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Issues, Challenges and Opportunities of African Migrant Workers in Dubai Service Sector

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Abstract

The paper discussed issues, challenges and opportunities of African migrant workers in Dubai service sector. The research question addressed the extent to which African migrant workers in Dubai service sector are influenced by low reward to enroll in business colleges for higher paying jobs/spring board for business start-ups. The core aspect of the study is the use of cross-sectional survey research design in generating the required primary data. The place of study is Dubai-United Arab Emirates. A sample of 380(150 Drivers, 130 Security guards and 100 Waiters) respondents determined at 5% level of significance for sample error; using Yamane's formula was selected from a population of 7,600 African migrant workers in Dubai service sector using stratified random sampling method for the purpose of questionnaire administration. The results indicated that low reward of African migrant workers in Dubai service sector to a large extent influenced them to enroll in business colleges for higher paying jobs (75.26% response rate) and created a spring board for business start-ups (74.21% response rate). It therefore recommends among others: self-development in home countries before travelling out, provision of financial assistance for business start-ups in home countries and provision of entrepreneurial training in home countries.

Keywords

African migrant workers, Dubai service sector, self-development, business start-ups

1. Introduction

1.1 Background of the Study

The recent emergence of Dubai as a tourist destination of choice in the middle-east has placed it in a vantage position to attract tourists from all parts of the world. These tourists come in as either investors or economic migrants with different competences and capabilities. The investor-tourists mostly invest in

the service sector like hotels, banks, schools, information technology and real estate business where demand is high due to the influx of tourists from different parts of the world.

The migrant economic-tourists especially Asians and Africans come in as migrant workers to work in the service sector. The growing number of African economic migrants in Dubai Service Sector coupled with their quest for self-development for higher paying jobs while being employed in lowly paid jobs could offer a springboard for African business start-ups in Dubai.

Though, Africans and Asians are lowly rewarded in the Dubai service sector, the low wage motivates the African migrant workers to seek for ways of self-development so as to either move to higher paying jobs or set up their own businesses. To achieve the objective of self-development, the African migrant workers enroll themselves into part-time business courses of the business colleges in Dubai that are usually conducted on weekends. Since these business courses are not organized on the bases of charity, the African students pay for their education through monthly installments from their meager salaries, feed themselves and send money home for the up-keep of their families.

Being propelled by a high need for achievement the African students on completion of their first degrees in the business college usually go further to enroll for the master's program to acquire more knowledge on the nitty-gritty of business management. On completion of the master's program, more business management skills must have been acquired which will serve as a launch pad for the establishment of business start-ups. Having been taught how to write business plans at master's level, the African graduates being motivated by the spirit of entrepreneurship and interpersonal connections, could obtain loan from the bank as seed capital to set-up a business enterprise. Hence, African migrant workers in Dubai have a high propensity of multiplying the number of business organizations in Dubai.

Thus, Dubai business college programs apart from creating opportunities for employing faculties and non-faculties to run the program, it is a veritable tool for the creation of business start-ups by African migrant workers, hence Dubai offers them opportunities to earn a living and contribute to the economy through creation of employment opportunities. This accounts for why Dubai government offers employment visas faster to African migrant workers than migrant workers from other continents.

Reward is the compensation employees receive in return for the work performed and services rendered by them to the organization. It may include monetary payments like monthly salary, overtime pay, bonuses, profit-sharing, sales commission, etc., as well as non-monetary payments like company-paid car, company-paid housing and stock opportunities etc. Compensation packages with good pay and benefits help to attract and retain the best employees while poor compensation packages repel employees thus increasing labor turnover. Employees consider pay package to be fair when the amount of wage covers basic living expenses, keep up with inflation, leave some money for savings and leisure and there is increment over time. Reward whether low or high is a hygiene factor that is not related to workplace satisfaction but must be present in the workplace in order to prevent dissatisfaction (Herzberg, et al., 1959).

As an extrinsic motivator, reward can have an immediate and powerful effect on employees but this will not necessarily last for a long time. The intrinsic motivators, which are concerned with the quality of working, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside. In organizations, people perform task quite well so that they may be paid for it (extrinsic reward), they may be praised for it (intrinsic reward), and they may feel very competent and good about themselves (intrinsic reward). We are motivated by both the intrinsic and extrinsic rewards. People need to feel competent in what they do and they need to feel self-determined, they need to feel in control of themselves. They have this feeling when they perform activities that are challenging, which require resourcefulness and creativity (Awujo, 2013).

The African economic migrants in the Dubai service sector are achievement-oriented since they exhibit resourcefulness and creativity in their quest for self-development for a better tomorrow while engaged in low-rewarding jobs in Dubai. Hence, it becomes pertinent to embark on a study that will unravel the issues, challenges and opportunities of African migrant workers in Dubai service sector.

1.2 Statement of the Problem

The major challenge of African migrant workers in Dubai service sector is that they are engaged in competing and challenging work with low reward. The African migrant workers in Dubai service sector work as drivers, security guards and hotel waiters, which require them to work for twelve or more consecutive hours without break. These long hours of work which are both mentally and physically demanding results in total exhaustion of workers at the end of the day. The workers resume duties at 5:00am each day especially Dubai taxi drivers and security guards and close at 7:00pm each day and get to their houses at about 8:00pm depending on the traffic situation along Sheikh Mohammed Zayed road, which is the main artery road to other emirates especially Sharjah where these African migrant workers predominately live and go to work in Dubai. By the time the workers get to their houses and start preparing their food the day is over. This continuous long hours of work without break results in total breakdown of workers, sickness, absenteeism, absconding from work and visa cancellation.

Most African migrant workers in Dubai service sector have no health insurance cover since they are not direct employees of their respective companies but employees of labor suppliers' so, when they are sick they are on their own. In addition, the low reward of the African migrant workers in Dubai service sector is subject fine deduction especially the Dubai taxi drivers who has committed some traffic offences. In some cases, where the total fines exceed the monthly salary, workers go empty for the month while the extra fines are carried forward to the following month until all the fines are deducted.

In spite of these array of challenges confronting African migrant workers in Dubai Service Sector, they are not deterred in their quest to improve their academic background in order to move to higher paying jobs or set up their own businesses thus alleviating poverty. It is against this background that it becomes pertinent to embark on a research that unravels the issues, challenges and opportunities of African migrant workers in Dubai service sector.

1.3 Research Objectives

The research objectives are as follows:

- 1). To determine the extent to which enrollment in business colleges for higher paying jobs is influenced by low reward of African migrant workers in Dubai Service Sector.
- 2). To ascertain the extent to which enrollment in business colleges for business start-ups is influenced by low reward of African migrant workers in Dubai service sector.

1.4 Research Questions

From the above research objectives, the following research questions were formulated:

- 1). To what extent is enrollment in business colleges for higher paying jobs influenced by low reward of African migrant workers in Dubai Service Sector?
- 2). To what extent is enrollment in business colleges for business start-ups influenced by low reward of African migrant workers in Dubai Service Sector?

1.5 Research Hypotheses

In view of the above research questions, the following null hypotheses were formulated:

- 1H₀: Enrollment in business colleges for higher paying jobs is not influenced by low reward of African migrant workers in Dubai service sector.
- 2H₀: Enrollment in business colleges for business start-ups is not influenced by low reward of African migrant workers in Dubai service sector.

1.6 Literature Review

In Dubai, most of the African migrants are economic migrants, those seeking better employment opportunities than what they have in their home countries. Haven left their home countries for a better future only to be poorly remunerated in the Dubai Service Sector, the African migrant workers faced with the challenge of low reward for their services seek for ways of self-development as a panacea for low reward for their services.

Motivation is the driving force behind human actions. It includes biological, emotional, social and cognitive forces that activate human behavior. It may be extrinsic, intrinsic or family-related. Extrinsic motivation arises from outside the individual and often involves external rewards such as money, trophies, social recognition, etc. Intrinsic motivation arises from within the individual, e.g., self-satisfaction derived from completing a task. Family-related motivation arises when the desire to satisfy family needs drives our behavior. Human behavior is goal-directed hence our needs at any given time directs our behavior.

According to Maslow (1943), human needs exist in a hierarchy: physiological needs, safety needs, social needs, esteem needs and self-actualization needs. Physiological needs are the basic needs of an individual: food, clothing, shelter, air, etc. which are essential for the survival and maintenance of human life. Safety needs are the needs for protection against danger: job security, safety of life and property, etc. Social needs are needs for love, affection, belongingness, friendship, conversation, etc., since man is a social

animal. Esteem needs are needs for self-respect, recognition, and respect from others. Self-actualization needs are needs for self-achievement.

Furthermore, Alderfer (1969) modified Maslow's hierarchy of needs into three levels: (E) existence, (R) relatedness and (G) growth, where satisfaction at one level leads to progression to the next level while dissatisfaction at one level drives regression to the previous level. But in the case of African migrant workers in Dubai service sector dissatisfaction at one level (low reward) drives satisfaction to the next level due to their high need for achievement and the relatedness of their existence and growth factors, in which case their growth factors depended on their existence factors.

Herzberg et al., (1959) in his two-factor theory of motivation distinguished between factors preventing dissatisfaction and affecting motivation: the hygiene and the motivation factors. Hygiene factors are needed to ensure employees are not dissatisfied while motivation factors are needed to propel employees to higher performance. Reward being a hygiene factor could not prevent dissatisfaction in the case of the African migrant workers in Dubai service sector because it was low but their high need for achievement motivated them to be on the job to achieve their objective of self-development as a means of moving to high paying jobs or setting up their own businesses.

Low reward can drive peoples need for achievement where the need for achievement predominates the need for power and affiliation as in the case of African migrant workers in Dubai service sector, who try to better their lot and achieve more (McClelland, 1985). However, low reward may be an extrinsic hygiene factor that facilitates the realization of an intrinsic motivating factor (self-development) where the need for achievement is high especially with the African migrant workers in Dubai service sector. This shows that a hygiene factor which prevents job dissatisfaction may promote a motivating factor (self-development) if there is a high intrinsic need for achievement.

According to Locke (1984) in his goal-setting theory of motivation, individual goals must be aligned with the overall goals of the organization. Individual goals must be realistic and mutually agreed. The more difficult a goal is the more motivation it produces. Motivation through goals is influenced by such factors as: clarity, challenge, commitment, feedback and task complexity. African migrant workers in Dubai service sector while trying to achieve the tasks and targets set by their organization are also pursuing their self-development programs in the business colleges in Dubai. Though achieving the organizational and personal goals may be daunting considering the low remuneration, the challenges and personal sacrifices required is a source of motivation to the employees. Since their goal of being employed in higher paying jobs or setting up their own businesses through self-development is clear but challenging, the African migrants are motivated to do any job that will enable them achieve their objective regardless of the remuneration.

Entrepreneurial behaviors are common in these African migrant workers in Dubai service sector because of their tendency to take advantage of opportunities to acquire added value for themselves or their organization hence they are an embodiment of corporate entrepreneurship (Burgelman, 1983) or intrapreneurship (Pinchot, 1985). Entrepreneurial behavior is embedded in the personality of an

individual stemming from his or her upbringing (McClelland, 1967). Hence, entrepreneurship is the behavioral characteristics of employees and managers in the firm not a characteristic of the firm itself. From this perspective, there is nothing inherently entrepreneurial about the firm per se, what counts is the entrepreneurial spirit of its members.

According to Stevenson and Jarillo (1990), entrepreneurship is a process by which individuals either on their own or inside organizations pursue opportunities that will add value without regard to the resources they currently control. In this case, the research focuses on the entrepreneurship strides of African migrant workers in Dubai service sector who enrolled in Dubai business colleges to acquire business qualifications for future higher paying jobs or business start-ups regardless of the poor remuneration in their current place of work.

African migrant workers in Dubai service sector are characterized by a high need for achievement which is a drive to excel, advance and grow in a bid to solve their low remuneration challenge in their present place of work hence they do new things in a better way thus making decisions under certainty regardless of the outcome as exemplified by their enrollment in business colleges for self-development for higher paying jobs or business start-ups since entrepreneurship is learned and can be encouraged fruitfully as opposed to the great man theory of entrepreneurship-entrepreneurs are born not made or the religious theory of entrepreneurship-beliefs driving entrepreneurship (McClelland, 1967).

African migrant workers in Dubai service sector also exhibits self-reliance trait: problem-solving, feedback-seeking, goal attainment and risk-taking behaviors which are the hallmarks of achievement orientation. These behaviors are partially culturally determined through family socialization emphasizing high standards, self-reliance trait self-reliance trait and less dominant fathers, some societies producing fewer individuals with achievement orientations are expected to have lower average incomes (McClelland, 1967).

However, need for achievement should not be confused with outcomes of achievement while the former is satisfied intrinsically the latter is satisfied extrinsically. For instance, in a culture that values well-being or human development, an individual may feel achievement by bringing about greater levels of achievement in other individuals in the society. From a meta-analytic perspective, there is a positive relationship between need for achievement and entrepreneurial entry and performance (Collins et al., 2004), while the need for achievement is stronger in entrepreneurs than in managers (Steward & Roth, 2007).

Hence, there is a stronger need for achievement among African migrant workers who seek self-development for business start-ups than those who seek self-development for higher paying jobs. While those who seek self-development for business start-ups may have internal or external locus of control, those with internal locus of control believe that their success depends on their individual effort as opposed to those with external locus of control who believe that their success depends on external forces like market forces and government policies (Rotter, 1990). Locus of control is viewed as a cultural trait in

that some countries culture engender more of it than others which explains why some countries have more innovative entrepreneurship than others (Mueller & Thomas, 2001).

1.7 Conceptual Framework

The conceptual framework of the study is based on Herzberg et al., (1959) two-factor theory of motivation whereby a hygiene factor (low reward) in addition to preventing employee dissatisfaction may also act a motivating factor for future intrinsic reward (self-development) especially where the employee has a high need for achievement. Low reward may be an extrinsic hygiene factor that facilitates the realization of an intrinsic motivating factor (self-development) where the need for achievement is high especially with the African migrant workers in Dubai service sector. This shows that a hygiene factor which prevents job dissatisfaction may promote a motivating factor (self-development) if there is a high intrinsic need for achievement.

1.8 Theoretical Framework

The study is based on Maslow (1962) humanistic theory which states that people have an inborn desire to be self-actualized, that is, to be all they can be and McClelland (1967) entrepreneurship theory which states that entrepreneurship is learned and can be encouraged fruitfully as opposed to the great man theory of entrepreneurship-entrepreneurs are born not made or the religious theory of entrepreneurship—beliefs driving entrepreneurship. Thus entrepreneurial behavior is embedded in the personality of an individual stemming from his or her upbringing. From this perspective, there is nothing inherently entrepreneurial about the firm per se, what counts is the entrepreneurial spirit of its members. African migrant workers in Dubai service sector also exhibits self-reliance trait: problem-solving, feedback-seeking, goal attainment and risk-taking behaviors which are the hallmarks of entrepreneurship. These behaviors are partially culturally determined through family socialization emphasizing high standards, self-reliance and independence.

2. Method

2.1 Research Scope/Design

The scope of this research is limited to the African migrant workers in Dubai service sector who are working as drivers, security guards and waiters. It is assumed that responses obtained from the sample respondents would be representative of the opinions of all the three categories of African migrant workers in Dubai service sector on issues, challenges and opportunities of African migrant workers in Dubai service sector. The duration of study is between October 2019 and September 2020. The core aspect of the study is the use of cross-sectional survey research design in generating the required primary data.

A sample of 380 randomly selected respondents from a population of 7,600 African migrant workers in Dubai service sector consisting of 3,000 drivers, 2,600 security guards and 2,000 waiters was used for questionnaire administration. The sample size of 380 was determined from the population size using Yamane 1964 sample size determination formula at 5% level of significance for sampling error. The sample respondents were selected using shuffling of cards method (without replacement) in which all the

names of the three categories of employees were each separately written on small cards and the name on the topmost of each of the three group of cards was selected each time, the cards were shuffled until all the sample respondents were selected.

Data collected were analyzed using descriptive and inferential statistics. The questionnaire was designed to obtain a fair representation of the opinions of 380 sample respondents (150 drivers, 130 security guards and 100 waiters) using a four-point Likert type scale. The questionnaire responses of the sample respondents were presented using tables analyzed and interpreted using simple percentages while the formulated hypotheses were tested using the chi-square (χ^2). A total of 380 copies of the questionnaire were administered, collected and used for the analysis.

2.2 Calculation of Sample Size

The sample size was determined from the population of 7,600 African migrant workers in Dubai service sector using Yamane (1964) formula for sample size determination thus:

$$n = \frac{N}{1 + N(e^2)}$$

Where: n=sample size, N=population size, e=level of significance/sample error factor.

$$n = \frac{7,600}{1 + 7,600(0.05)^2} = \frac{7,600}{20} = 380$$

3. Results and Discussion

3.1 Distribution of Responses on Research Questions

3.1.1 Question Number 1

To what extent is enrollment in business colleges influenced by low reward of African migrant workers in Dubai service sector? Table 1 indicates that a total of 280, i.e., 73.68 % of the entire respondents across the three categories of workers were of the opinion that enrollment in business colleges were to a large extent influenced by low reward of African migrant workers in Dubai service sector. 70 (18.42%) respondents were of a mild extent opinion while 30 (7.89%) respondents were of the opinion that enrollment in business colleges were to a poor extent influenced by low reward of African migrant workers in Dubai service sector. We therefore conclude that there is a strong evidence that enrollment in business colleges by African migrant workers is influenced by low reward in Dubai service sector as buttressed by the 73.68 %. large extent response of the sample respondents.

Table 1. Response Pattern on the Extent Enrollment in Business Colleges is Influenced by Low Reward of African Migrant Workers in Dubai Service Sector

Category of Respondents	Responses Provided			
	Large extent	Mild extent	Poor extent	Total
Drivers	120	20	10	150
Security guards	100	20	10	130
Waiters	60	30	10	100
Total	280	70	30	380

Source: Field Survey, 2020.

3.1.2 Question Number 2

To what extent is enrollment in business colleges for higher paying jobs influenced by low reward of African migrant workers in Dubai service sector? Table 2 shows that a total of 286, i.e., 75.26% of the entire respondents across the three categories of workers were of the opinion that enrollment in business colleges for higher paying jobs were to a large extent influenced by low reward of African migrant workers in Dubai service sector. 64 (16.84%) respondents were of a mild extent opinion while 30 (7.89%) respondents were of the opinion that enrollment in business colleges for higher paying jobs were to a poor extent influenced by low reward of African migrant workers in Dubai service sector. We therefore conclude that there is a strong evidence that enrollment in business colleges for higher paying jobs is influenced by low reward of African migrant workers in Dubai service sector as buttressed by the 75.26% large extent response of the sample respondents. This conclusion is supported by Maslow (1943) concept of hierarchy of needs in his theory of human motivation which states that human actions are motivated by certain physiological and psychological needs that progress from basic to complex. This hierarchy suggests that people are motivated to fulfill basic needs before moving on to more advanced needs.

Table 2. Response Pattern on the Extent Enrollment in Business Colleges for Higher Paying Jobs Is Influenced by Low Reward of African Migrant Workers in Dubai Service Sector

Category of Respondents	Responses Provided			
	Large extent	Mild extent	Poor extent	Total
Drivers	126	17	7	150
Security guards	100	24	6	130
Waiters	60	23	17	100
Total	286	64	30	380

Source: Field Survey, 2020.

3.1.3 Question Number 3

To what extent is enrollment in business colleges for business start-ups influenced by low reward of African migrant workers in Dubai Service Sector? Table 3 shows that a total of 282 i.e. 74.21% of the entire respondents across the three categories of workers were of the opinion that enrollment in business colleges for business start-ups were to a large extent influenced by low reward of African migrant workers in Dubai service sector. 70 (18.42 %) respondents were of a mild extent opinion while 28 (7.37%) respondents were of the opinion that enrollment in business colleges for business start-ups were to a poor extent influenced by low reward of African migrant workers in Dubai service sector. We therefore conclude that there is a strong evidence that enrollment in business colleges for business start-ups is influenced by low reward of African migrant workers in Dubai service sector as buttressed by the 74.21%% large extent response of the sample respondents. This conclusion is supported by Maslow (1962) humanistic theory which states that people have an inborn desire to be self-actualized, that is, to be all they can be.

Table 3. Response Pattern on the Extent Enrollment in Business Colleges for Business Start-Ups Is Influenced by Low Reward of African Migrant Workers in Dubai Service Sector

Category of Respondents	Responses Provided			
	Large extent	Mild extent	Poor extent	Total
Drivers	122	20	8	150
Security guards	103	22	5	130
Waiters	57	28	15	100
Total	282	70	28	380

Source: Field Survey, 2020.

3.2 Test of Hypotheses

3.2.1 Test of the First Hypothesis

(i) H_0 : Enrollment in business colleges for higher paying jobs is not influenced by low reward of African migrant workers in Dubai service sector.

H_1 : Enrollment in business colleges for higher paying jobs is influenced by low reward of African migrant workers in Dubai service sector.

(ii) $\alpha = 0.05$

(iii) Degree of Freedom (df) = $(r - 1)(c - 1) = (3 - 1)(3 - 1) = 4$.

(iv) Decision Rule: Reject H_0 : if $\chi^2_c > \chi^2_t$, Accept H_0 : if $\chi^2_c < \chi^2_t$.

(v) Chi-square critical table value (χ^2_t) = $\chi^2_{0.05} = 9.49$.

(vi) Chi-square critical computed value (χ^2_c) from table 5 = $\chi^2_c = 24.01$ (see appendix one).

Since $\chi^2_c > \chi^2_t$ i.e. $24.01 > 9.49$, we reject the null hypothesis and accept the alternative hypothesis that enrollment in business colleges for higher paying jobs is influenced by low reward of African migrant workers in Dubai service sector, as buttressed by the 75.26% large extent response of the sample respondents in Table 2.

3.2.2 Test of the Second Hypothesis

(i) H_0 : Enrollment in business colleges for business start-ups is not influenced by low reward of African migrant workers in Dubai service sector.

H_1 : Enrollment in business colleges for business start-ups is influenced by low reward of African migrant workers in Dubai service sector.

(ii) $\alpha=0.05$

(iii) Degree of Freedom (df) = $(r - 1)(c - 1) = (3 - 1)(3 - 1) = 4$

(iv) Decision Rule: Reject H_0 : if $\chi^2_c > \chi^2_t$, Accept H_0 : if $\chi^2_c < \chi^2_t$.

(v) Chi-square critical table value (χ^2_t) = $\chi^2_{0.05} = 9.49$.

(vi) Chi-square critical computed value (χ^2_c) from Table 5 = $\chi^2_c = 23.64$ (see appendix two).

Since $\chi^2_c > \chi^2_t$ i.e. $23.64 > 9.49$, we reject the null hypothesis and accept the alternative hypothesis that enrollment in business colleges for business start-ups is influenced by low reward of African migrant workers in Dubai service sector, as buttressed by the 74.21% large extent response of the sample respondents in Table 3.

4. Conclusion and Recommendations

The paper discussed the issues, challenges and opportunities of African migrant workers in Dubai service sector discussed issues, challenges and opportunities of African migrant workers in Dubai service sector. It assumes that a hygiene factor which prevents job dissatisfaction may promote a motivating factor (self-development) if there is a high intrinsic need for achievement. The main thrust of the paper is based on three principles:

- ✓ A hygiene factor (wages) which prevents job dissatisfaction may promote a motivating factor (self-development) if there is a high intrinsic need for achievement.
- ✓ People have an inborn desire to be self-actualized, that is, to be all they can be.
- ✓ Entrepreneurship is learned and can be encouraged fruitfully through self-development via academic institutions.

Arising from the findings of this paper, it is suggested that African migrant workers in Dubai service sector that are enrolled in business colleges for self-development should take the following measures to sustain their current quest for self-development for higher-paying jobs/business start-ups:

- 1) Regular attendance of lectures: This is necessary for the acquisition of the right knowledge and skills required in the performance of higher paying jobs or setting up their own businesses.
- 2) Participation in all class assignments: This will ensure they imbibe the benefits of experiential learning that will enable them confront real life situations in their future assignments.

- 3) Continuous enquiry from faculty: This will enable them clear areas of doubt in their quest for new knowledge and self-development for the task ahead.
- 4) Continuous personal study: This will ensure they imbibe what they have been taught and discover new academic frontiers in their quest for new knowledge and self-development.
- 5) Participation in academic conferences: This will create room for cross-cultural learning and collaborate with others in the development and presentation of academic papers and conduction of academic workshops.
- 6) Participation in internship programs: This will enable them to gain practical experience on how real life challenges are resolved.
- 7) Participation in model building and simulation exercises: This will enable them to convert hypothetical problems into mathematical models that are resolved by solving the model.
- 8) Participation in entrepreneurship demonstration classes: This will enable them to gain practical knowledge on how certain items are made.
- 9) Self-development in home countries before travelling out.
- 10) Provision of financial assistance for business start-ups in home countries by their respective governments.
- 11) Provision of entrepreneurial training in home countries by their respective governments.

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Appendix One

Computation of Expected Frequencies and Calculated Chi-Square Critical Computed Value (χ^2_{2c}) for The First Hypothesis

Table 4. Observed and Expected Frequencies of Question Number 2 (from table2)

Category of Respondents/Workers	Responses Provided			
	Large extent	Mild extent	Poor extent	Total
Drivers	126 (112.5)	17 (25.66)	7 (11.84)	150
Security guards	100 (97.5)	24 (22.24)	6(10.26)	130
Waiters	60(75)	23(17.11)	17 (7.89)	100
Total	286	64	30	380

Source: Field Survey, 2020.

Table 5. Computation of Chi-Square Critical Computed Value (χ^2_{2c}) From Table 4

Fo	Fe	(Fo-Fe)	(Fo-Fe)/Fe	(Fo-Fe) ² /Fe
126	112.5	13.5	0.12	1.62
17	25.66	-8.66	-0.337490	2.922666
7	11.84	-4.84	-0.4087838	1.978514
100	97.5	2.5	0.02564103	0.064103
24	22.24	1.76	0.07913669	0.139281
6	10.26	-4.26	-0.4152047	1.768772

60	75	-15	-0.2	3.00
23	17.11	5.89	0.3442431	2.027592
17	7.89	9.11	1.1546261	10.51864
				$\chi^2_{c=24.01}$

Appendix Two

Computation of Expected Frequencies and Calculated Chi-Square Critical Computed Value (χ^2_c) for The Second Hypothesis

Table 6. Observed and Expected Frequencies of Question Number 3 (from Table 3)

Category Respondents/Workers	of	Responses Provided			
		Large extent	Mild extent	Poor extent	Total
Drivers		122 (111.32)	20(27.63)	8(11.05)	150
Security guards		103 (96.47)	22 (23.95)	5 (9.58)	130
Waiters		57 (74.21)	28 (18.42)	15 (7.37)	100
Total		282	70	28	380

Source: Field Survey, 2020.

Table 7. Computation of Chi-square Critical Computed Value (χ^2_c) from Table 6

Fo	Fe	(Fo-Fe)	(Fo-Fe)/Fe	(Fo-Fe) ² /Fe
122	111.32	10.68	0.0959396	1.024635
20	27.63	-7.63	-0.2761491	2.107018
8	11.05	-3.05	-0.2760181	0.841855
103	96.47	6.53	0.06768943	0.442012
22	23.95	-1.95	-0.0814196	0.158768
5	9.58	-4.58	-0.4780793	2.189603
57	74.21	-17.21	-0.2319094	3.991161
28	18.42	9.58	0.52008686	4.982432
15	7.37	7.63	1.03527815	7.899172
				$\chi^2_{c=23.64}$