

Research Article

Does the extrinsic Motivation consider the only purpose for Real Estate Agents in the United Arab Emiratis? : The Groundwork for Success in the Current Market Situation

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Abstract

The purpose of the study was to find how intrinsic and extrinsic motivation affects job performance of agents working in the real estate property buying and selling in the UAE giving consideration on cultural diversity of the country and the aftereffect of the global financial crisis in 2008 to its economy. Although there are a multitude of studies focused on the self-determination theory (SDT) which highlights the dichotomous relationship of intrinsic and extrinsic motivation, there are still no study about s working on the real estate industry as agents in the UAE. Further review of related literatures, the outcome of these motivations can depend on cultural factors because of the environment and upbringing of an individual that affects its values. From the result of the study however, cultural background did not signify a huge difference on the agents preferred job performance motivators. The outcome of the study leans towards the same level of both motivations, though an agent would prefer money if presented with specific choices on the type of motivation the need for intrinsic factors comes 2nd and 3rd on his daily motivation ranking. It is a new perspective that real estate brokerage firms should consider including in its management strategy.

Keywords: Intrinsic motivation, Extrinsic Motivation, UAE Real Estate Agent

Introduction:

The theories on motivation could have a different outcome depending on different demographic factors in a group or industry which in this study will investigate the demographic factor of real estate agents in the UAE. This research is to study the intrinsic/extrinsic motivation level of real estate agents in the United Arab Emirates to drive job performance. A lot of research has been done relative to the sub theories of self-determination theory, however, there are still no studies conducted on these motivations involving the context of the real estate market in the UAE. As part of any business, the management must know how to motivate their employees to get as much return on their resource investment in terms of their productivity and willingness to contribute to the success of the company. This study aims to support managers of brokerage firms in the UAE and on how these motivational tools can be applied to action and drive performance of real estate agents. Sets of questions are used as determinants of performance motivators including the two types of motivations under the self-determination theory

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which are the intrinsic and extrinsic motivation and how they are link to the increase of job performance among the sample population. The sample population of the study are real estate agents in the UAE.

Further studies have shown that there are differences in the results or outcome on different motivations when it comes to cultural influences and cultural factors of an individual or group, therefore, cultural aspects should be considered in research (Eric et al. 2005; Hofstede, G.H. and Hofstede, G. 2001). The research is to know the levels of intrinsic and extrinsic motivation of real estate agents in the UAE, which motivation factor is more dominant and significant in setting increase on job performance. The objective of the study is to know how a real estate company can motivate its employees to achieve an increase on its agents' job performance relative to their cultural background or nationality and other demographic factors.

Research Objectives:

1. To figure out the main motivating factors for real estate agents on UAE.
2. To determine to what extent the extrinsic motives affect the employee's performance.
3. To assess the influence of organization culture and implications on overall company effectiveness

Literature Review:

Real estate development in UAE Market

In the earlier years before the global recession started in 2007 (Ball 2009; Al-Malkawi and Pillai 2013), real estate developers were making huge profits taking advantage of the unregulated real estate market, which radically increased property prices until when the UAE experienced the global financial crisis. The over-inflation in the real estate market causes the property values to drop (Al-Malkawi and Pillai 2013). Though recovery has been slow from 2008 to the current year, the aftereffect of the crisis is still very visible in the industry. The researcher has had the chance to experience the changes firsthand where real estate firms in the UAE are struggling not only with retention issues of its employees but more so on non-performance of agents because of different economic and psychological factors. The economic factor about the difficulty of selling real estate properties in the UAE is based on the global financial crisis that affected the country since the pre-crisis (2006-2007) and post-crisis (2008-2009) periods (Al-Malkawi and Pillai 2013) wherein the study also confirms the decline of overall liquidity, and profitability of the companies after the crisis. The major reason for this decline is because of unanticipated suspensions of agreed projects, volatility in rental income, negative cash flow and the oversupply of property because of uncontrolled construction before the crisis.

The numerous studies on the topics on intrinsic and extrinsic motivations have also considered different mediators to predict different outcomes such as job performance, retention, and organizational commitment to name a few. Guided by the theoretical framework of Maslow's Hierarchy of Needs (Maslow, 1954) motivation is a product of a person's attempt to fulfilling all five basic needs to achieve contentment or live their life to the fullest. The hierarchy of needs are categorized into - the basic needs, the psychological needs, and the self-fulfillment needs. Based on the hierarchy of needs, the physiological needs, or basic needs of an agent on average will most likely have been fulfilled but is not on the psychological needs which cover the belongingness, love needs and the feeling of accomplishment. This theory connected to the dominant theory of discussion is the Self-Determination Theory (SDT). This theory has two sub-category – the Cognitive Evaluation Theory (CET) and Organismic Integration Theory (OIT) both explains the relation of intrinsic and extrinsic motivation. In simple terms but will be discussed further, intrinsic motivation is derived from fulfilling the three psychological needs of autonomy or the freedom to decide, competence or the ability to learn different

skills and relatedness or connection with people. Extrinsic motivation on the other hand is a person's fulfilment of the basic needs, this is also connected to rewards after a task is done or fear of something as consequence if the task is not done.

Diversity of Culture

In relation to the current UAE scenario and the status of workers, a data published by The World Factbook available online (Central Intelligence Agency, 2020), the UAE has ranked 9th country with the highest net migration rate in the world and is dominated by rate workers that make up around 87% of the country's population in 2019; these migrants are from different cultural backgrounds where most of them have their families back home to their country of origin. SDT by Deci and Ryan (1985) is used as the main theoretical framework of the study. The theory introduces the idea that people act from one of two different orientations which are intrinsic and extrinsic motivations (Deci and Ryan 1985).

Motivations cannot be defined in one context because it differs with other multiple aspects that interconnect with it such as human culture (Munro et al. 1997). Human culture also has multiple aspects such as personality, human behaviors (ways of communicating, thinking, and influencing others), and beliefs and knowledge about the world. Studies proved that motivation has interconnection with cultural construct but knowing the dominant symbol of society or cultural message is only the beginning, motivation is realized through social interaction (D'Andrade and Strauss 1992). In this study, it is imperative to understand how the business in the UAE operates not only within the real estate industry but businesses in general as everything is interconnected from the country's formation based on its cultural values reflected as national values. The business context of the UAE is unlike other Arab countries in the Middle East wherein there is a high centralization of power, tribal nature of society and the strong role of *waste* (influence) or the use of personal connections to get the services needed (de Waal and Frijns 2016). Understanding how businesses operate in the UAE give light to the benefits and struggles of workers and how it affects their job performance. The study hopes to receive responses adverse as possible from agents since most companies in the UAE are multicultural (Warner and Moonesar Ph.D. R.D. 2019).

The studies are mostly done in the United States and other countries in Europe which the sample size and geographical environment condition differs from the Middle East. The gap that the researcher is trying to fill in is to find data more relative in the United Arab Emirates specifically on real estate agents who are rates and on how they perceive working in the Arab culture. The same academic gap was found by Lim (2014) with his research on work motivation but more focused on the gender gap in the UAE petroleum industry. A sample study with conflicting results regarding topics on motivation is a study by Adewole (2012) in Nigerian context wherein respondents have different cultural ethnicity and religion such as Islam, the research finding confirms that there is no significant correlation between the culture of employees and in what motivates them to do their best at work if they get paid. On the contrary sample research about cultural differences on the result of motivation is the research of Hayati and Caniago (2012) about the role of motivation in the Islamic world presented that intrinsic motivation moderate the relationship among Islamic work ethic, job performance and job commitment.

Intrinsic and Extrinsic Motivation

Intrinsic motivation shows a voluntary engagement on the task (Murayama et al. 2010) from a person's internal drive or innate nature and can motivate attitude even without external benefits or rewards. Intrinsic motivation is a motivation innate in an individual wherein doing the task itself motivates them, the eagerness to engage in activity shows a natural interest to do the task willingly (Deci and Ryan 2010; Ryan, Mims and Koestner 1983). The concept of intrinsic motivation can be seen from a child

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having fun and doing things freely for self-discovery and learning process with no reward or expected return when a certain goal or achievement is met. In terms of performance, intrinsic motivation proved a greater contribution to the impact of job performance (Tyagi 1985). Extrinsic motivation manifest when external factors are used such as incentives and rewards in the attainment of a goal. As discussed from Maslow's hierarchy of needs, humans need money to buy things to fulfil its basic needs and survive, hence when money is used to lead people to think, plan and action then extrinsic motivation comes into play and helps in fulfilment of the basic needs (Locke and Schattke 2019).

Cerasoli, Nicklin and Ford (2014) from their study of 4 decades of research and meta-analysis on the study of intrinsic and extrinsic motivation as predictors of performance found that intrinsic motivation is effective more on *quality* performance than extrinsic incentives. While extrinsic motivation matters more on prediction of *quantity* performance than did extrinsic motivation, however, the author also noted that an unexpected result from the study was that intrinsic motivation also came out as a moderately strong predictive value of quantity performance. Although not as strong as that for extrinsic, this highlights the importance of intrinsic motivation in performance. The authors have the opinion that intrinsic motivation relates to superior performance, and from their findings they concluded that any individual that is doing a particular task that is being derived from their personal enjoyment and satisfaction it would be rare for them to perform poorly. Another purpose of the study was to measure the effect of extrinsic incentives on the validity of intrinsic motivation, the findings were when extrinsic rewards were present but indirectly related to performance, intrinsic motivation was a better predictor of performance because of autonomy (sole motivational leverage) of the individual while this outcome will be totally opposite when a direct extrinsic incentive applied to performance. The study has shown that external rewards can influence intrinsic motivation however, intrinsic motivation remains a moderate to strong predictor of performance even without external incentives. Future studies are encouraged to examine potential antecedents in relation to these motivations.

Lim (2014) has further studied motivation preference based on gender and its connection to employee retention in the UAE setting. The research however was more inclined on the retention within the group sample of Generation Y professionals or those born in years 1980 to 1999. The UAE petroleum industry has increased need of talented professionals due to retirement of old employees and entry of competent young professional were in demand in the country's workforce due to skills and technical abilities in the field. Both male and female preferred intrinsic motivation ranked first and extrinsic motivation as second in terms of employee retention. Due to the specialized skill required in the industry, the importance of employee retention is essential to maintain the timely delivery of project and non-disruption of business process because training could cost more than keeping an employee. In contrast to the buying and selling of real estate, the people skilled in selling and networking is easier to find especially now that everything is having the convenience of the digital networking if compared to a skilled technical person that is knowledgeable in the petroleum industry workforce. From this observation, the researcher would like to assess if preferred motivation for agents will be the same as the outcome from the study of Lim except that it will only focus on UAE group sample excluding locals. Ryan and Deci (2000) started the basic tenets of self-determination theory. The theory highlights three essential psychological needs that must be present for a person to be intrinsically motivated and these are competence, autonomy, and relatedness. Intrinsic motivation is the inherent disposition of human nature where one exercises its capacity to learn and develop by seeking challenges. The theory of intrinsic motivation, however, does not concern the causes rather it examines how this motivation can develop and sustain. Extrinsic motivation on the other hand refers to performing a task to obtain a reward or a distinct outcome. When external incentive is added into an intrinsically motivated behavior the need of autonomy is being compromised therefore, it decreases intrinsic motivation and may not

have the same outcome one perceives. On the other hand, organismic integration theory details the different forms of extrinsic motivations in general extrinsically motivated behaviors primarily are short term and not interesting because behaviors are modeled or valued by significant others to whom they feel attached and related. This suggest that extrinsic motivation reacts differently when integrated with the fulfilment of the need for belongingness and relatedness with others. The authors have also established that the significance of whether people will do something because they want to do it or because of external rewards varies depending on the influence of culture. The three psychological needs are universal; however, competence, autonomy, and relatedness are facilitated by the integration and internalization of culturally endorsed values different within cultures.

Rosenberg, Gibson and Epley (1981) journal article in a study focused on the motivations of salespeople including real estate salespeople based in the sample population from six different States in the US showed that motivation factors in terms of intrinsic/extrinsic motivations differ on the level of position of the sales agent in the company. Those that are in the senior or managerial position look at intrinsic motivations such as accomplishment, reputation, challenge, and self-improvement to be the strong motivating factors for them. The competition for sales and fondness of working with and helping people gives them a feeling of accomplishment. In the in-depth interview of both sales and real estate management, the research showed that management should investigate taking a more personal interest in the individual salesperson and in building a team spirit instead of just focusing on the monetary rewards in the form of commissions and incentives. To date this is the only research that look at real estate agents as a sample group and evaluate their preferred motivation to increase job performance, however, the study was conducted in the US and in the early 80's where the real estate market in the US maybe different from how real estate transactions are conducted after forty years.

Numerous studies have been done about SDT and sub-theories CET and OIT, some studies have also showed that both motivational orientations lead to a better visionary learning, enhanced creativity, greater wellbeing, and more intellectual flexibility. (Deci and Ryan 2000). There has been some evidence that both intrinsic and extrinsic motivation can coexist where both dispositions are on the same level within an individual or one could be greater than the other (Gillet, Vallerand and Rosnet 2009; Tyagi 1985; Sansone and Harackiewicz 2000) however, due to factors that affects motivation such as cultural diversity in the case of an worker, national culture and organizational culture must be considered to perceive an individual's reaction on motivational factors. The researcher wants to determine the UAE real estate agent's preference when it comes to motivation, will they be more into extrinsic motivation, or will they perform better when their intrinsic motivation is catered to? Below are the hypotheses to be tested:

Research Methodology:

A total of 209 completed responses on job performance motivating factors while 8 answers were missing in one of the questions as it was not made a mandatory question; the data were collected from the total distributed survey of 1,800 real estate agents across the UAE. The questionnaire was designed to avoid missing information by making it mandatory for respondents to answer before they can move on to the next question. The research method used is by a non-probability method with a mixture of convenience sampling with the help of colleagues and contacts; snowball sampling by asking respondents to share with other real estate agent connections and self-selection sampling by sending direct messages to agents in their Instagram platform. All the respondents were contacted personally by the author and through colleagues in the real estate industry. Frequency tables and statistical measures of central tendency and dispersion are the methods of descriptive statistics used to describe and compare variables numerically (Saunders, Thornhill, and Lewis 2019). A descriptive statistic for non-parametric models will be used.

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The questionnaire had two sections A and B. In section A, the questions asked are all about demographic information such as gender, cultural background, age, marital status, educational level, and the number of years in the UAE. Section A summary is provided in Table 1 below for demographic profiling. To filter the respondents from local (Emirati) to non-local (s), the questionnaire was designed in a way that once a respondent chooses UAE local as his nationality, the questionnaire will end in section A and the respondent will not have access to proceed to section B.

In section B, one question to the respondents was to rank 7 motivators that will impact their job performance from the most important to the least important motivator. The exact statement in the questionnaire was ‘Please arrange (drag and drop) the motivating factors below in order of importance for you that will have an impact on your job performance. Number 1 is the most important and 7 being the least important’. The collected data are coded accordingly for interpretation and comparing variables numerically (Saunders, Thornhill, and Lewis 2019).

SPSS (Statistical Package for the Social Sciences) software package with version 25.0 was used to analyze the gathered data

Variables		Frequency	Percent
Gender	Male	121	57.9
	Female	88	42.1
	Total	209	100.0
Nationality	American	9	4.3
	Arab	51	24.4
	Asian	37	17.7
	European	32	15.3
	Indian/Pakistan	69	33.0
	African	10	4.8
	Canadian	1	0.5
Total	209	100.0	
Educational Level	Certificate	32	15.3
	Professional	74	35.4
	Bachelors	74	35.4
	Post grad	29	13.9
	Total	209	100.0
Marital Status	Single	91	43.5
	Married	118	56.5
	Total	209	100.0
Age	20 - 25	10	4.8
	26 - 30	45	21.5
	31 - 35	73	34.9
	36 - 40	62	29.7
	41 above	19	9.1
Total	209	100.0	
Years of Experience	1 - 5 years	98	46.9
	5 - 10 years	78	37.3
	10 years and above	33	15.8
	Total	209	100.0

Research Findings and results :

Demographic Analysis

Table 1 under section A presents the demographic backgrounds of the UAE real estate respondents. For clarification it is important to note that the cultural background of Arab includes nationalities speaking the Arabic language and from countries influenced by Arabic culture (Najm 2015), the respondents are from Egypt, Afghanistan, Jordanian and Syrian and Phoenician. Respondents clustered under Asian are from China, Vietnam, Philippines, and Thailand was answered in the questionnaire under the ‘Other

Nationality’ field for correction. Indian/Pakistan was separated from Asian as they comprise about 38% of the total population in the UAE (Central Intelligence Agency, 2020).

Job Performance Motivators	Mean	Standard Deviation	Confidence Interval	Rank
			Lower, Higher	
Healthy Competition	4.16	1.696	3.93 , 4.39	6
Salary/ Compensation	2.95	1.882	2.69 , 3.20	1
Company Culture	3.86	1.793	3.62 , 4.11	2
Freedom/ Flexibility of Schedule	5.22	1.848	4.97 , 5.48	7
Self Improvement/ Development	3.89	1.836	3.63 , 4.14	3
Management Support	4.00	1.812	3.75 , 4.24	5
Job Security	3.92	2.397	3.60 , 4.25	4

Table 2 provides the ranking of the 7 motivators of job performance obtained from 209 participants. The table includes the means, standard deviations, and the confidence intervals for means at 95%. Since the ranking was designed in ascending order of importance from rank ‘1’ as the most important to rank ‘7’ as the least important, ranks are determined by their mean value wherein the lower the mean value the higher the rank.

From the table, it is noted that the top motivator of job performance for the UAE agents is the salary or compensation while company culture ranked second and followed by self-improvement and development ranked third very closely with company culture. From other studies (Wang and Biddle 2003), self-improvement and development as a task goal orientation is clearly associated under intrinsic motivation. This is likely because self-improvement perceived a greater control associated with the task directly and indirectly due to its self-referenced nature (Biddle 1999). The first rank is categorized as an extrinsic motivator, while the second and third is under the category of intrinsic motivator.

However, looking closely at the standard deviation, the company culture has a lower standard deviation (1.793 vs 1.882) compared with salary and compensation as motivator, this could mean that company culture could have equal preference with the salary and compensation among the respondents. The studies of Hofstede, G (1991, 2002) has noted that national and organizational culture (company culture) has differences; national culture is more consistent in terms of values while organizational culture is more consistent in terms of practices. Firms in the UAE embrace innovations and support employee accountability and personal responsibility such as constructive norms, however, they also simultaneously express preferences for defensive norms (Klein, France Waxin and Radnell 2009). Klein et.al also noted that the UAE organization culture value performance esteem power and prestige but at the same time members are expected to follow orders which are inconsistent signals and could create a negative company culture in turn affects employee motivation.

Srivastasa, Locke and Bartol (2001) noted that money has become a status symbol of success, it is seen as a means of getting material goods, it is used to provide security for the future by supporting families, safety net in case of emergencies, allowing freedom of choice in one’s action on how it wishes to spend

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and could even be a way of diminishing self-doubt. In a case study by Rosenberg, Gibson and Epley (1981) in the US setting it was also found that money was the most effective motivator for real estate salespeople not only because they enjoy the luxury that money can buy but more so with the sense of accomplishment administered by competition in sales and working with other people at the same time. Money has also been linked and categorized as a controlling factor of motivation wherein its effect does not last as the value of money decreases as soon as it is spent (Deci and Ryan 2000).

Table 3 : Preference Levels on Job Performance Motivators

	Healthy Competition	Salary / Compensation	Company Culture	Freedom/ Flexibility of Schedule	Self Improvement/ Development	Management Support	Job Security
1	14.0	65.0	16.0	11.0	28.0	20.0	55.0
Percentage	6.70	31.10	7.66	5.26	13.40	9.57	26.32
2	23.00	40.00	44.00	13.00	31.00	36.00	22.00
Percentage	11.00	19.14	21.05	6.22	14.83	17.22	10.53
3	42	31	40	17	28	28	23
Percentage	20.10	14.83	19.14	8.13	13.40	13.40	11.00
4	39	27	30	22	33	37	21
Percentage	18.66	12.92	14.35	10.53	15.79	17.70	10.05
5	35	19	26	36	42	32	19
Percentage	16.75	9.09	12.44	17.22	20.10	15.31	9.09
6	39	14	38	34	33	41	10
Percentage	18.66	6.70	18.18	16.27	15.79	19.62	4.78
7	17	13	15	76	14	15	59
Percentage	8.13	6.22	7.18	36.36	6.70	7.18	28.23
RANK	6	1	2	7	3	5	4

Table 3 shows the ranking of the job performance above. The respondents ranked salary/compensation as their number 1 motivation at 31.10% while a total of 41.15% choose company culture and self-development as 2nd/3rd in the overall rank, it was combined as both motivators represent intrinsic factor with very little difference in ranks. Job security on the other hand was ranked as the 4th motivator but if we look closely on the percentage of ranking solely for this performance motivator 26.32% voted for it as their no. 1 motivator but at the same time 28.23% of the sample population voted it as the least important motivator for them. The 5th performance motivator is management support at 15.31% of respondents followed by healthy competition on the 6th rank at 8.66% responses. The freedom/ flexibility of schedule ranked last is unusual for real estate agents, because usually for agents they would like to have a flexible schedule because of unprecedented client viewings and client meetings.

Table 4 shows the ranking of each demographic from the respondents most

Table 4: Ranking Performance Motivators with different Demographic Criteria

Demographic Criteria	Gender		Nationality							Education				Status		Age					Experience		
	Male	Female	American	Arab	Asian	European	Indian/ Pakistan	African	Canadian	Certificate	Professional	Bachelor's Degree	Post Grad	Single	Married	20 - 25	26-30	31-35	36-40	40 above	1-5 years	5-10 years	10 years +
Healthy Competition	6	6	5	5	5	5	5	4	7	1	4	6	6	5	6	3	4	6	3	7	5	6	6
Salary / Compensation	1	1	3	1	3	1	1	2	2	4	1	1	1	1	1	1	1	1	1	3	1	1	1
Company Culture/ Colleagues	3	3	6	2	1	6	4	1	4	3	2	2	3	3	3	2	2	4	5	4	2	5	4
Freedom/ Flexibility of Schedule	7	7	7	7	7	7	7	7	5	6	7	7	7	7	7	7	7	7	7	5	7	7	7
Self Improvement / Development	2	4	1	3	6	2	6	5	1	5	3	5	2	2	5	4	3	5	4	1	3	3	2
Management Support	4	5	4	4	4	4	3	3	6	2	6	3	4	4	4	5	6	2	6	2	4	4	5
Job Security	5	2	2	6	2	3	2	6	3	7	5	4	5	6	2	6	5	3	2	6	6	2	3

Gender: a research by Lim (2014) about gender differences and motivation in the UAE setting had found that the main motivator for both gender is intrinsic motivation and second is extrinsic or rewards

which is not in agreement with the result of the study, but it is important to note that most of the respondents were 70% - 80% Emirati's and 30% – 20% were male and female respectively. In table 4, both gender rank salary/compensation as their number 1 motivator which is an extrinsic motivator. On the second rank the male and female chose self-improvement and job security respectively; the fourth rank differs as well on the choices made by male and female with management support and self-improvement, respectively. The test for the strength of relationship, however, did not show any significance of gender to any of the job performance factors.

Nationality: Arab, European, Indian and Pakistan with statistical significance of .007, 0.016, 0.043 respectively has chosen salary/compensation as their 1st job performance motivator while Asian and African rank company culture as their number 1. Company culture has shown a link between nationality and the 7 job performance motivators which shows a statistically significant $p = 0.000$, while only an American and a Canadian participant ranked self-improvement/development as the most important job motivator for them but referring back to Table 3 this was also ranked 2nd in relation with nationality this factor is also significant at $p = 0.010$. The data of nationality also showed significance for the job security factor with $p=0.041$ which could explain the percentage in in Table 2.

Education: Certificate Holders are more motivated healthy competition ($p=0.015$) then next is salary ($p=0.020$) while Professionals ($p=0.029$) and Bachelors (0.024) shows significance in seeking management support as their motivating factor. Post Graduate respondents showed a significant relation on job security as their motivating factor.

Status: Both single and married respondents showed a statistically significant relation to freedom / flexibility of schedule factor (0.009 and 0.038 respectively) for married respondents this could be in relation to family responsibilities, and it will be helpful for them to balance both work and family. Company culture is another factor that showed relation with both single and married respondents with p-value of 0.014 and 0.34 respectively.

Age: The age group of 20 – 25 years old showed high significance in all 7 job performance motivators, at a p-value of 0.0001. While age group of 26 – 30 years old showed preference with salary ($p=0.0001$), self-improvement/development ($p=0.001$), company culture ($p=0.005$) and healthy competition ($p=0.044$). Respondents from 31 – 35 is mainly concerned with salary ($p=0.006$) and flexibility of schedule ($p=0.015$) while age group 36 – 40 years old though ranked salary as its priority, data showed significance of $p=0.024$ for management support. Same with the youngest age group, the oldest age group of 41 and above showed preference in almost all factors with mostly at $p=0.0001$ level.

and Experience: Though each category of different experiences ranked Salary as the most important motivating factor among other job performance motivators, it is important to note that Company Culture has statistically showed relation with No. of years of experience having a p-value of 0.048, whereas, 1-5 years, 5-10 years and 10 years above prefers company culture at p-value levels 0.007, 0.001 and 0.050 respectively.

Other Observations:

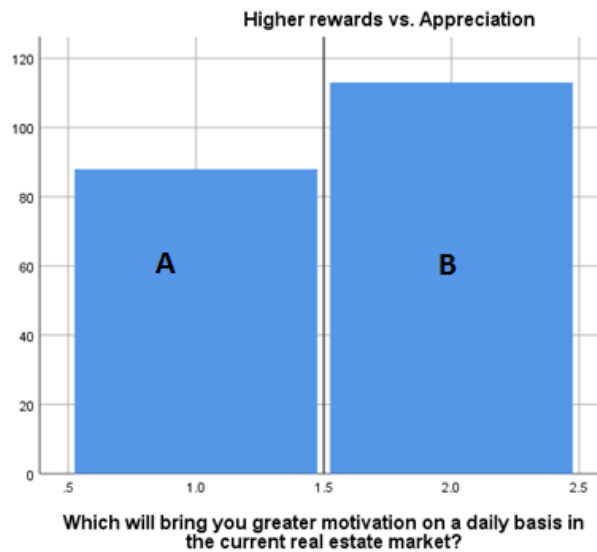
The researcher wanted to make sure that self-bias is in check and should objectively rely on all conclusions found from the responses. The researcher, therefore, checked on other possibility of outcome based on specific questions within the set survey to make sure that self-bias is not reflective in the research and one question gave a different perspective (Wallace and Fleet 2012).

A straightforward question was asked to the respondents at the end of the questionnaire:

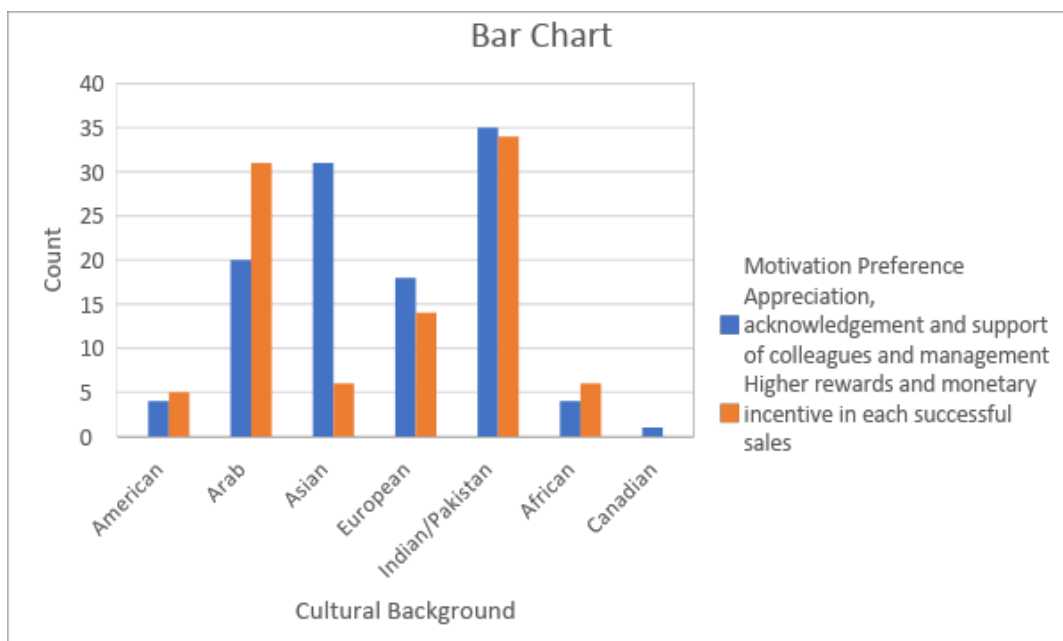
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Question: Which scenario do you feel will bring greater motivation for you daily in the current real estate market?

- a. Higher rewards and monetary incentive in each successful sale
- b. Appreciation, acknowledgement and support of colleagues and management



From the 209 survey participants, 8 is missing for this question and was deleted in the interpretation of the result. Out of the 201 data collected for this question 56.2% choose option (b) Appreciation, acknowledgement and support of colleagues and management which falls under intrinsic motivator. As a dichotomous data, a one-sample Wilcoxon Signed Rank test was run to get a highly significant value of $p < 0.0001$ therefore hypothesis 1 (null hypothesis) (a) UAE riate real estate agent has a higher need for extrinsic motivation to boost job performance is rejected and there is a strong evidence that hypothesis 2 (b) UAE riate real estate agent has a higher need for intrinsic motivation to boost job performance' is supported.



Conclusion and Recommendation:

The study presented an overview of the status of the real estate market in the UAE through feedback of the real estate agents. The result of the study indicated that intrinsic motivation is more important for agents to perform better in getting clients and closing deals, however, the differences in preference for extrinsic motivation against intrinsic motivation is very small therefore we can also conclude that the need for both intrinsic and extrinsic motivations are essential for better job performance.

The study has considered for the present situation pre Covid-19 pandemic and post global financial crisis, it was evident that the real estate industry has not been able to totally recover but because of regulations that are put in place and regularly improvement on property laws by the government of the UAE. The best way to look at an employee's success should be assessed within the company as these are the factors that management can control since the management cannot do any changes on the economic factors.

Since intrinsic motivation is preferred and from the theory on self-determination it identified that extrinsic motivation could have a negative effect on intrinsic motivation of an individual, it would be interesting for future research to prove this with real estate agents and if fixed salary can be applied as a normal compensation package than on a commission basis.

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