

Factors Affecting Local Employees Sectorial Choice (Public vs Private), the Case of Abu Dhabi, UAE



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Abstract The purpose of this research study was to explore the factors that affect emirates employee sectorial choice (public vs private). And, to examine if there is a difference between these factors related to local employees working in the public sector and the private sector. A quantitative approach was deployed in this study to determine the most important factors that affect local employees' career choice

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toward the private sector. The population of this study was the work force in the state of Abu Dhabi, those whom are employed in the public sector and in the private sector. Simple random sampling technique used to choose appropriate sample from this population. From each sector a random sample has been chosen from different industry that falls under the public sector and the same procedure has been followed for the private sector. The statistical tool used for the purpose of this study was Chi-square. Chi-square analysis is used to check for differences in the categories between the two samples. This study reveals the difference between public sector employees and private sector employees and their job characteristics. The public sector employees experience more autonomy and feedback than their colleague in the private sector. The study provided practical and theoretical recommendations.

Keywords Local employees · Sectorial choice · Abu Dhabi · UAE

1 Introduction

Career choice is considered the most important decision job seekers face. Choosing a career is not an easy decision, as this decision will affect their satisfaction, motivation, turnover, earnings, and productivity (Gagné & Deci, 2005; Alameeri et al., 2020; Allozi et al., 2022). In contrast, choosing the right career will increase productivity, and reduce turnover, and job burnout (Al Kurdi et al., 2020a, b). In this regard many theories were established to explain how people make their career choice. For example, Holland theory of vocational types, Super's developmental self-concept theory, Roe's personality theory of career choice (Osipow & Fitzgerald, 1996), social cognitive career theory (Brown, 2002), and the theory of planned behavior (Ajzen, 1991) provide an explanations of how people chose their career from different perspectives (sociological, personality, self-concept... etc.).

Switching between careers is sometimes considered an easy decision to make, but sometimes it is a difficult decision, especially when the opportunity to find another job is limited and competitive (Al Kurdi et al., 2021; Hansen, 2012; Hayajneh et al., 2021). In the Middle East area in general, and in the Gulf region specifically, job seekers prefer to work for the government (Al-Waqfi & Forstenlechner, 2012). United Arab Emirates is one such country in the Gulf region with employment rates that reveal high rates of people who prefer to work for government. According to Aldhaheeri et al. (2017) in the United Arab Emiratis the employment rate in the government for locals is 89%, while only 11% are working in the private sector. Many factors affect employee's career choice. A number of studies have shown that many factors affect employee preferences for career and sector (private or public), factors such as job motivations, job characteristics, social influence (Albugamy, 2014; AlShehhi et al., 2020) and employer branding (Moroko & Uncles, 2008).

The private sector in the United Arab Emirate is currently suffering a shortage of Emiratis employees (Al-Waqfi & Forstenlechner, 2012). The majority of Emiratis target public sector as their preferred employment destination (Aldhaheeriet al., 2017).

Local job seekers in this country prefer to stay in unemployment pool for years to get a job in the public sector rather than starting immediate job in the private sector. The future policy of the country is to minimize dependence on oil as the main source of income, and finding other sources of income, such as depend on the service and production sectors.

This study is considered the first quantitative large-scale testing research for Emirates employment sectorial choice and the factors affecting their career choice preferences toward the private sector versus the public sector. Al-Waqfi and Forstentlechner (2012) in their research paper highlighted the need for quantitative research on local's job seekers in United Arab Emirates. Research also needed to explore external factors for job seekers career choice (Aldhaheri et al., 2017). The research added to the body of knowledge in career choice by examining job motivations, job characteristics, employer branding, and social influence. In addition, this study fills the gap in the literature that largely ignored the differences between the public sector employees and the private sector employees regarding their sectorial choice.

2 Theoretical Framework and Hypotheses Development

2.1 Career Choice

Career choice is considered a very critical and complex decision for each human being (Alshurideh, 2016; Alshurideh et al., 2015a). The stage in person's life in which he/she will transfer from dependent to independent person, where people think about their future and what they want to be (Alshurideh, 2019; Alshurideh et al., 2015b). A number of studies have shown that many factors affect employee preferences for career and sector (private or public), factors such as job motivations, job characteristics, social influence (Albugamy, 2014; Almazrouei et al., 2020; Alshurideh et al., 2019) and employer branding (Moroko & Uncles, 2008).

2.2 Factors Affect Employee Preferences for Career and Sector

Job Motivations: Motivations are considered an important factor for employees; when employee gets motivated, he/she will be able to do his job in more efficient and in effective manner. Job motivation (Al-bawaia et al., 2022; Alshurideh, 2022; Ammari et al., 2017). According to George and Jones (2012, p. 157) "can be defined as the psychological forces within a person that determine the direction of that person's behavior in an organization, effort level, and persistence in the face of obstacles". The differences in motivation between public and private sector employees have been discussed in many research articles (Al Shebli et al., 2021; Al-Hawary, 2015;

Al-Hawary & Abu-Laimon, 2013; Al-Hawary et al., 2020). Many of these studies focused on two different types of motivations, intrinsic and extrinsic motivations (Al-Hawary & Al-Namlan, 2018; Al-Hawary et al., 2013; Bettayeb et al., 2020; Metabis & Al-Hawary, 2013; Rashid & Rashid, 2012). According to Rayn and Deci (2000, p. 55) “*intrinsic motivations*, which refers to doing something because it is inherently interesting and enjoyable, and *extrinsic motivations*, which refers to doing something because it leads to a separable outcome”. Thomas (2009) in his book indicated four types of intrinsic rewards or motivation; the four main intrinsic rewards are: sense of meaningfulness, a sense of choice, a sense of competence, and a sense of progress. Other studies indicated different types of extrinsic motivations, such as financial rewards (Al-Hawary, 2011; Al-Hawary & Nusair, 2017; Ng et al., 2016) prestige (Ng et al., 2016), pay (Lewis & Frank, 2002; Al-Lozi et al., 2018; Al-Hawary & Alajmi, 2017; Al-Hawary et al., 2020; Mohammad et al., 2020). Similar to Ng et al. (2016) and Dur and Zoutenbier (2015) found out that intrinsic motivations for public sector employees are stronger than private sector employees. However, Dur and Zoutenbier (2015) stated that altruism and laziness are more prevalent in the behavior of public sector employees. Extrinsic and intrinsic motivations were considered very important for both employees (public and private sectors); still, public employees’ value extrinsic motivations more than private sector employees (Maidani, 1991).

DeSantis and Durst (1996) and Alsuwaidi et al. (2020) found out that pay is considered very important factor for choosing between public and private sector, especially between young employees, which prefer the private sector. Dan (2015) found out that there are no differences between employee benefits and the sectorial choice. Public sector employees were less concerned about financial rewards than private sector employees (Alshurideh et al., 2014; Rashid & Rashid, 2012). In contrast, Lewis and Frank (2002) argued that employees prefer the public sector because of the high security. Based on the above literature, the study hypotheses can be formulated as:

H1: There is a difference between extrinsic motivations and employee sectorial choice (Public vs Private).

H2: There is a difference between intrinsic motivations and employee sectorial choice (Public vs Private).

Job Characteristics: A job characteristic is considered a very important factor as it has many effects on work related outcomes. The job characteristics theory (JCT) developed by Hackman and Oldham (Faturochman, 2016) is widely used as a framework to study how particular job characteristics impact job outcomes, including job satisfaction. According to (Faturochman, 2016, p. 9) “job characteristics theory describes the relationship between job characteristics and individual response to work”. The theory states that there is five core job characteristics: (a) skill variety, (b) task identity, (c) task significance, (d) autonomy, and (e) job feedback (Faturochman, 2016). Many studies linked job characteristic with organization performance, but few studies focused on the relationship between job characteristics and the employment sector.

DeSantis and Durst (1996) found out that employees in both sectors are concerned with a pleasant work atmosphere, friendly work environment, and job that are important for them and for the society. Solomon (1986) argued that some job characteristics that promote efficiency were more prevalent for the private sector employees. Lewis and Frank (2002) found out that job security considered very important characteristics, and employees who value job security will be more likely to work for the public sector. Based on the above literature, the study hypotheses can be formulated as:

H3: There is a difference between job characteristic and employee sectorial choice (Public vs Private).

Social Influence on Career Choice: Social influence plays a major role for job seekers in their decision for the career path. Studies indicted many social factors that affect job seekers career chose, factors such as, family, friends, and peers (AlHamad et al., 2022; Alkalha et al., 2012; Alshurideh et al., 2022; Alzoubi et al., 2020). Kulkarni and Nithyanand (2013) examined why social influence is considered a key factors in job choice decision for young job seekers. Kulkarni and Nithyanand indicated that there are two reasons on how social influence affects the decision of job seekers. The First reason was the pressure from their family. The second reason was to show their worth for their peer group, they want to be seen equal to their peers at work not want to be looked down upon.

In addition, Mishkin et al. (2016) studied career choice among women from the perspective of the theory of planned behavior. Based upon the theory of planned behavior, the researchers studied the effect of attitudes, subjective norms, and perceived behavioral control and their impact on career choice. Mishkin et al. stated that subjective norms; which are considered a social factor that explain how a person changes his/her behavior based upon the social pressure, was the most significant factor that affect women's career choice.

Further, Mishkin et al. (2016) investigated the role of role model on student's career choice. Both of these factors (subjective norms and role model) were positively affected students career choice (Mishkin et al., 2016). In similar study, (Korkmaz, 2015) investigated the social factors affecting student's career choice in science and technology. Korkmaz indicated that there was strong impact for father and mother on student career choice. In the same manner, Law and Arthur (2003) investigated the factors affecting school student career choice toward nursing as profession. Law and Arthur found out that parents, social career masters, and friends significantly affected their career choice. Based on the above literature, the study hypotheses can be formulated as:

H4: There is a difference between social influence and employee sectorial choice (Public vs Private).

Employer Branding and Job Seekers Career Choice: Private organizations conduct their business in a competitive environment. Competition between organizations has many forms. There is a competition on resources, technology, suppliers, human capital...etc. Attracting the most talent human capital is primary concern of the employer. This will enhance the fit between organization and people, which will

contribute to the strategic goals of organizations (Wallace et al., 2014). According to Wallace et al. (2014) employer branding can be defined as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (p. 21). Moroko and Uncles (2008) attempt to provide characteristics of successful employer brand. There are two characteristics of successful employer brand. First, attractiveness and accuracy, which mean, that employee can assure an employer to be attractive if he supports awareness, differentiation, and relevance. Secondly, employees consider the employer brand successful if he supports consistency; in which there are a consistency between employer brand and employer experience, and organization culture and value (Moroko & Uncles, 2008).

Looking to employer brand from the perspective of potential employee, Jain and Bhatt (2015) pointed out the importance of understanding potential employees’ perspective about employer brand. Jain and Bhatt declared that potential employees are willing to work for the employer if they perceived his brand to support company stability, work-life balance, and job security. Based on the above literature, the study hypotheses can be formulated as:

H5: There is a difference between employer branding and employee sectorial choice (Public vs Private).

3 Study Model

See Fig. 1.

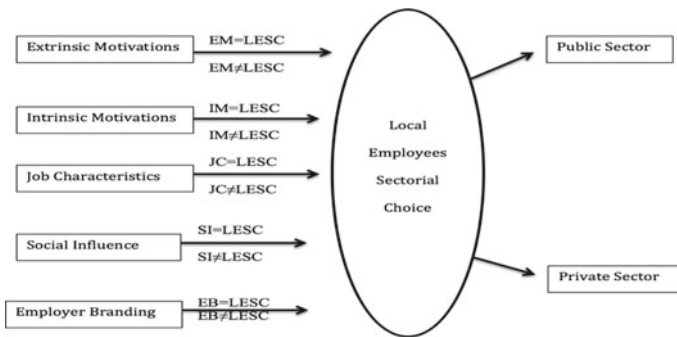


Fig. 1 Career choice conceptual model

4 Research Methodology

This is an exploratory study in which, it investigated and explored the factors that affect local employees career choice. A quantitative approach was deployed in this study to determine the most important factors that affect local employees career choice toward the private sector. The statistical tool used for the purpose of this study was Chi-square. Chi-square analysis is used to check for differences in the categories between the two samples.

4.1 Data Collection

The population of this study were the work force in the state of Abu Dhabi, those whom are employed in the public sector and in the private sector. Simple random sampling technique used to choose appropriate sample from this population. From each sector a random sample has been chosen from different industry that falls under the public sector and the same procedure has been followed for the private sector. Two samples were selected from both sectors (public and private), and a comparison between these two samples were conducted. The researcher deployed questionnaire to collect data from selected respondents, and five-point Likert Scale has been used to measure the variables.

4.2 Population

The population that concerns this study was the local employees working in United Arab Emirates, in specific, the state of Abu Dhabi. Employees working in the public and the private sector in the state of Abu Dhabi were considered the population of this study. Information about this population was gathered from Statistics Centre—Abu Dhabi (SCAD) and the Ministry of Human Resource and Emiratization (MHRE).

4.3 Sampling Frame and Sample

The method of simple random sampling was used to develop the sample of the research under discussion. This type of sampling is preferred when we are looking for a representative sample, it also allows for using statistical tests in data analysis (Neuman, 2006). Randomization in the sample helps the researcher in generalizing the results on the population, as it is free from bias and prejudice and it is a representative of the population. The researcher selects one sample from each sector (Public

Table 1 Questionnaire items obtained from the review of related literature

| Construct | Author/s |
|---------------------------------------|---|
| Motivations (intrinsic and extrinsic) | Rashid and Rashid (2012), Dan (2015), Park and Word (2012), Lee and Wilkins (2011), Ko and Jun (2015) |
| Job characteristics | Johari and Yahya (2016), Faturachman (2016), Kim (2016) |
| Social influence | Pavel (2015), Eesley and Wang (2017), Al subait et al., (2017) |
| Employer branding | Jain and Bhatt (2015), Saini et al., (2015) |

and Private), from different organization. Mostly, the industry under the investigation was from the service industry. The overall sample size was 344 respondents, 350 respondents from the public sector and 150 from the private sector.

4.4 Instrumentation

The questionnaire was developed upon reviewing the literature related to this dissertation. Table 1 represents the research constructs and the questionnaire items obtained from review of related literature by the researcher.

4.5 Validity

To assure the content validity the questions to be asked for the respondents supposed to cover all parts of the construct under investigation. Content validity should measure all elements of the construct and it involves three steps; identify of the content from the construct definition, from all the definitions chose a sample, and developing indicators that hit all of the parts of the construct definition (Neuman, 2006).

4.6 Reliability

For intrinsic and extrinsic work motivation, this part the researcher borrowed some questions from the work extrinsic and intrinsic motivation scale (WEIMS) developed by Deci and Ryan (Tremblay et al., 2009). The part of job characteristics was borrowed from Job characteristics inventory, developed by Hackman and Oldman (Faturachman, 2016). For employer branding the researcher borrowed some questions from the work of Tanwar and Prasad (Tanwar & Prasad, 2017). Finally, for

social influence scale the researcher borrowed some questions from the career influence inventory (Pavel, 2015). After conducting the pilot study, the Cronbach Alpha scores was 0.848 which indicates a strong reliability of the instrument.

5 Data Analysis

The aim of this research was to explore the differences between the public and the private sector employees in selecting their career sector. The statistical techniques employed to achieve this aim was Chi Square using SPSS (Statistical Package for Social Sciences). According to (Cooper & Schindler, 2014, p. 653) “chi-square (χ^2) test is a test of significance used for nominal and ordinal measurements”. Chi-square (χ^2) goodness-of-fit test to determine how closely observed frequencies or probabilities match expected frequencies or probabilities. It can be calculated for nominal, ordinal, interval, or ratio data (Leedy & Ormrod, 2013). This test used to determine whether a relationship observed in a contingency table is statistically significant (Christensen et al., 2011).

Hypothesis (1) was tested by five items (salary, working in prestigious organization, opportunity for career advancement, benefits, and job security). As it can be shown from Table 2, the table shows that all P-values for Chi-Square test are 0.001, and that is less than the established significant 0.05. Also, Table 1 shows that all Spearman Correlation are negative which indicate that the private sector employees are less extrinsically motivated than the public sector employees.

Overall, total extrinsic motivations combined have P-values for Chi-Square test is 0.001 and that is less than the established significant 0.05. Therefore, the hypothesis (H1) is supported. Correlation value equal (-0.608) this indicates strong negative relationship. We conclude that There is a significant difference between the public and the private sector employees regarding extrinsic motivation in favor to the public sector.

Table 2 Chi-square and Spearman correlation tests for extrinsic motivations

| # | Item | Chi-square value | P-value | Spearman correlation |
|-------|--|------------------|---------|----------------------|
| 1 | Salary | 208.437 | 0.001 | -0.753 |
| 2 | Work in a prestigious organization | 173.322 | 0.001 | -0.640 |
| 3 | Opportunity for career advancement (promotion) | 32.916 | 0.001 | -0.212 |
| 4 | Benefits (health insurance, car, housing, bonus, leaves, etc.) | 130.225 | 0.001 | -0.593 |
| 5 | Job security | 218.865 | 0.001 | -0.723 |
| Total | Extrinsic motivations | 654.404 | 0.001 | -0.608 |

Table 3 Chi-square and Spearman correlation tests for intrinsic motivations

| # | Item | Chi-square value | P-value | Spearman correlation |
|-------|---|------------------|---------|----------------------|
| 1 | Interesting and challenging work | 60.028 | 0.001 | -0.368 |
| 2 | Opportunity for personal growth and development (training, skills, languages, etc.) | 30.296 | 0.001 | -0.243 |
| 3 | Sense of achievement | 47.995 | 0.001 | -0.349 |
| 4 | Opportunity to serve the society | 47.573 | 0.001 | -0.337 |
| 5 | I want to be a useful to the society | 52.318 | 0.001 | -0.344 |
| Total | Intrinsic motivations | 224.622 | 0.001 | -0.308 |

This hypothesis (2) was tested by five items (interesting and challenging work, opportunity for personal growth and development, sense of achievement, opportunity to serve the society, useful to the society). Table 3 shows that all P-values for Chi-Square test are 0.001, and that is less than the established significant 0.05. Also, Table 3 shows that all Spearman Correlation are negative which indicate that the private sector employees are less intrinsically motivated than the public sector employees. Overall, total intrinsic motivations combined have P-values for Chi-Square test is 0.001 and that is less than the established significant 0.05. Therefore, the hypothesis (H2) is supported. Correlation value equal (-0.308) this indicates weak negative relationship. We conclude that there is a significant difference between the public and the private sector employees regarding extrinsic motivation in favor to the public sector.

Hypothesis (3) was tested by five items (the job requires a lot of cooperative work with other people, the job denies me any chance to use my personal initiative or judgment in carrying out the work, the job gives me considerable opportunity for independence and freedom in how I do the work, the supervisor and co-workers on this job almost never give me any feedback about how well I am doing in the work, supervisor often let me know how well they think I am performing the job, the job itself provides very few clues about whether or not I am performing well). Table 4 shows that all P-values for Chi-Square test are less than 0.05, and that is less than the established significant 0.05. Also, Table 4 shows that all Spearman Correlation except for item 2 are negative. The positive correlation for item 2 means that the private sector employees have more independent in performing their jobs.

Overall, total job characteristics combined have P-values for Chi-Square test is 0.001 and that is less than the established significant 0.05. Therefore, the hypothesis (H3) is supported. Correlation value equal (-0.037) this indicates very weak negative relationship. We conclude that there is a significant difference between the public and the private sector employees regarding job characteristics.

Hypothesis 4 was tested by five items (family, friends, and peers have a great impact on my decision, I believe on myself and he know what I want). As it can be

Table 4 Chi-square and Spearman correlation tests for job characteristics

| # | Item | Chi-square value | P-value | Spearman correlation |
|-------|--|------------------|---------|----------------------|
| 1 | The job requires a lot of cooperative work with other people | 10.624 | 0.031 | -0.162 |
| 2 | The job denies me any chance to use my personal initiative or judgment in carrying out the work | 54.135 | 0.001 | 0.220 |
| 3 | The job gives me considerable opportunity for independence and freedom in how I do the work | 104.587 | 0.001 | -0.471 |
| 4 | The supervisor and co-workers on this job almost never give me any feedback about how well I am doing in my work | 20.383 | 0.001 | -0.223 |
| 5 | The job itself provides very few clues about whether or not I am performing well | 15.804 | 0.001 | -0.039 |
| Total | Job characteristics | 11.937 | 0.018 | -0.037 |

shown from Table 5, the table shows that all P-values for Chi-Squair test are less than 0.05, and that is less than the established significant 0.05. Also, Table 5 shows that all Spearman Correlation are negative which indicate that the private sector employees are less affected by social influence than the public sector employees.

Overall, total social influence combined have P-values for Chi-Square test is 0.001 and that is less than the established significant 0.05 (see Appendices4). Therefore,

Table 5 Chi-square and Spearman correlation tests for social influence

| # | Item | Chi-square value | P-value | Spearman correlation |
|-------|--|------------------|---------|----------------------|
| 1 | My family has great impact on my decision (parents, spouse, siblings, children) | 22.774 | 0.001 | -0.243 |
| 2 | My friends have great impact on my decision | 18.212 | 0.001 | -0.132 |
| 3 | Peers have a great impact on my decision | 12.489 | 0.014 | -0.179 |
| 4 | Professors and teachers in my university and school have great impact on my decision | 23.989 | 0.001 | -0.240 |
| 5 | I believe on myself and I know what I want | 13.840 | 0.008 | -0.179 |
| Total | Social Influence | 66.052 | 0.00 1 | -0.140 |

Table 6 Chi-square and Spearman correlation tests for employer branding

| # | Item | Chi-square value | P-value | Spearman correlation |
|-------|--|------------------|---------|----------------------|
| 1 | An employer reputation in the market for looking after and valuing employees | 99.786 | 0.001 | -0.450 |
| 2 | Understanding the important of family or life outside the work | 11.528 | 0.009 | -0.181 |
| 3 | Definitive and strong company values | 56.045 | 0.001 | -0.349 |
| 4 | Flexible work hours | 29.114 | 0.001 | -0.187 |
| 5 | Ethical practices | 61.627 | 0.001 | -0.405 |
| Total | Employer brand | 182.562 | 0.001 | -0.309 |

the hypothesis (H4) is supported. Correlation value equal (-0.140) this indicates very week negative relationship. We conclude that there is a significant difference between the public and the private sector employees regarding social influence in favor to the public sector.

Hypothesis 5 was tested by five items (an employer reputation in the market for looking after and valuing employees, understanding the important of family or life outside the work, definitive and strong company values, flexible work hours, ethical practice). As it can be shown from Table 6, the table shows that all P-values for Chi-Square test are 0.001, and that is less than the established significant 0.05. Also, Table 6 shows that all Spearman Correlation are negative which indicate that the private sector employees have less employer brand practices than the public sector employees. Overall, total employer brand combined have P-values for Chi-Square test is 0.001 and that is less than the established significant 0.05. Therefore, the hypothesis (H5) is supported. Correlation value equal (-0.309) this indicates weak negative relationship. We conclude that There is a significant difference between the public and the private sector employees regarding employer branding in favor to the public sector.

6 Conclusions

The result of the study shows that there is a difference between public and private employees and sectorial choice (public vs private) for all hypothesis. The first variable in this study was extrinsic motivations. The first item measure extrinsic motivations was salary. In terms of salaries the public sector employees were very motivated by salary and they considered salary as the reason they choose this sector, in contrast private sector employees were not motivated by salaries and they did not considered salary as the reason they choose this sector. This result contradicts with previous studies (Rexhaj, 2011). The reason behind this contradiction is the salary gap between

the public sector and the private sector, the gap can reach 5 times between the two sectors in favor for the public sector. As for work in prestigious organization the public sector employees see their organization as prestigious ones, and it was the reason they choose this sector. While, the employees in the private sector did not think this is the reason they choose this sector. This is due to the cultural perspective which connect salaries with prestige. The third item for measuring extrinsic motivation is opportunity for career advancement (promotion). The public sector employees were considering this item very important for them and affect their decision. In contrast, the private sector employees do not consider this item the reason behind their sectorial choice. This finding is not consistent with previous studies (Lee & Wilkins, 2011). The reason behind this result is that the private sector employees consider their job as a temporary one, and this will give them the experience to find a job in the public sector. Added to that, finally, the competition between locals on public jobs, especially with the increasing numbers of locals whom hold bachelor's degrees.

As for the benefits (health insurance, car, housing, bonus, leaves, etc.) and job security, both were considered very important for the public sector. The public sector employees considered these factors very important and affect their sectorial choice. In the contrary, the private sector employees did not consider these factors in their interest when it comes to sectorial choice. These finding contradicted with previous studies (Lee & Wilkins, 2011). The interpretation of why private sector employees feels unsecure and did not have benefits as their counterparts in the public sector is the hiring and firing policies practices followed by the private sector, and the absences of benefits in the private sector and the threat of expatriates. As stated by (Daleure, 2016), the researcher found out that job seekers prefer working in the public sector in UAE because they believe that the public sector had high salaries, better benefits and working conditions.

The second variable measured the difference between employee's sectorial choice was intrinsic motivations. For interesting and challenging work, public sector employees considered their work interesting and challenging while the private sector employees did not agree that their work is challenging and interesting. The reason behind this result is that the hiring polices imposed on the private sector and the employees themselves. Opportunity for personal growth and development shows a difference between employees in the public sector and employees in the private sector. This item was very important for public sector employees. In contrast the private sector employees did not consider this factor as a reason to work in the private sector. As discussed in the previous section private sector employees considered working in this sector as a temporary job, as soon as they get a job in the public sector they will leave immediately.

The third variable that measures sectorial choice between local employees in the public sector and employees in the private sector was job characteristics. For the purpose of this study, this variable measure job autonomy and job feedback, and it shows differences between employees' sectorial choice. The public sector employees have more job autonomy and receive feedback about their performance. In the contrary, the private sector employees have less autonomy in their job and receive

lees feedback about their performance. These finding is supported with previous study (Kim, 2016).

The fourth variable that measures sectorial choice between employees in the public sector and the private sector is social influence. All the factors that measure social influence are family, friends, peers, professors, and believe on oneself. For the public employees; family, friends, and believing in themselves, have strong impact on their decision toward the public sector. The same can be said for the private sector employees but with less impact. These finding confirmed with previous research (Mishkin et al., 2016, Workman, 2015; Ng, Burke, & Fiksenbaum, 2008). The finding can be explained due to the type of relationship between people and the culture of the Arab countries. Arab countries are considered a collectivistic societies base upon Hofstede cultural dimensions, individuals are embedded in groups with strong ties and loyalties and are expected to place collective interests over personal interests (Klasing, 2013).

The last variable that measures sectorial choice between the public and the private sector employees was employer brand. The results indicate differences between the two sectors regarding this variable. Public sector organizations are characterized by looking after and valuing their employees more than the private sector organizations. Also, organizations in both sectors appears to have an understanding of the important of life outside the work in favor to the public sector companies. Moreover, the public sector organizations have stronger company values than the private sector organizations (Daleure, 2016).

7 Implication

This study is considered the first point, this study is considered the first quantitative large-scale testing research for Emirates employment sectorial choice and the factors affecting their career choice preferences toward the private sector versus the public sector. The research added to the body of knowledge in career choice by examining job motivations, job characteristics, employer branding, and social influence. The second point of this study was to fill the gap in the literature that largely ignored the differences between the public sector employees and the private sector employees regarding their sectorial choice.

Two types of motivation were discussed in this study, extrinsic motivations and intrinsic motivations. The finding and conclusions of this study approved that there is a difference in the type of motivations that affect local employees decisions regarding sectorial choice. In general, prior studies showed that public sector employees are intrinsically motivated while private sector employees are extrinsically motivated.

The finding of this study somewhat surprising with prior studies, public sector employees considered both types of motives were the reason behind their sectorial choice decision. In contrast, private sector employees did not consider these factors as important as their counterpart in the public sector regarding their sectorial choice decision. This finding has important impactations for increasing the number of locals

in the private sector, by understanding their motives toward the private sector. Also, a review for the national program to encourage the employment of UAE nationals is needed. This program facilitates the employment of UAE nationals within specified occupations across the private sector.

In addition, this study reveals the difference between public sector employees and private sector employees and their job characteristics. The public sector employees experience more autonomy and feedback than their colleague in the private sector. An implication of this result is the possibility of the role of the human resources practice in these sectors. Furthermore, this study showed the impact of family and friends on employees sectorial choice decision. This finding may help us in understand the role played by the family and friends on the decision process. It also explains the weak role played by the educational system to deploy more locals in the private sector. Finally, one of the issues that emerged in this study was the difference between the two sectors in regard to employer branding. This finding has an important implication related to the private companies. These companies must shed the light on their image, and how to enhance this image to be more attractive for the locals as their desire sectorial choice.

8 Limitations

This study achieved its aim and its objective; however, it is not without limitations. It is difficult to generalize the finding of this study due to the industry that were willing to participate in this study (service industry only), and only three companies were participated in this study. Added to that, the study only covers one state from seven states in UAE (the state of Abu Dhabi).

Another limitation was the bureaucracy procedures to get the approval for collecting data from the government organizations. Even if the researcher inquired into general information that is supposed to be available to the public, the procedures were time consuming and the researcher's request was often rejected. Finally, as English is the second language for the researcher the process of developing this study was challenging for the researcher. In addition, the researcher did not have any idea about the academic writing style, it was challenging for the researcher.

9 Recommendations

This study provided practical and theoretical recommendations, the practical recommendations concern the leaders and decision makers about how to address this problem based on the results of this study. The theoretical recommendations concern the researchers and what further studies can be conducted based on the results of this study. Leaders and decision makers must focus on job security and the benefits that the private sector offer to the locals working in this sector. The study reveals a

fear from the locals working in the private sector regarding the continuity of their jobs and the fair benefits they deserve. Locals face a competition from expatriates, expatriates are willing to work more for less. Leaders and Decision makers must start to develop a pension and retirement plan that guarantee the rights of locals, to make the local feels more secure and protected from any prejudiced action from their companies. Leaders and decision makers must focus on the human resource practice and performance assessment in the private sector. The result of the study disclose that local employees have little autonomy and did not receive significant a feedback from their supervisors. As mentioned in the finding section, private companies must hire a specific number of locals in their companies.

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