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Entitled

*FACTORS THAT AFFECT THE MOTIVATION AND SATISFACTION OF EMIRATIS WORKFORCE IN  
THE CRITICAL AND KEY POSITIONS: THE CASE OF THE UAE MEDIA SECTOR*

by

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Abstract

With UAE's economy booming in the past few years, the country has seen a major shift in terms of employment of Emiratis and expatriate population and massive immigration of expat workers to work in the UAE market, which has resulted a slightly improvement in Emiratis workforce employment and they couldn't being able to find jobs with critical and key roles within the organizations, despite continued efforts of the government to encourage Emiratization and creating facilitative business environments that attract Emiratis workforce (Ryan, 2014). The UAE Media sector has played a fundamental role in development of the socio-political landscape, and in safeguarding the national identity of the UAE economy as well as supporting the diplomacy efforts of the government. However, the Media sector lacks successful Emiratization within their critical and key positions since it has been reluctant compared to the other UAE sectors which facilitate the possibilities and opportunities to the Emiratis workforce to find better jobs in the various levels and specializations. The poor of Emiratization percentage in most of private sectors resulted by several reasons including motivation and satisfaction of Emiratis as well as the lack education, technical skills and experiential skills to fit in the media sector as well as hiring Emiratis is considered to be costlier than hiring expats. Emiratis request higher standards of compensation and benefits and additionally they suffer in terms of insecurity among the other workers in the media companies since they have temporary employment contracts and their employability in critical and key positions is low. They mostly disregard the private sector employment because of long working hours, and low starting salaries. On the other hand, the Media sector owners restricted their hiring to the experienced expat workers rather than employing Emiratis. The research focuses on previous studies regarding the role of critical and key positions in media sector, and the efforts to increase the motivation and satisfaction of Emiratis in the country, using quantitative research to collect primary data and supported by secondary data to build the proposed theoretical framework model and examine the factors that are impact positively on motivation and satisfaction of Emiratis in the critical and key positions in the UAE Media.

**Keywords:** Emiratis' workforce, Critical and key positions, Motivation, Satisfaction, UAE Media Sector.