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## SELF DETERMINATION AND WORK MOTIVATION

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### ABSTRACT

This work was done to analyze the role of role self-determination towards employee motivation at Careem Company, Jeddah, Saudi Arabia. This work done based on quantitative method. The sample size was 30 employees. This study has utilized an online questionnaire to collect data. The findings of this work have shown that 55 % of the respondents were males and 45 % of the respondents were females. Majority of the respondents were aged between 18 to 25 years. Furthermore, most of the respondents have worked for 3 to 5 years and above. The key findings of this work have shown that 85 % of the respondents are feeling motivated at their workplace. In addition, the findings of this work have identified four factors that encourage the employees to work, which are autonomy, competence, relatedness, and interesting work. Likewise, the most influential factor that motivates the employee to work was interesting work. Additionally, the results have shown that the employees are respected by their management, their supervisor understand the job issue faced and the supervisor recognizes the potential of the employees. Also, the result have shown that majority of the respondents are satisfied with the motivation, recognition and appreciation received from the workplace.

### INTRODUCTION

Learning self-determination skills is crucial for all employees to create a seamless transition from a college setting to a career of choice [1]. In addition, motivation is described as the internal power that forces people to achieve private and structural objectives [2]. These two abilities are currently needed to be demonstrated by all staff at the workforce.

According to Lăzăroiu [3], most superiors today might want to have their representatives spurred and prepared to work, however they do not comprehend what really propels an individual. Companies could be more efficient if employees had a stake in the future of the company. There are essential needs to be met for a person, such as autonomy, relationship,

competence, and interesting work, in particular for a worker to succeed in the workplace [4]. Two important reasons for motivating employees are the achievement of their own personal objectives and organizational objectives [4].

Allan et al. [5] found that self-determination theorists believe that it is important to distinguish between different types of motivation because they have distinct outcomes for well-being, performance, and learning. Deci and Ryan [6] stated that theoretically, the more self-motivated a person feels, the more personal well-being they will experience. This is believed to be true because the more self-motivated a person is, the more their basic psychological needs, such as autonomy, competence and relatedness, are satisfied [6]. Hypotheses concerning the positive relationship between more autonomous forms of motivation and personal well-being outcomes and the negative relationship between more controlled forms of motivation and personal well-being outcomes have been supported in empirical research done by Diefendorff et al. [7]. For example, higher levels of self-motivation have shown to be correlated with higher feelings of self-efficacy, basic psychological satisfaction, life satisfaction, and self-esteem [7].

Gatling et al. [8] found that higher levels of self-motivation and controlled motivation have also been shown to be correlated with lower levels of burnout, emotional exhaustion, physical and mental health problems. In addition, Bakker and van Woerkom [9] found that higher levels of self-regulation have been shown to be correlated with higher levels of affective commitment, positive impact, work engagement, enhanced job performance and organizational citizenship behavior, and lower levels of continued commitment, negative impact, and general health complaints. Furthermore, higher levels of controlled motivation have been known to be correlated with lower levels of self-efficacy, basic psychological satisfaction, and job satisfaction [10].

Competency helps individuals and organizations achieve business and personal growth by delivering efficiency across a range of corporate and personal growth learning services [11]. In addition, Lin et al. [12] found that the organization can encourage employees to take ownership of their jobs and to strive for personal excellence, to be knowledgeable and to share resources and referrals, to ensure that work responsibilities are clear and useful, to discuss skills that are essential for successful employment, to provide opportunities for increased accountability and career advancement. On the other hand, the causes of low competence in skills are due to lack of appreciation, increased low satisfaction, low motivation, unrealistic expectations, lack of self-confidence, and lack of attention to the needs of employees [13].

Kanfer et al. [14] found that high levels of staff motivation are inherently linked to a good level of employee engagement and a more work-related environment. This is something that organizations are paying much more attention to these days, and for good reason. Relatedness is linked to motivation due to the understanding of the rationale behind the actions of employees and the use of these results to motivate them [13, 14]. Thus, the

organization can improve business performance. According to Kuvaas et al. [15], in addition to being more highly engaged, motivated employees manage uncertainty more easily, are better problem-solvers, have higher levels of innovation, creativity and customer focus, are more profitable, create higher levels of customer satisfaction, and increase employee retention rates [15].

There is extensive evidence that organizations, regardless of size, market focus and other factors, are facing motivational challenges. Careem is a leading company in the field of land transport technology in Saudi Arabia [16]. The outstanding output of the company is due to the work performance of the employees. However, to sustain this trend, it needs to keep its employees motivated through self-determination method. Therefore, the aim of this study was to discover the role self-determination towards employee motivation.

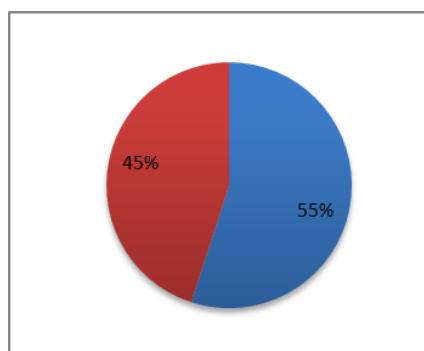
## METHODOLOGY

This work was carried out based on quantitative method. The sample populations of this work were employees at Careem Company in Jeddah, Saudi Arabia. The sample size was 30 employees. Questionnaire was utilized for data collection. The application used in this study is Survey Google Forms. The data were analyzed in terms of basic statistics and results are presented in graphical form.

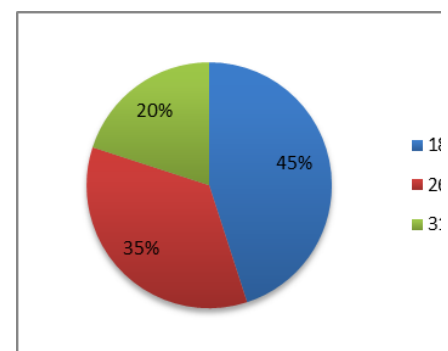
### *Result And Discussion*

#### *Demographic Characteristic*

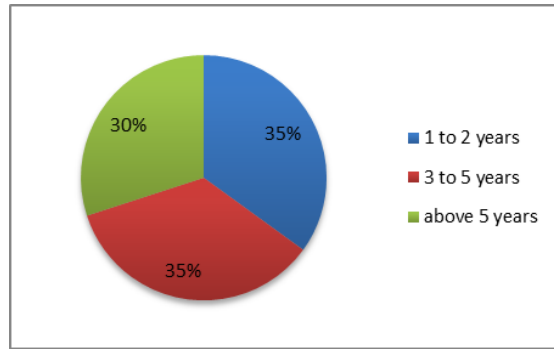
Based on Figure 1, 55 % of the respondents were males and 45 % of the respondents were females. In Figure 2, 45 % of the respondents were aged between 18 to 25 years old, 35 % of the respondents were aged between 26 to 30 years old, and 20 % of the respondents were aged 31 to 40 years old. Based on Figure 3, 35 % of the respondents have worked for 1 to 2 years, 35% of the respondents have worked 3 to 5 years. In addition, 30 % of the respondents have worked above 5 years.



**Figure 1:** Participant's gender



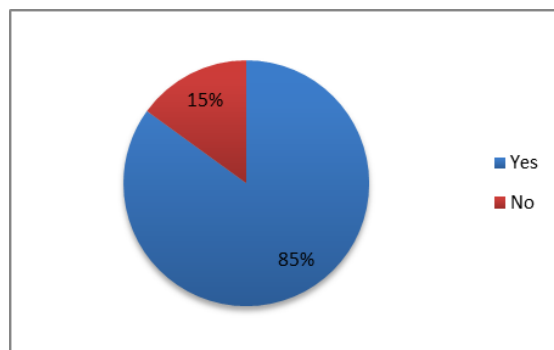
**Figure 2:** Participant's age



**Figure 3:** Participant’s working period

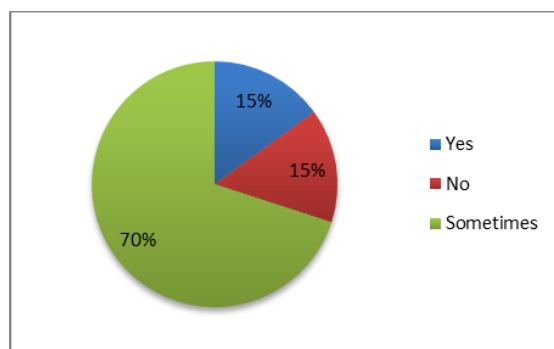
*Questionnaire Analysis*

In this section, the outcome of the questionnaire is presented. The respondents were asked several questions related to the topic of research. The outcome is presented accordingly in chart form. The respondents were asked “Do you think you are motivated?”. Based on Figure 4, 85 % of the respondents stated yes and 15 % of the respondents stated no.



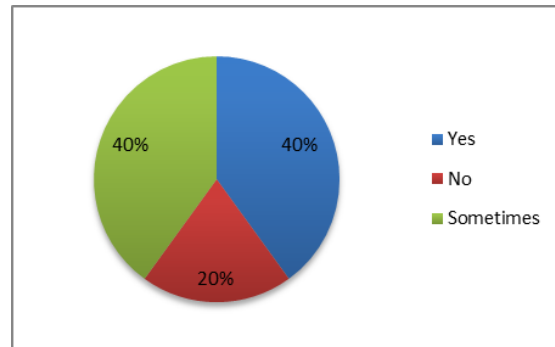
**Figure 4:** Motivated at work

The respondents were asked “Does the change in Careem in terms of work policies affect your motivation?”. Based on Figure 5, 15 % of the respondents stated yes, 15 % of the respondents stated no and 70 % of the respondents stated sometimes.



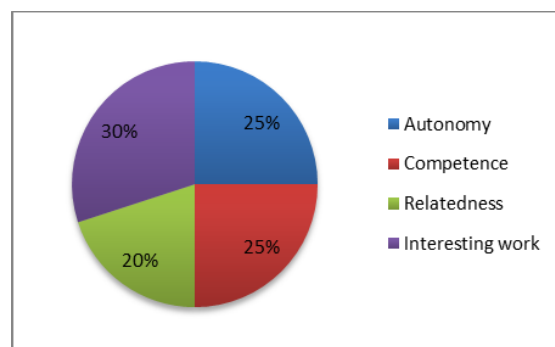
**Figure 5:** Change in Careem affects motivation

The respondents were asked “Do you as employee, autonomy toward your work?”. Based on Figure 6, 40 % of the respondents stated yes, 20 % stated no and 40 % stated sometimes.



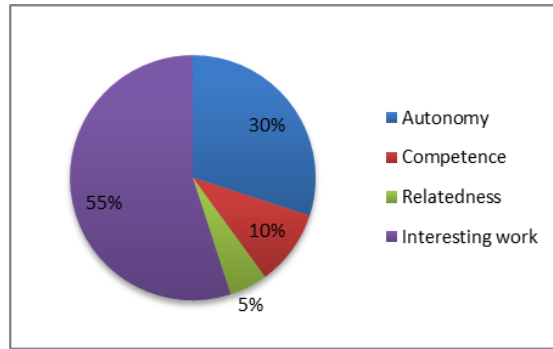
**Figure 6:** Have autonomy towards work

The respondents were asked “Which of these factors do you feel that is encourage your ability to work?”. Based on Figure 7, 25 % of the respondents stated autonomy, 25 % of the respondents stated competence, 20 % stated relatedness and 30 % of the respondents stated interesting work.



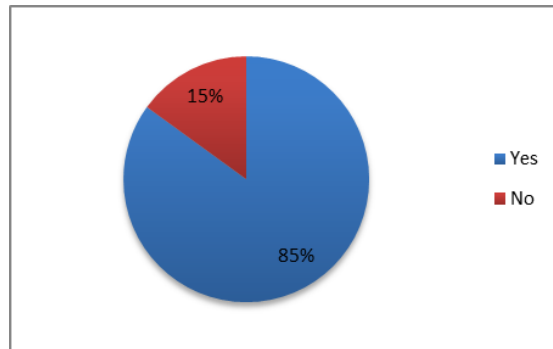
**Figure 7:** Factors that encourage to work

The respondents were asked “what do you think will motivate you to work the most?”. Based on Figure 8, 30 % of the respondents stated autonomy, 10 % of the respondents stated competence, 5 % stated relatedness, and 55 % of the respondents stated interesting work.



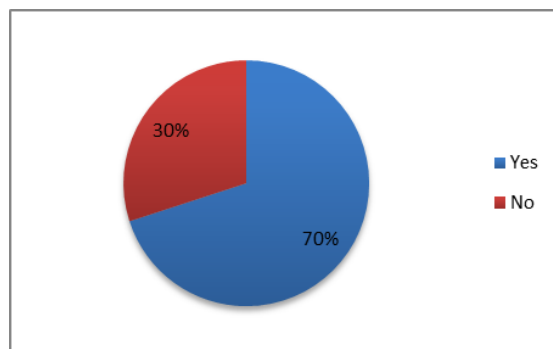
**Figure 8:** Factors that motivate the most to work

The respondents were asked “Are you treated with dignity and respected by the management?”. Based on Figure 9, 85 % of the respondents stated yes and 15 % stated no.



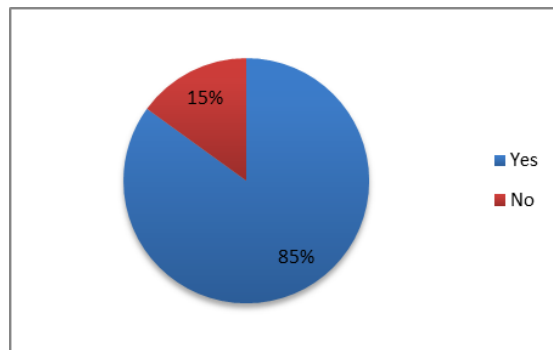
**Figure 9:** Respected by the management

The respondents were asked “Does your supervisor understand your job problems and needs?”. Based on Figure 10, 70% of the respondents stated yes and 30 % of the respondents stated no.



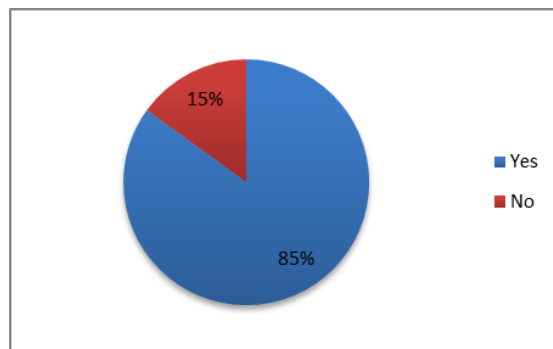
**Figure 10:** Supervisor understands job problems

The respondents were asked “Does your supervisor recognizes your potential?”. Based on Figure 11, 85 % of the respondents stated yes and 15 % of the respondents stated no.



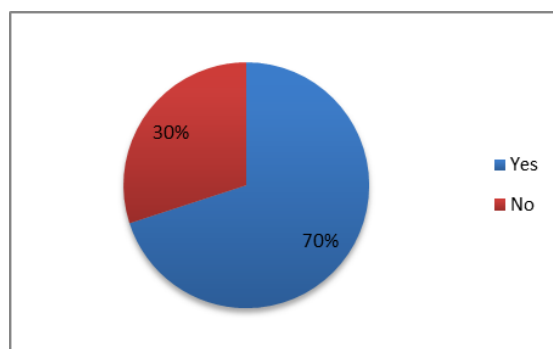
**Figure 11:** Supervisor recognizes the potential of employees

The respondents were asked “Does your supervisor use self-determination with employees and authorities to make decision for task completion?”. Based on Figure 12, 85 % of the respondents stated yes and 15 % of the respondents stated no.



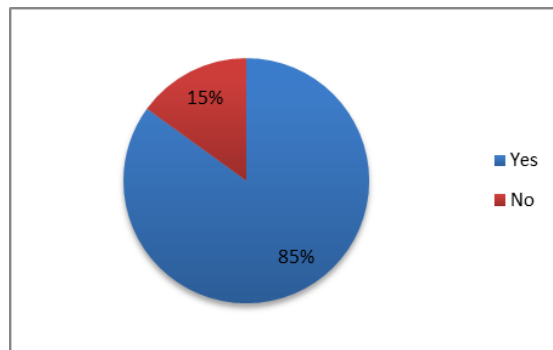
**Figure 12:** Supervisor uses self-determination with employees

The respondents were asked “Is your work environment comfortable, friendly, cooperative, and highly motivated?”. Based on Figure 13, 70 % of the respondents stated yes and 30 % of the respondents stated no.



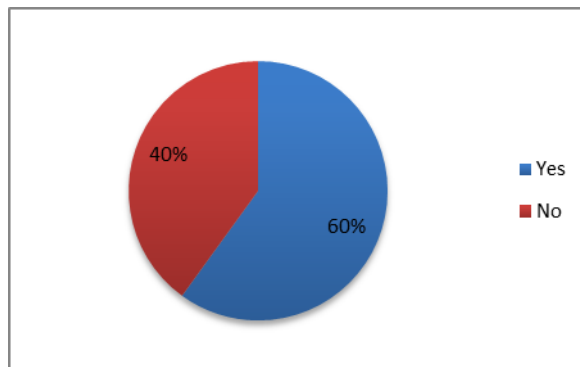
**Figure 13:** Work environment is comfortable and cooperative

The respondents were asked “Do you exchange your view freely at workplace?”. Based on Figure 14, 85 % of the respondents stated yes and 15% of the respondents stated no.



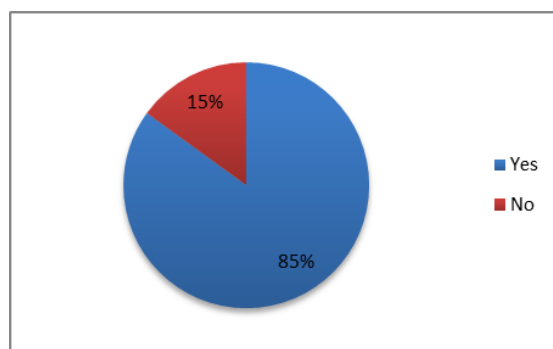
**Figure 14:** Exchange view freely at workplace

The respondents were asked “Do you have a strong and effective relationship with your supervisor?” Based on Figure 15, 60 % of the respondents stated yes and 40% of the respondents stated no.



**Figure 15:** Strong and effective relationship with supervisor

The respondents were asked “Are you as employee feel satisfied with your workplace in terms of job security, amount of salary received and job satisfaction?”. Based on Figure 16, 85 % of the respondents stated yes and 15 % of the respondents stated no.

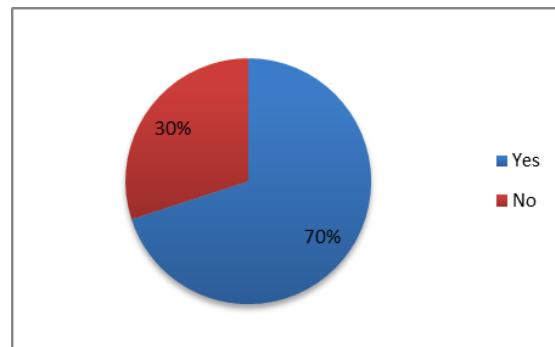


**Figure 16:** Satisfied with work place in terms of job security, amount of salary received and job satisfaction

The respondents were asked “Are you as employee feel satisfied with the motivation, recognition, and appreciation received from your workplace?”



Based on Figure 17, 70 % of the respondents stated yes and 30 % of the respondents stated no.



**Figure 17:** Satisfied with the motivation, recognition and appreciation received from the workplace

### *Overall Discussion*

The findings of this work have shown that majority of the respondents are motivated at their workplace. The results have also shown that majority of the respondents have autonomy towards their work. Furthermore, the findings of this work have shown that interesting work is the most motivating factor for the employees to work at their organization. Moreover, the results have shown that majority of the respondents have agreed that they are respected at their workplace and their supervisor understands their job issues and problems faced. Furthermore, the respondents have agreed that supervisors recognize the potential of the employees and use the practice of self-determination with employees. Likewise, the results have shown that the work environment of the respondents is comfortable, friendly, cooperative, and highly motivated. Additionally, most of the respondents stated that they exchange their views freely at the workplace. Moreover, the respondents have stated that they have a strong and effective relationship with their supervisor. In addition, the results have confirmed that the respondents are satisfied with the workplace in terms of job security, amount of salary received, and job satisfaction. Finally, the results have shown that majority of the respondents are satisfied with the motivation, recognition, and appreciation received from the workplace. The outcome of this work is in accordance with the work of Howard et al. [17] where it was confirmed that self-determination and work motivation enhance the overall work performance of an employee and they tend to be more satisfied with their job. In addition, the work of Deci et al. [18] has verified that self-determination has a beneficial impact on employee motivation and encourages autonomous motivation, premium quality efficiency, and sustainability.

### **CONCLUSION**

This work has analyzed the role of self-determination towards employee motivation. The findings of this work have shown that employees at Careem Company have practiced self-determination and are motivated towards their work. In addition, the findings have shown that autonomy appears to be an important link to the higher motivation of employees. Likewise, the findings

suggest that the work of the employee must be fully enriched where the employee has the opportunity for achievement and recognition, stimulation, accountability and advancement. This has been fully demonstrated to the employees of Careem.

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