

## PalArch's Journal of Archaeology of Egypt / Egyptology

### JOB SATISFACTION AT NESMA HOLDING IN SAUDI ARABIA

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**Nouf Abdulrahman Abdulqawi, Abdulquddus Mohammad. Job Satisfaction At Nesma Holding In Saudi Arabia--Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(14), 564-574. ISSN 1567-214x**

**Keywords: Employee, Job Satisfaction, Company, Saudi Arabia**

#### **ABSTRACT:**

Employee satisfaction is a key decider to the success of any organization. This work has analyzed the job satisfactions of the employees in Nesma Holding Company at Saudi Arabia. This work was done based on quantitative method. The sample population of this work was 20 employees from Nesma. The data was collected using survey questionnaire. The questionnaire was designed to contain question related to job satisfaction. The data were analyzed in terms of basic statistics. The findings of this work have shown that most of the employees are between 30-40 years old. Furthermore, the result showed that majority of the employees work for administration jobs rather than for supervisor or management jobs. Most of the employees have agreed that their salary is matching their position. Moreover, majority of the employees feel safe with their position in the company. In addition, a number of employees have disagreed that they would resign if found a better job which gives them satisfaction in regards to future career. Overall, the findings of this work have confirmed that the employees of Nesma Holdings are satisfied with their work and have shown that Nesma Holdings is paying close attention to the job satisfaction of its employees.

#### **INTRODUCTION:**

Job satisfaction is one of the most important determinants of employee retention, turnover intention or resignation [1]. Furthermore, job satisfaction may have an impact on the performance of employees. The extent to which employees are satisfied with their work also affects customer satisfaction. Job satisfaction is also the emotional response experienced by employees in their work [2]. In addition, job satisfaction determined whether the employee was

persuaded to perform work effectively and efficiently. This also determines whether they are convinced that they will continue to work with the organization [2].

According to the work of Siengthai et al. [3] there is job characteristics model, which is commonly used as a background to analyze how the specific job function affects job performance and satisfaction. This model shows that there are five core job characteristics – skills diversity, task identity, task importance, sovereignty and feedback that influence the three main emotional states – experienced responsibility, relevance and insight into the actual outcome, alternatively affecting the outcomes of work such as absenteeism, motivation, job satisfaction and etc [3]. These five key features can be combined to determine the motivating potential score (MPS) for the work required and can be used as an indicator of how the work will affect the individual's attitude [4].

In view of Judge et al. [5], job satisfaction of the individual can be determined by their payment procedure. Various companies and organization are modifying different payment methods. In addition to regular salaries and wages, companies choose reward schemes by paying non-monetary benefits, perquisites and incentives [5]. Zablah et al. [6] found that an individual employee may be motivated if he or she accepts that there is an optimistic correlation between the efforts he or she has made and the performance of the task, and that this complimentary execution will lead to rewards. Therefore, the reward leads to satisfaction, which is an important aspect that is essential to any individual with regard to his or her job, as this satisfaction makes his or her work or performance worthwhile [5, 6].

Raziq and Maulabakhsh [7] stated that planning for an external work environment through optimistic changes to convince motivation is a factor in improving job satisfaction. Raziq and Maulabakhsh [7] found that the environment needs to be made more enjoyable and work-friendly for workers and that the penalties actually lead to irritation and de-motivation of employees. It is more concerned about the results of the choices made by the individual in relation to their work. Hayes et al. [8] stated that an individual would repeat the same behavior if a positive reinforcement is consistent with the behavior. These positive reinforcements range from verbal praises such as "excellent," "great," etc. to a more tangible rewards such as promotions and certificates. Furthermore, Rahman et al. [9] stated that the individual anticipates certain benefits in exchange for his contributions. An individual will always be concerned about the benefits and outcomes that he or she is getting for his or her performance compared to the benefits that his or her colleagues have for their performance. Similarly, the work of Abouraia and Othman [10] stated that the company should ensure that all employees on the same platform are treated equally as would motivate them better. If there is indifference in the treatment of employees, it would certainly dissatisfy the morals of the individual and it will affect the job satisfaction. Platis et al. [11] analyzed job satisfaction among employees in an organization and found that

the company managers are relatively high job satisfied due to the empowerment allotted to them compared to other employees. Dobrow Riza et al. [13] discovered that the employee's job satisfaction does have an impact on future performance through the employee's amount of work contribution, but top efficiency results in more enjoyment and dedication from the employee. Nesma Holdings is a well-established firm in Saudi Arabia and believes that their staffs are the primary investors. They therefore want to ensure that their staffs are happy and to ensure that they are loyal to the business. There has been growth in the number of studies of job satisfaction in Saudi Arabia. More focus had been on the medical field [13, 14]. However, there is little or no research on employee satisfaction in a specific company like Nesma Holdings. Therefore, this study was done to analyze the job satisfactions of the employees in Nesma Holding Company at Saudi Arabia.

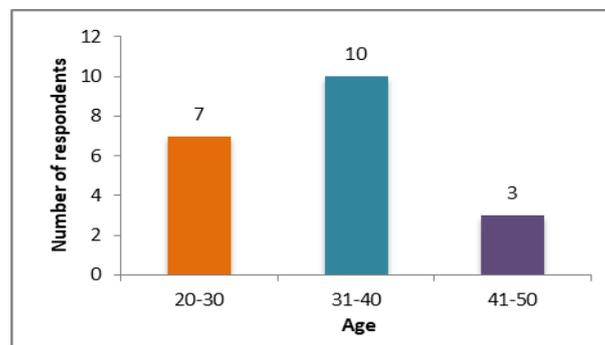
## METHODOLOGY

This work was carried out on the basis of a quantitative method. Employees of Nesma Holding were the sample population of this work. The size of the sample is 20. Data collection was done using survey questionnaire. The aim of the questionnaire is to have a comprehensive idea of the opinions of the random sample of employees of the company on their job satisfaction. The survey was administered to 20 staff members. The results were analyzed in terms of basic statistic and were presented in graphical form.

## RESULT AND DISCUSSION

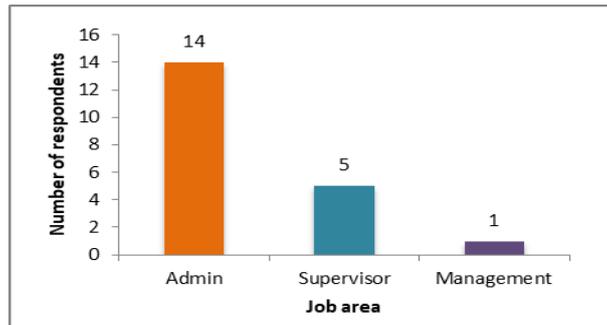
### *Demographic Analysis*

Based on Figure 1, 7 respondents were in the age group of 20 to 30 years old, 10 respondents were in the age group of 31 to 40 years and 3 respondents were in the age group of 41 to 50 years old.



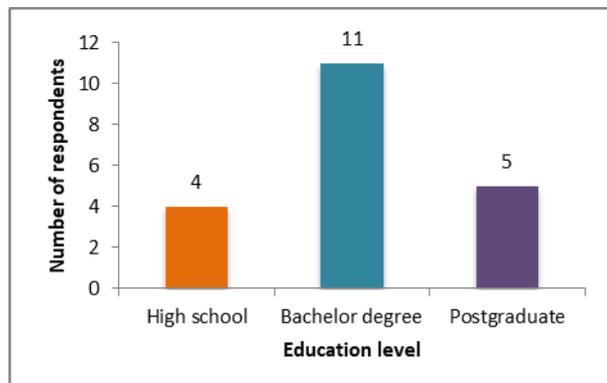
**Figure 1:** Age of the respondents

In Figure 2, 4 respondents work for administrative work, 5 respondents were involved in the supervisory department and 1 respondent was involved in the management area. Based on Figure 3, 4 respondents have completed high school, 11 respondents have completed bachelor degree and 5 respondents have completed postgraduate studies.

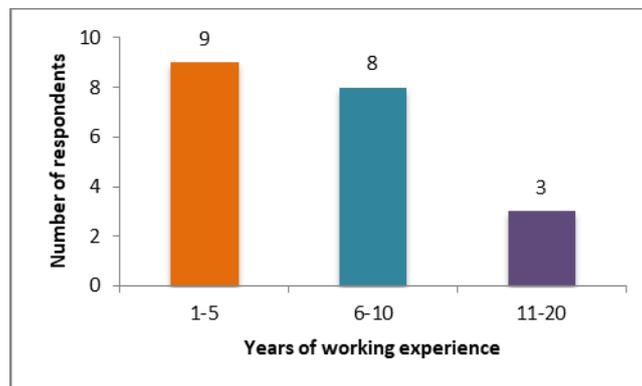


**Figure 2:** Job area of the respondents

According to Figure 4, 9 respondents work have working experience between 1 to 5 years, 8 respondents have working experience between 6 to 10 years and 3 respondents have working experience between 11 to 20 years. Based on Figure 5, 1 respondent has salary in the range between SAR 3000 to SAR 6000, 9 respondents have salary in the range of SAR 6001 to SAR 10000 and 10 respondents have salary in the range of SAR 10001 to SAR 20000.



**Figure 3:** Education level of the respondents



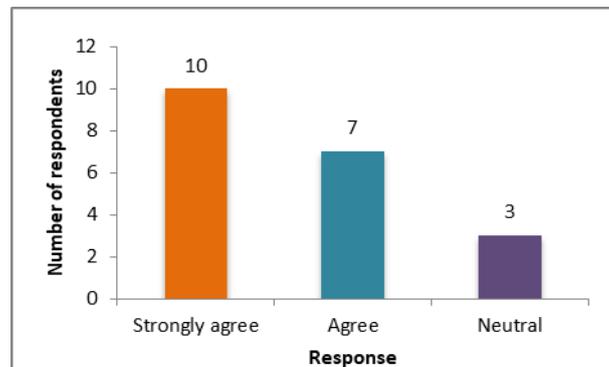
**Figure 4:** Years of working experience of the respondents



**Figure 5:** Salary of the respondents

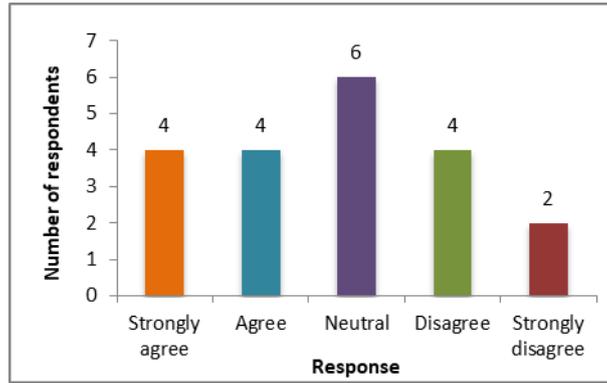
***Questionnaire Analysis***

In this section, the feedback of the respondents to the questions related to job satisfaction in the questionnaire is presented. The respondents were asked ‘I believe my salary is matching with my position and that makes me satisfied about my job?’. Based on Figure 6, 10 respondents strongly agree, 7 respondents agree and 3 respondents were neutral.



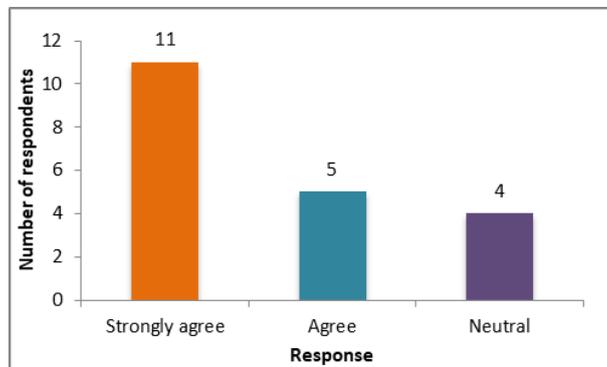
**Figure 6:** Salary is matching with job position

The respondents were asked ‘I think the company is not fair in giving high salaries to high positions regardless of their qualification’. Based on Figure 7, 4 respondents strongly agree, 4 respondents agree, 6 respondents were neutral, 4 disagree and 2 strongly disagree.

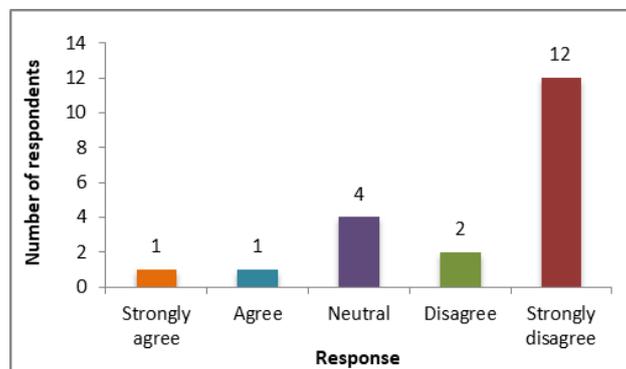


**Figure 7:** Company is not fair in giving high salaries to high positions regardless of the qualification.

The respondents were asked ‘I feel safe for my position in the company’. Based on Figure 8, 11 respondents strongly agree, 5 respondents agree and 4 respondents were neutral. Next, the respondents were asked ‘I would resign if I found a better job which gives me satisfaction in regards to future career’. Based on Figure 9, 1 respondent strongly agree, 1 respondent agree, 4 respondents were neutral, 2 disagree and 12 strongly disagree.



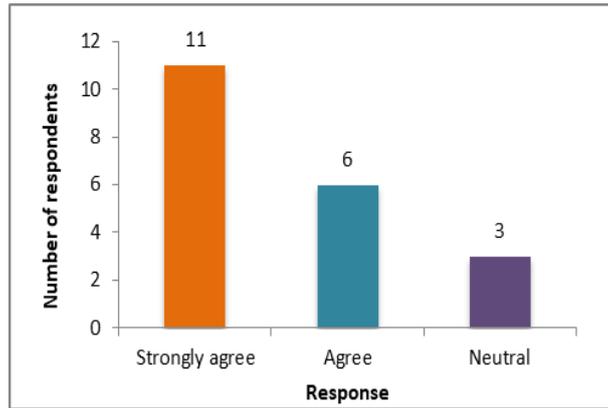
**Figure 8:** Feel safe for position in the company



**Figure 9:** Employee would resign if they found a better job which gives satisfaction in regards to future career

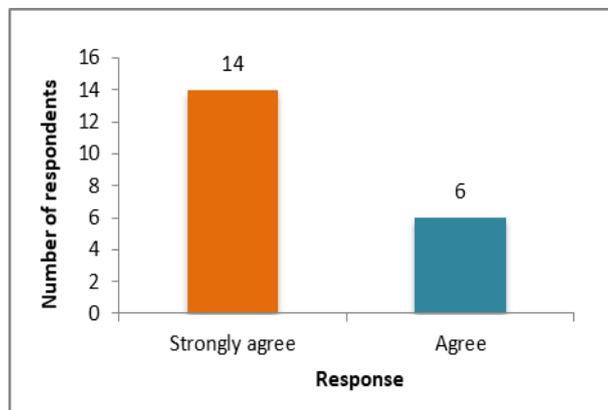
The respondents were asked ‘Staff should have loyalty to the company they are working for if it is satisfying their needs’. Based on Figure 10, 11

respondents strongly agree, 6 respondents agree and 3 respondents were neutral.



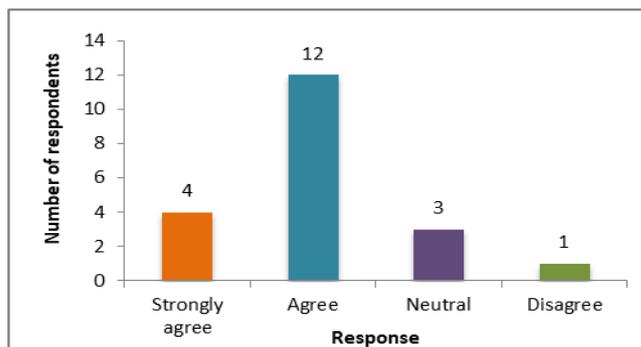
**Figure 10:** Staff should have loyalty to the company

Subsequently, the respondents were asked ‘The style of leadership exist in the organization is helpful for coaching’. Based on Figure 11, 14 respondents strongly agree and 6 respondents agree.



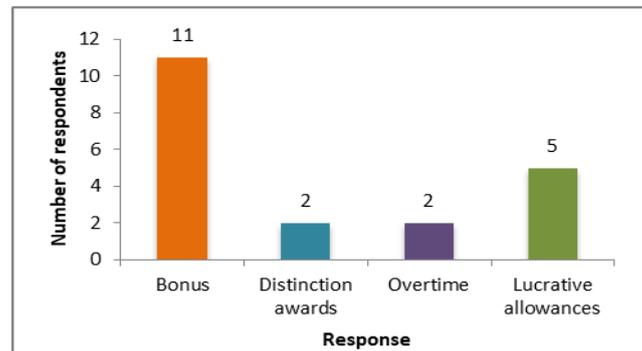
**Figure 11:** The style of leadership in the organization is helpful for coaching

After that, the respondents were asked ‘The working hours is fair and aligning with the labor law’. Based on Figure 12, 4 respondents strongly agree, 12 respondents agree, 3 respondents were neutral and 1 respondent disagree.



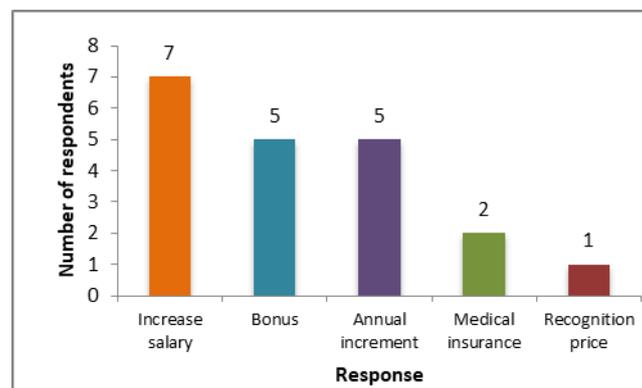
**Figure 12:** Working hours are fair and in line with labor law

In addition, the respondents were asked ‘What is making you, as employees to be satisfied’. Based on Figure 13, 11 respondents stated bonus, 2 respondents stated distinction awards, 2 stated overtime and 5 stated lucrative allowances.



**Figure 13:** What is making you, as employees to be satisfied?

Finally, the respondents were asked ‘What Nesma can do to improve employees’ satisfaction’. Based on Figure 14, 7 respondents stated increase salary scale, 5 respondents stated to give bonus during Ramadhan, 5 respondents stated establish annual increment system, 2 respondents stated medical insurance benefits and 1 respondent stated employee of the month recognition price.



**Figure 14:** To improve employee’s satisfaction

### ***Overall Discussion***

The findings of this work have shown that there are majority of employees who strongly agree that their salary is matching their position. Furthermore, the result have shown that not all of the employees are convinced when it comes to the statement that the company is not fair in giving high salaries to high positions regardless of their qualifications. In addition, the findings have shown that majority of the employees strongly agree that they feel safe for their position in the company. The result have also shown that quite a reasonable percentage of employees strongly disagree that they would resign if found a better job which gives them satisfaction in regards to future career. This means that Nesma is paying good attention to employees’ future career. Moreover, the result have shown that most of the employees strongly agreed that staff should have loyalty to the company they are working for if it is

satisfying their needs. This is in favor of Nesma as it indicates employees have a sense of loyalty to their company. Likewise, the results have shown that employees strongly agreed that the style of leadership which exists in the organization is helpful for coaching. This is also in favor of Nesma and reinforces its position in the minds of the employees. Moreover, majority of employees agreed that the working hours are fair and aligning with the labor law. This is also in favor of Nesma and particularly the HR department. Furthermore, the result have shown that majority of the employees believe that a bonus would be a satisfying element to their employment. Everybody in general would feel relieved if they received extra bonus money. In addition, the result have shown that increasing the salary scale, giving bonus in the Holy Month of Ramadan, establishing Annual Increment System, enhancing the employees benefits such as medical insurance and air tickets, or allocating a monthly prize for the Employee of the Month, will definitely lead to improvement in employees' satisfaction at Nesma. The outcome of this work is in line with the work of Jaworski et al. [15] were it was stated that employees are satisfied with their job when the remuneration and salary package is in accordance to the work performance. Furthermore, the work of Ogbonnaya et al. [16] has stated that a good administrative structure, good leadership practices, work accomplishment acknowledgement, good pay structure, and good work environment is essential to ensure employee satisfaction and it is in line with the findings of this work. The work of Valaei and Rezaei [17] also stated that employees are more committed to the company and are satisfied with their work when the company meets their needs. This is in line with the findings of this work.

## **CONCLUSION**

In this work, the job satisfactions of the employees in Nesma Holding Company at Saudi Arabia were analyzed. The key findings of this work have shown that overall; the employees are satisfied with their job at Nesma Holdings. Thus, this has shown that Nesma Holdings is working at best efforts to keep the employees loyal and satisfied; consequently employees will be more productive as they have this sense of belonging. In addition, in order to further enhance the job satisfaction of its employees, the authors recommend that Nesma Holdings be able to make a bonus linked to the achievement of certain objectives or profit margins in order to make employees feel more satisfied.

## **ACKNOWLEDGMENTS**

The authors are grateful for the support given by the participation of Nesma Holding Company in Saudi Arabia and College of Business, Effat University.

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