

PalArch's Journal of Archaeology of Egypt / Egyptology

MOTIVATION FACTORS AND ITS IMPACT ON THE JOB PERFORMANCE

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Rawan I. Khezendar, Yosra Hamas. Motivation Factors and Its Impact on The Job Performance -- PalArch's Journal of Archaeology of Egypt/Egyptology 18(14), 62-72. ISSN 1567-214x

Additional Keywords and Phrases: Motivation, Employee, Satisfaction, Job Performance

ABSTRACT

Motivation is a combination of desires and energy of an individual that are directed for achieving the different goals. For increasing the productivity of the employees, motivation plays an effective role. This paper aims to examine different motivation factors and its impact on the job performance. In this paper, five factors have been discussed. These include job satisfaction, respect, benefits, communication, and team work. For achieving the aims of the study, data was gathered by using quantitative approach. Questionnaire has been used as a primary data collection tool to gather data and the questionnaire is distributed to 40 respondents. Results of the study showed that there is a direct relation between the motivational factors and the employee job performance. It has been analysed that job satisfaction helped the employees to perform better. The incentives and benefits for the high performance, effective employee- manager communication and the good team work played a major and significant role in motivating the employees.

INTRODUCTION

Motivation is a word that is basically derived from the term 'motive' which refers to the needs, desires as well as wants within the individuals. Motivation is a process of inspiring individuals to certain actions for achieving the targets [1]. Influencing the motivation of employees' means that the leaders and managers of an organization want them to do what they know must be done in an effective manner. Mostly, employee knows the purposes and goals of an organization as well as about his/her work, the process of performing his/her duty is also good and all the appropriate resources are available but for some

reasons or it can be said that due to some factors, employees are unable to perform their duties, which means that there is lack of motivation.

There are number of problems that cause lack of motivation among the employees including, lack of benefits from the company, family pressure, and low salary package [2-4]. Van Wart [5] explained that the physiological needs are the most basic need such as fair benefits and salaries or equal opportunity for the job. Then the safety and security needs included justified treatment with the employees, availability of healthy and safe working environment or provision of all the worker rights. When these got fulfilled the needs of belonging arose such as collaborative environment in the work place. On the other hand, Herath and Rao[6] claimed that having appropriate authorities and respected among others is the other level of need and then after these the highest level of need is self-actualization which is all about ability to contribute towards significant goals in a positive manner. In addition to this, Parker [7] supported the idea that the monetary factors are not the only factors that can motivate the employees since there are some other factors as well that can help the organization to get their people be satisfied with the job which ultimately motivate the employees and for that the research, he proposed 'job design' as one of the motivator. Bakker [8] provides the details that how the changes and improvement in the job design of a person can change or improve the performance level of the employees. The reason that this research has been providing for this specific claim is that not everyone is having the demand to achieve more in terms of financial benefits. This is supported by Miner [9] who stated that as the skills and capabilities of a person is not as same as of the other and so if the company is having a match of some skills and capabilities then it is obvious that no other organization can imitate them in this feature which provide the company with the competitiveness. Thus, it is essential for the company to keep the work force motivated and well developed so they can get the benefit from their human resource to the best possible level.

There are different kinds of factors that can motivate the employees and the differences in the elements or the factors are based on the verified cultures and needs of the businesses and thus the implementation of the factors and their results vary as well. While various different jobs have issues that are inherent to the specific job position, it is the issue that is specifically inherent to an individual that contributed towards motivating the person and losing focus from achieving the targeted goals. These motivational problems could arise from various different factors which this paper intended to examine.

METHODOLOGY

The research approach that is selected for the research work is quantitative since with the help of this type of approach, the researcher was able to implement different type of methods in order to evaluate the opinions in a much deeper way. For the purpose of gathering the data, the technique of questionnaire is very significant in order to answer the research questions that are developed. This technique provides assistance to the researcher in order to gather excess of information. Moreover, it requires very low amount of cost and provides accurate and good information. The data that was gathered is

then used quantitatively in order to quantify the different opinions and attitudes regarding the high motivational factors that can motivate the employees in the company. For the questionnaire survey related to this research topic, the size of the sample selected is 40. 40 employees of different companies in Jeddah have been taken as samples. Before starting the survey, the participants of the survey are guaranteed that the information collected is only for the research purpose and it will not be shared with any other participant or person.

Ethical Consideration

The consent form is required before using the respondents' data in order to avoid involved in any kind of ethical problems. It is very important for one to approve and permit someone to use their data for the research. This study is doing a descriptive analysis of the data, so it should be kept in mind not to alter or convert any data into presenting wrong information

Data Collection and Data Assessment

This study will use quantitative method because of the nature of data which is statistical. This will help to understand the relationship between the variables better. The study covered the survey in order to analyse the impact of Islamic ethics and HR practices. The primary data of this study is collected from the information collected through the survey analysis. The secondary data of this research is collected from the other resources. The data assessed will evaluate the relationship between Islamic ethics and HR department.

RESULT AND DISCUSSION

Job Satisfaction

Table 1 presented the responses on employee's job satisfaction. In total, seven statements were asked to the respondents to assess the respondents' level of satisfaction.

The main purpose of the first statement is to evaluate whether in order for employees to achieve their job satisfaction, is it necessary to fulfil all their needs. The result of the answer suggested that most of the employees (15 of them) gave neutral answer, as they think that employers should try to fulfil all the needs of their employees but it is not necessary that job satisfaction will only be achieved if their 100% needs will be fulfilled. The number of respondents who agreed and disagreed were the same (10 respondents). No respondents strongly disagreed to this statement.

The second statement intended to find that how many people are satisfied with their current salary and benefits. The findings indicated that employees who agreed with question are in majority of 15 out of 40 whereas employees who strongly disagreed were in the minority 2 out of 40. In total 57.5% of the respondents gave a positive feedback to this statement.

To evaluate the relation between job satisfaction and the employee's commitment with the organization is the purpose of the third statement. The findings suggested that the employees who strongly agreed with this question are in majority whereas employees who have the neutral opinion were in minority (5 out of 40 respondents). For this statement, there were no responses opposing to it.

The fourth statement was on employees' job security whereby the responses showed whether these employees feeling secured or not with their current job. The result suggested that the employees who agreed with the statement are in majority 13 out of 40 whereas employees who strongly disagreed are in minority 3 out of 40.

Statement number five in this section was about the effect of incentives and bonuses on the job performance.

The data in Table 1 revealed that 50% of the respondents strongly agreed to this statement. None of them objected this statement which proved that incentives and bonuses indeed played a role in an employee's job satisfaction. Nonetheless, not all the employees received this kind of motivation which is reflected in the results of statement number six. 7 of them disagreed that they are rewarded for their special performances and another 3 strongly disagreed to this statement.

The seventh statement is to find out the employer's interest in resolving the issues of employees. The responses indicated that the employees who think that their management is taking their issues serious are in majority (17 out of 40) whereas employees who disagreed with the question are in minority.

Table 1: Survey Results For 'Job Satisfaction' Section

| Number | Statement | Responses | | | | |
|--------|--|-----------|----------------|---------|----------|-------------------|
| | | Agree | Strongly agree | Neutral | Disagree | Strongly disagree |
| 1. | It is important to get your all the needs fulfilled to reach the job satisfaction | 10 | 5 | 15 | 10 | 0 |
| 2. | I am satisfied with my current job as I am provided with the additional benefits along my salary | 15 | 8 | 5 | 10 | 2 |
| 3. | Job satisfaction allows me to remain committed to my organization | 15 | 20 | 5 | 0 | 0 |
| 4. | My company provides me the job security | 13 | 10 | 5 | 10 | 3 |
| 5. | Incentives and bonuses gives me the motivation to improve my performance | 115 | 20 | 5 | 0 | 0 |
| 6. | I get rewards from my company on my special performance | 15 | 5 | 10 | 7 | 3 |
| 7. | My management is serious in resolving | 17 | 10 | 8 | 5 | 0 |

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|--|-----------------------------|--|--|--|--|--|
| | the issues of the employees | | | | | |
|--|-----------------------------|--|--|--|--|--|

Respect

Second section of the questionnaire was on 'respect'. As seen in Table 2, three statements were provided to the respondents to be answered. The responses to all the 3 statements showed that respect has an impact on the employees. Results from the first statement indicated that more employees are getting respect from their managers because the employees who agreed with the statement are in majority (15 out of 40) while employees who considered they are not getting enough respect were only 2 of them. As for the second statement, employees are also gaining respect from their colleagues in the workplaces because employees who strongly agreed and agreed with the second statement are 15 and 10 respondents respectively out of 40. The third statement had more than half positive responses compared to the negative since 10 agreed and 20 strongly agreed that 'when you are respected by your colleagues and your management, it motivates you a lot regardless of the work pressure'.

Table 2: Survey Results For 'Respect' Section

| Number | Statement | Responses | | | | |
|--------|---|-----------|----------------|---------|----------|-------------------|
| | | Agree | Strongly agree | Neutral | Disagree | Strongly disagree |
| 1. | My manager gives me respect | 15 | 10 | 10 | 3 | 2 |
| 2. | My colleagues also respect me | 10 | 15 | 5 | 6 | 4 |
| 3. | When you are respected by your colleagues and your management, it motivates you a lot regardless of the work pressure | 10 | 20 | 5 | 3 | 2 |

Benefits

As presented in Table 3, 'benefits' is the third factor studied. Under this factor, three statements were provided to the respondents. The first statement was regarding the medical insurance and paid leaves provided by the company/employer. 20 of them agreed and 10 strongly agreed they were given these benefits. However, a total of 5 respondents did not agree to this statement (4 disagreed and 1 strongly disagreed). Besides, majority of the respondents (17 of them) agreed that their companies provided them with accommodation facilities, despite 3 respondents strongly disagreed. Although 18 respondents strongly agreed that their work are recognized in the form of increments and other rewards, there are still 5 of them disagreed to this.

Table 3: Survey Results For 'Benefits' Section

| Number | Statement | Responses |
|--------|-----------|-----------|
|--------|-----------|-----------|

| | | Agree | Strongly agree | Neutral | Disagree | Strongly disagree |
|----|---|-------|----------------|---------|----------|-------------------|
| 1. | I get additional benefits such as medical insurance and paid leaves from my company | 20 | 10 | 5 | 4 | 1 |
| 2. | My company provides me the accommodation facilities | 17 | 8 | 10 | 2 | 3 |
| 3. | My work is recognized in the form of the increments and other rewards | 12 | 18 | 5 | 5 | 0 |

Communication

The results of the survey for 'communication' section are tabulated in Table 4 with a total of five statements. The first statement is strongly supported by 10 respondents as well as agreed by 20 respondents. The remaining respondents opposed this statement with 8 of them disagreeing while 2 strongly disagreed. Although the second statement did not receive any negative feedbacks, 10 of the respondents neither agreed nor disagreed. For the third statement, 25 strongly agreed and 15 agreed. No neutral or disagreeing responses are obtained for this third statement. "I believe that communication also plays an important role in motivating the employees" is the fourth statement which is highly supported by the respondents among the five statements in this section. Those who strongly agreed and agreed are 30 and 10 respondents respectively. The fifth statement had a majority of 15 which was neutral response. The number of those disagreed are 4 while those who strongly disagreed is 6.

Table 4: Survey Results For 'Communication' Section

| Number | Statement | Responses | | | | |
|--------|---|-----------|----------------|---------|----------|-------------------|
| | | Agree | Strongly agree | Neutral | Disagree | Strongly disagree |
| 1. | My manager is friendly and communicates with all the employees whenever needed | 20 | 10 | 0 | 8 | 2 |
| 2. | My company conduct meetings to identify the different issues and resolve them | 11 | 19 | 10 | 0 | 0 |
| 3. | We are allowed to communicate our problems to the human resource (HR) manager | 15 | 25 | 0 | 0 | 0 |
| 4. | I believe that communication also plays an important role in motivating the employees | 10 | 30 | 0 | 0 | 0 |
| 5. | My management involves me in making the important decisions of the company | 10 | 5 | 15 | 4 | 6 |

Teamwork

Table 5 presented the survey results for ‘teamwork’ statements. From the four statements, it was found that the third statement only had positive responses with 30 of them strongly agreed and 10 of them agreed. The second statement is well-received by 30 respondents (25 strongly agreed and 5 agreed). As for the first statement, a total of 8 respondents expressed their unsatisfactory with their team leader. Nonetheless, 22 of the respondents are happy with their team leader. With reference to the fourth statement, 23 respondents strongly agreed that having a good teamwork motivates employees to be more productive.

Table 5: Survey Results For ‘Teamwork’ Section

| Number | Statement | Responses | | | | |
|--------|---|-----------|----------------|---------|----------|-------------------|
| | | Agree | Strongly agree | Neutral | Disagree | Strongly disagree |
| 1. | As a team I am satisfied with my team leader | 13 | 9 | 10 | 6 | 2 |
| 2. | We feel motivated as we are guided effectively by our leader and work as a single team | 5 | 25 | 5 | 6 | 4 |
| 3. | As we feel motivated, we are able to complete our different tasks, helping each other covering our weaknesses | 10 | 30 | 0 | 0 | 0 |
| 4. | I believe that having a good team work motivates employees to be more productive | 10 | 23 | 5 | 2 | 0 |

Self-efficacy

As shown in Table 6, there are seven statements survey under the category of self-efficacy. The result of the first statement indicated that 10 out of 40 agreed that employees who think that due to hard work they always manage to achieve their goal. However, the same number of respondents reacted neutrally to this statement. The second statement received more neutral response (18 out of 40) compared to positive (15 out of 40) and negative (7 out of 40) responses. Similar to the second statement, majority (15 out of 40) of the respondents reacted neutral. For the fourth and fifth statement, a majority of 12 respondents agreed that they are confident that they could deal efficiently with unexpected events and they can remain calm when facing difficulties because they can rely on their coping abilities. Based on the sixth statement, 18 respondents strongly agreed that if they are in trouble, they can usually think of a solution. Nevertheless, only 6 respondents strongly agreed that they can usually handle whatever comes in their way

Table 6: Survey Results For ‘Self-Efficacy’ Scale

| Number | Statement | Responses | | | | |
|--------|--|-----------|----------------|---------|----------|-------------------|
| | | Agree | Strongly agree | Neutral | Disagree | Strongly disagree |
| 1. | I can always manage to solve difficult problems if I try hard enough | 10 | 9 | 10 | 6 | 5 |
| 2. | If someone opposes me, I can find the means and ways to get what I want | 9 | 6 | 18 | 4 | 3 |
| 3. | It is easy for me to stick to my aims and accomplish my goals | 9 | 5 | 15 | 6 | 5 |
| 4. | I am confident that I could deal efficiently with unexpected events | 12 | 6 | 10 | 6 | 6 |
| 5. | I can remain calm when facing difficulties because I can rely on my coping abilities | 12 | 10 | 8 | 7 | 3 |
| 6. | If I am in trouble, I can usually think of a solution | 9 | 18 | 6 | 5 | 2 |
| 7. | I can usually handle whatever comes my way | 7 | 6 | 17 | 8 | 2 |

OVERALL DISCUSSION

The management of an organization should influence the employee’s motivation so that they can perform according to their knowledge in a very effective manner. The job performance of every employee within the organization including the top management will be enhanced by many motivational factors. Each and every organization that is running in this world whether it is small or large focus on different motivational factors to enhance the capabilities of their employees so that they can achieve company’s goal with the collective help.

The outcome of the questionnaire that was conducted clearly indicated that the organizations that are working in Saudi Arabia are now focusing on these factors. Result implies that one of the important factors, ‘communications’ plays an important role in motivating the employees towards work and in this communication factor the main role is held by the managers and supervisors. Jha and Kumar [10] reported that employee engagement, open communication and networking actually heightened the belief of an employee to stay in the organization.

The opinion given by 40 employees of different organizations and their opinion clearly showed that the managers and supervisors help them in many ways. These employees are involved by their subordinate in decision making process and also given freedom to express their views and problem and try their best to resolve the issue [11]. This practice of the managers helped them

to better cope with the problems and also build certain level of confidence and trust and increase their motivation towards the job performance too.

Besides, the findings of this study also showed that benefits received from the employer boosted the performance level of the employees. This is in accordance to Seman and Suhaimi [12]'s report which mentioned that financial and non-financial rewards are significant with employees' job satisfaction. Furthermore, Langove and Isha [13] stated that rewards and recognition are motivational tools that maximize psychological well-being and minimize the turnover intention. In a study regarding incentive traveling, Li, Lu and Chi [14] deduced that traveling for business networking and traveling for prestige exhibited positive effects, whereas traveling for leisure has a negative effect on organizational commitment.

The results also indicated that organizations are also focused on using the motivational factors in order to meet the developing needs of the employees that help them to motivate the employees to improve their performances. The research study conducted by Mikkelsen et al. [15] also produced similar outcome whereby better communication between the employees and the management of the organization enhance the job performance of the employees and ultimately helps an organization to achieve its goal.

The questionnaire survey also focuses on other motivational factors as well that also includes the factor of teamwork. The result revealed the positive relationship between teamwork and employee job performance. Most of the employees think that their team leader is friendly and allows them to share their knowledge regarding certain task that helps them to achieve any hard task. Good team work provides the employees' motivation to solve any problem. Many researchers also reported the positive relation between the teamwork and employee job performance. According to Jones et al. [16], the advantage of the good teamwork includes it enhances the communication skills of the employees as well as they cooperate with each other in the difficult task, also increase the level of employees' skills and motivation and has positive impact on the job performance. Pfaff et al. [17] in their study on the topic of teamwork and employee's performance evaluates the similar result that teamwork helps an organization to smoothen its operation by enhancing the employee motivation towards organizations' goal.

CONCLUSION

The outcomes of the questionnaire survey depicted that there is the direct relation between the motivational factors and the employee job performance. Job satisfaction helps the employees to perform better, the incentives and benefits for the high performance, effective employee- manager communication and the good teamwork plays a significant role in motivating the employees. The result also shows that the self- efficacy scale of the employees also help them to solve any kind of obstacles and motivate them to achieve the difficult tasks. It is also revealed that a manager who included their employees during the process of decision making and encouraged them to express their problems actually contributes in increasing the employee's motivation level. This factor of communication contributed towards

developing trust and determination among the employees towards their organizations and can also motivate them to achieve success for the company.

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