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### EMPLOYEE PERFORMANCE CORRELATION TOWARD SALARY, PROMOTION AND JOB CHARACTERISTICS OF JOB SATISFACTION AMONG EXPATRIATES AND SAUDI EMPLOYEES

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#### **ABSTRACT**

The study aimed to determine employee's performance and relationship with promotion, salary and characteristics of job satisfaction among Saudi employees and expatriates. Both expatriate and Saudi employees were provided necessary information that could help in finding final conclusion concerning the study findings. The study was conducted in different organizations both private and public. The study samples were 234 respondents which questionnaires was provided to the respondents to collect necessary information which helped in obtain necessary data. The dimensions were being used in the study included promotions, salary, job characteristics among other variables that were associated with employee performance. The study is geared toward establishing whether Saudi employees and expatriates were treated differently in the organization. The study attributed some differences in expatriates and Saudi employees' way were being treated in the organization.

#### **INTRODUCTION**

In the competitive business environment, measuring employee performance is considered crucial to the success of any organization. Motivating the employees is important in the process of determining the performance of the employees. Besides, globalization has led to increasing in labour mobility where employees are now working in foreign countries (Al-Ahmadi, 2009). The way the expatriates and domestic employees might be different, hence affecting their performance.

Saudi Arabia has an economy which depended on the production of both oil and gas for the exportation purpose. However, Saudi Arabia is also not excluded to this economy in whereby its economy relies mostly on the production of the various services. In addition, Saudi Arabia has been considered to have a sound economy since it is an international trading place as well as a major gateway to the regions in the Middle East (Mousa, 2013). Saudi Arabia has been considered to be among the most prosperous countries since the time the foreign investment started funding those nations which were either coastal or desert. However, this country has been going through a drastic rise in terms of the standards of living for the last thirty years.

For almost three decades, various drastic expansions in the economic activities have resulted in a serious shortage of the labour force and which could only be filled up by a large number of the expatriate workers. Almost 78.1 percent of total population of the Saudi Arabia are usually expatriates and whereby a large number of those expatriates came from the Asian continent. However, the number of the expatriates from both the European country and the Arab state do not go beyond 15% of the total expatriates who are present in the Saudi Arabia (Yousef, 2002). Meanwhile, labor market in Saudi Arabia is dominated by expatriates who mostly low-skilled workers but unemployment rates among young Saudis remain high (Alzalabani, 2017).

There are very few empirical studies which are conducted to understand the impact of the nationality generally. Moreover, this kind study is importance since created a correlation between the aspect of nationality and the work satisfaction together with their implications in terms of the labour costs as well as the productivity (AbdelRahman, Elamin, and Aboelmaged, 2012). The strategies which can be employed to improve the job satisfaction of the employees who might have differences in terms of the cultural background and also in terms of the national background. Moreover, the management literature related to the mainstream has made an argument that aspect of the job satisfaction usually brings various impacts on the turnover intention as well as the commitment of an organization (Mousa, 2013).

Biemann & Andresen, (2010) explained the term job satisfaction as the pleasurable as well as the positive emotional condition which comes as a result of appraisal for an individual job satisfaction (Biemann & Andressen, 2010) . The job satisfaction does not only rely on the economic side of jobs but also the leadership provided by the organization. However, there are some arguments, which contradict each other within the mainstream literature concerning the aspect of expatriation (Hemmasi, Downes & Varner, 2010). In addition, the job dissatisfaction aspect is always characterized such as the higher costs being incurred in the cases of hiring employees, retention, and also training for the workers who have been hired. Furthermore, this study also assists in the process of filling the gap which is usually associated to the dearth of nationality and the related studies for the satisfaction of jobs in the various developing states (Huey, et al. 2009).

Many organizations are realized salary level also plays roles in employees' satisfaction. Better pay helps retained skills of Saudi Arabia and expatriates.

However, many organizations in Saudi Arabia have been experiencing increased employee turnover due to poor payments to the employees. . As a result of the great significance to the worker, the aspect of using salary as a lever in the process of optimizing the performance of the employees has continued to be an issue of great concern to the employer (Iqbal, 2010).

The promotions in most of the organizations in Saudi Arabia have been based on performance regardless of whether the employee is an expatriate of a Saudi employee. Promoting the employees based on their performance has been assisting in ensuring that there is fairness in providing promotion opportunities. The motivation among the expatriates is the expectation for career growth in the foreign countries that can be possible through promotions. Promotion is main motivation among the expatriates and the Saudi employees as many professionals are looking for opportunities to grow in their career. However, the demographic similarity might have an impact on the perception of an individual concerning the opportunities for the development within an organization.

A job characteristic is an attribute which provides an opportunity for the great motivation of work, high performance, as well as the satisfaction of the employees. The job characteristics determine the satisfaction level of the working environment which directly affecting the employee's performance in the organization for both the Saudi employees and the expatriates.

## **METHODOLOGY**

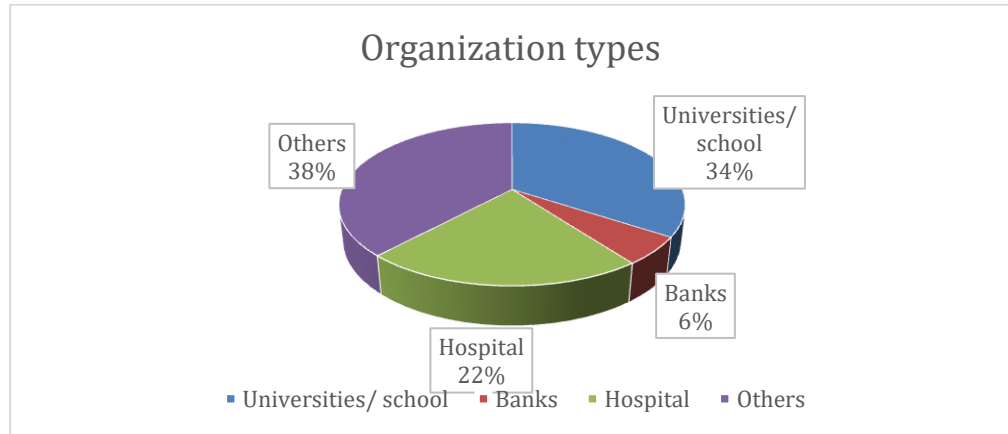
The primary hypothesis was various challenges faced by the expatriates in their working places. The other hypothesis was pay, promotions and job characteristics affected work performance among expatriates. In this study, method mostly used when computing specific dispute while either composing numerical data or data which can remodelled to exploitable statistics.

Questionnaires as tool for data collection which obtained desired information from those who missed an interview. Moreover, the questionnaires allowed individuals had chance to ideate and respond to the questionnaires. Secondary data was included reports, journals, books, magazines and other literature associated sources.

The questionnaires were used in data collection. The questionnaires was distributed to the expatriates and Saudi employees from different organization such as universities, banks and companies. The study was incorporate respondents from both private and public sector to improve the study quality and reliability.

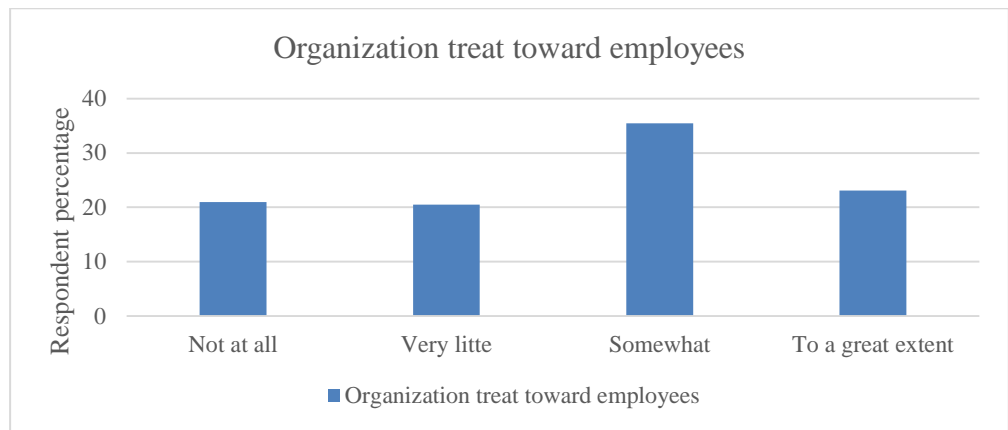
## **RESULT AND DISCUSSION**

Based on Fig.1, 34.19% respondents were worked in universities or school and 38.03% respondents were from other institution. Meanwhile, 22.22% respondents were worked in hospital and 5.56% respondents were in banks.



**Fig. 1.** Organization types

There were 35.47% respondents answered somewhat felt their organization treats employees differently than non-Saudis and expatriates. Meanwhile, 23.08% respondents were answered to a great extent their organization treats Saudi differently than non-Saudis and expatriates as shown in Fig. 2.



**Fig. 2.** Respondent answer toward organization treat toward employees.

In Fig. 3, most respondents did not satisfy with top management. There were 38.89% respondents answered very little in their satisfaction with their top management. The top management was not worked in ensuring the employees were satisfied in the organizations.



**Fig.3.** Respondents answer toward satisfaction with top management.

Meanwhile, most respondents felt their work was related to the skills and qualifications. The work connection and qualification which 39.32% respondents which selected great extent in their response as shown in Fig.4.



**Fig. 4.** Respondents answer toward work is related to your qualification and skills.

Most respondent claimed their organization had less concern for training and counselling programs. There were 36.75% respondents answered very little which felt their organizations had less training and counselling programs as shown in Fig. 5.



**Fig. 5.** Respondents answer toward organization have regularly training and counselling programs.

In Fig. 6, most respondents claimed there were very few cases of sharing experience. 34.62% respondents answered very little on sharing experiences level. The management was failed in manage cultural differences existing among employees promote team works.



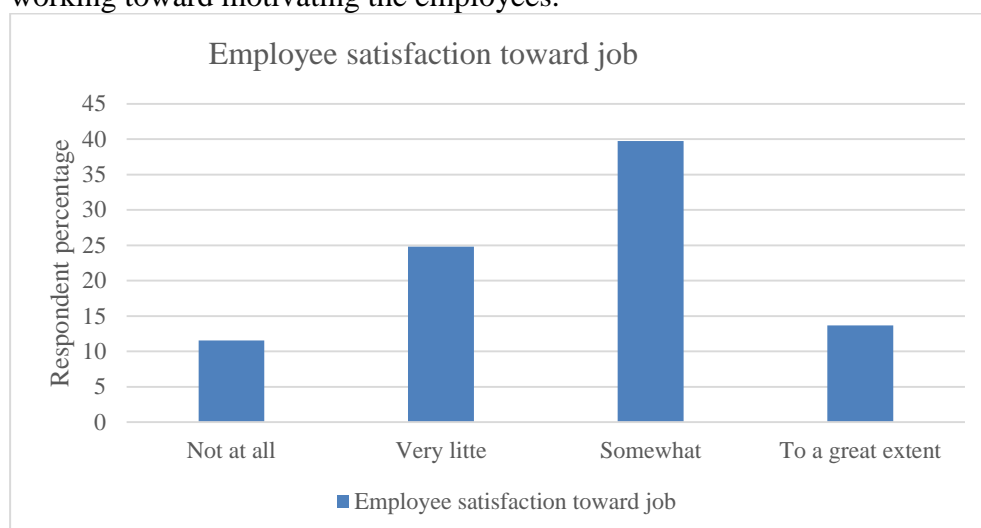
**Fig. 6.** Respondent answer toward their organization share experience to help each other.

Besides, 38.46% respondents were answered somewhat satisfied with their salary provided by the employers as shown in Fig.7. Meanwhile, 17.52% respondents were answered not at all and 30.34% respondents were answered very little on their satisfaction on their salary.



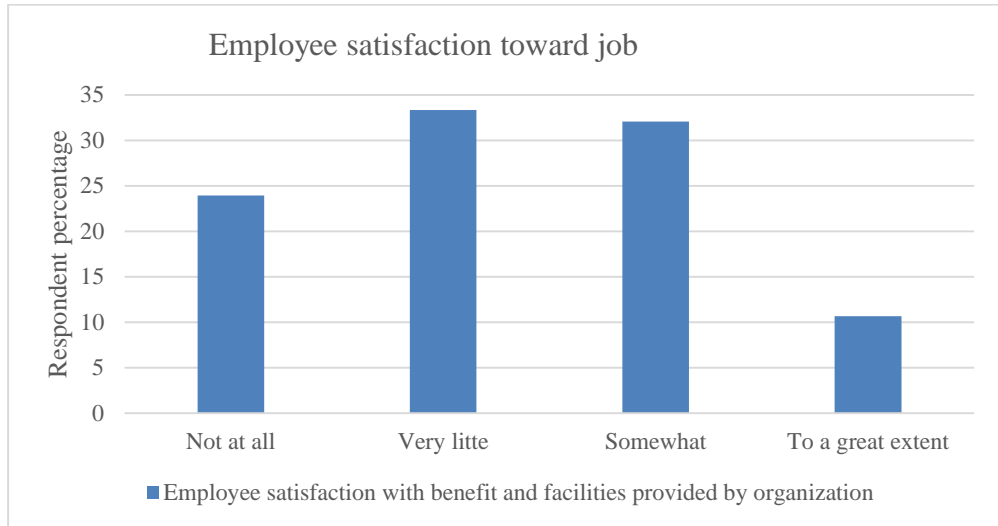
**Fig.7.** Respondent answer toward salary satisfaction among employees.

As in Fig. 8, most respondents were satisfied with their jobs which 39.74% respondents answered somewhat. High respondent numbers who answered somewhat satisfied is an indication that organization management were working toward motivating the employees.



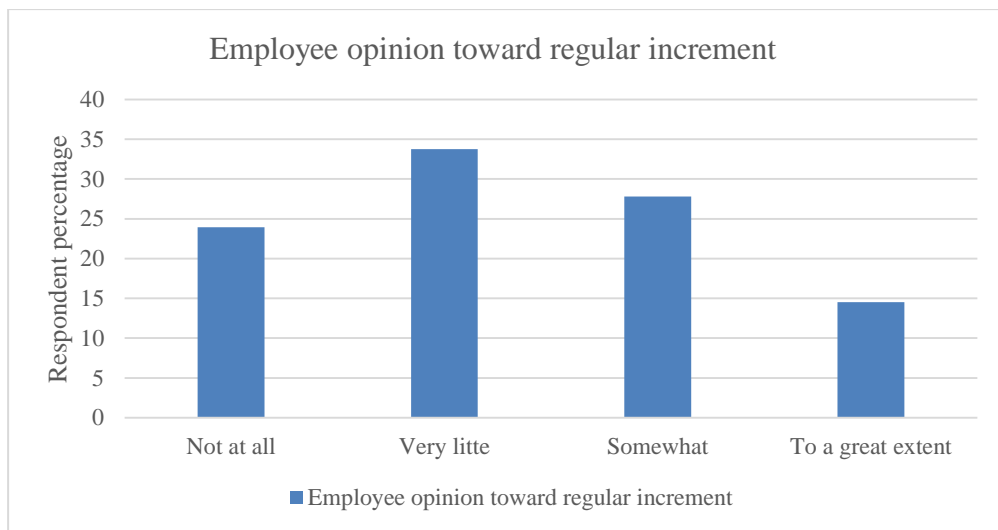
**Fig. 8.** Respondent answer toward employee satisfaction toward job.

The facilities and benefit offered by the organization to the employees were not in position to satisfy the employees. In Fig. 9, 33.33% respondents seemed unsatisfied by facilities and benefits were provided by the organization.



**Fig. 9.** Respondent answer toward employee satisfaction with benefit and facilities provided by organization.

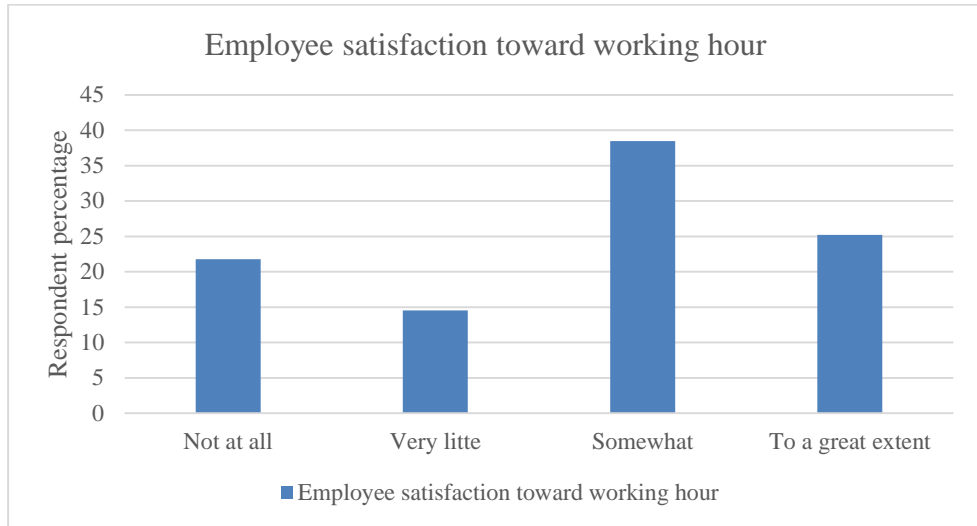
Most respondents did not offer regular increment as 33.76% respondents felt that their organization did not offered regular increment in Fig. 10. The organization failure to offer regular increment in an indication that employee salaries remained low for long period.



**Fig. 10.** Respondent answer toward employee opinion toward regular increment.

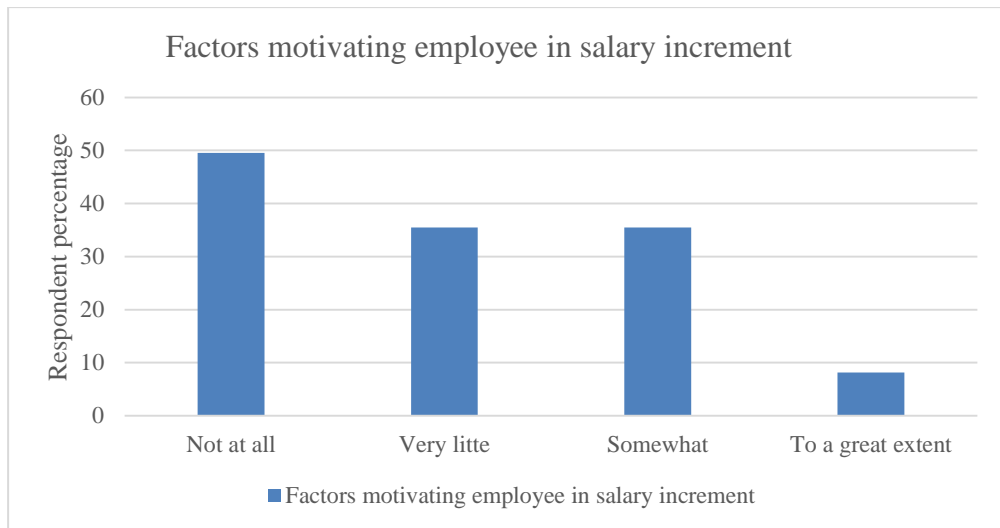
Most respondents were satisfied by working hours provided in the organization which 38.46% respondents felt that working hour were somehow satisfied as shown in Fig.11. The organization management could ensure that the employee working hour were properly scheduled but there were some organizations did not offer satisfying working hour.





**Fig. 11.** Respondent answer toward employee satisfaction on working hour.

In Fig. 12, most employees had high motivated by increment in salaries which 49.57% respondents felt salary also influenced satisfaction among employees. The employers could ensure employees were committed to work if increment in salaries indicated most organizations were reluctant to increase employee salaries.



**Fig. 12.** Respondent answer toward factor motivated employees in salary increment.

### CONCLUSION

In conclusions, local managers had high satisfaction level in their jobs, promotion and supervision. Meanwhile, expatriate managers usually had low satisfaction level in all dimensions for their works. The study also found dissatisfaction of expatriate managers in salary was consistent. Saudi Arabia organization need to work forward for improving working conditions for all employees.

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