

**A PERCEPTION STUDY OF SELF-
ACTUALIZATION
AND ITS IMPACT ON MULTINATIONAL
COMPANIES BASED IN DUBAI**

Submitted By

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CERTIFICATE OF ORIGINAL AUTHORSHIP

The Thesis entitled “A Perception Study of Self-Actualization and its impact on Multinational Companies with Branches in Dubai” submitted to Symbiosis International University, Pune for the award of PhD Degree in the Faculty of Management, is based on my original work carried out under the guidance of Dr.Arun Mudbidri from Feb-07 to Sept-09. The research work has not been submitted elsewhere for award of any degree.

The material borrowed from other sources and incorporated in the thesis has been duly acknowledged.

I understand that I myself could be held responsible and accountable for plagiarism, if any, detected later on.

No research paper based on the research is appended.

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ABSTRACT

The thesis addresses the perception of “Self-Actualization” and its impact in multinational companies with branches in Dubai’. A study was carried out to understand the extent to which ‘self-actualization’ was given importance as a motivating tool in organizations, vis-à-vis the ‘basic’ motivators, as stated in ‘Maslow’s Theory of Hierarchy of Needs’. The following two hypotheses arrived at were based on the study, survey and gaps uncovered from the research and related literature survey: - Hypothesis 1 - ***“Self-Actualization of Individuals leads to Increased Organizational Productivity”*** and Hypothesis 2 - ***“Multinational Companies in Dubai are focusing on achieving Self-Actualization of Individuals through their HR Tools”***

Some of the applicational and the theoretical gaps uncovered after completion of the literature survey, that justified further research are: ‘How are today’s multinational companies focussing on achieving individuals’ growth need of self-actualization, which is perceived as being necessary for holistic organizational growth?’ ‘How is self-actualization being effectively used as a motivational tool?’ ‘What is the impact of self-actualization on an organizations growth and productivity’?

Case Study was the major methodology used, as this suited the research problem and associated research gaps uncovered. Other methodologies used in a secondary role to help formulate research issues were, structured and unstructured interviews, survey research, content analysis, convenience and simple random sampling, cluster and information oriented

sampling, non-parametric chi-square test and statistical null and alternate hypotheses test. Quantitative techniques were used within a qualitative framework. The results threw substantial light on self-actualization – the concept; the stakeholders in the organizations under study - namely the functional heads, managers, chief executive officers, employees and consumers; the parameters used in the comparative study –like – high performance, talent development, capacity and skill enhancement training, positioning and branding in the Dubai market, productivity as a consumer perception survey with linkages to balance sheets and annual reports; and the economic environment that was a study of the region's fiscal policy, GDP, financial deficit etc.

The Summary and Conclusions showed the effects of self-actualized individuals on the organizations' productivity and growth. The analysis broadened the understanding of how self-actualization is necessary for holistic organizational growth thus bringing about a change to the existing body of knowledge and hoping to serve as a guide for further research through its findings and implications. It showed that 'employee motivation has a positive impact on employee productivity and that business growth and is strongly related and necessary for organizational growth'. It also showed that alongside basic needs, growth need is also the focus of motivation by Managers in most multinational companies today.

Self-actualization was thus recognised as being important for holistic organizational growth seen being promoted through various motivating tools, impacting business growth qualitatively.