

The current study can be considered as one of the first studies to explore motivation and job satisfaction of textile managers in Egypt. However, there are some limitations in this research that call for more investigation in future research. In the following part, the researcher will try to shed light upon some suggestions for future research, as follows:

1. It is strongly recommended to explore the level of job satisfaction at all occupational levels in textile companies, which includes senior managers, middle managers, lower managers, and workers.

2. This study investigated managers' motivation and job satisfaction in three public organizations. Although the researcher believed that these companies were good representatives of the textile public sector, it is recommended that the same questions be explored among other textile public companies.

3. It is also recommended that the same study be applied in the private sector to explore employees' job satisfaction, and make a comparative study of motivation and job satisfaction between public and private sector employees.

4. A further detailed research about the effect of the Egyptian culture and economic conditions on managers and workers' attitudes, including their job satisfaction and motivation, is suggested.

5. It is also recommended that an investigation on the consequences of managers' job satisfaction be made, including their performance, turnover, productivity, and commitment.

6. Further research will be needed to evaluate the administrative training in textile companies and how to develop it, as managers consider it to be one of the weakest points in their companies.

7. The researcher also encourages other researchers who are interested in cross-cultural studies to make a comparative study between Egyptian managers and managers in other countries.

8.9 THE CONTRIBUTION OF THE STUDY

This study is considered as a step forward toward a better understanding of Egyptian managers' motivation and job satisfaction, and it provides several contributions to the field of managerial knowledge. The contribution of the current study can be summarized as follows:

1. This research represents a unique initiative to address the Egyptian managers' satisfaction and motivation. An extensive survey conducted by the researcher within the academic libraries in Egypt revealed the absence of similar studies in the job satisfaction of textile managers in Egypt. Therefore, this study can help in increasing the available information and draw a whole picture of textile managers' motivation and job satisfaction and partake in the attempts to globalize the concept of job satisfaction. Thus, it can be considered as a basis for future studies and to provide a starting point for many researchers who wish to conduct similar studies or examine and verify the findings of this study in Egypt or in other Arabian countries.

2. This study is considered the first study of its kind in Egypt which employed interviews in collecting data concerning the job satisfaction of managers in the textile public sector. It was able to answer the 'why' and 'how' questions which have not been answered before and gave a clearer picture of the satisfaction phenomenon in the Egyptian working context. Other researchers in Egypt usually use questionnaires to collect their data and be content with answering the 'what' questions, as they refrain from using interviews because of the difficulties involved and because it is time consuming. In addition, employees in Egypt are not familiar with this method. However, the researcher was able to reveal the unique characteristics of the Egyptian managers and illustrate the right approach in dealing with them when conducting interviews, which is extremely important for those who want to perform similar studies in Egypt as it can guide them through the different phases of conducting their researches.

3. The study provided a valuable set of recommendations for policy makers, planners, and human resource departments. These recommendations can enhance managers' motivation and job satisfaction and can help in solving some of the problems that the textile industry suffered from.

4. The researcher was able to develop a model that can be used in exploring and understanding managers' motivation and job satisfaction. This model can be tested in other Egyptian industrial sectors and other Arabian countries that share Egypt the same values and customs.

Overall, at the end of this thesis, the researcher may say that he succeeded in answering the different research questions and achieved the different research objectives, and provided the reader with some insights regarding the satisfaction and motivation of top managers in the Egyptian textile industry. Hopefully this study has filled the gap in job satisfaction studies in Egypt and opened the door and put the basis down for new studies that can enhance our understanding of motivation and job satisfaction in the Egyptian working context.