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EMPLOYEE MOTIVATION AND ITS IMPACT ON WORK IN THE ORGANIZATION IN SAUDI ARABIA

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ABSTRACT

Motivation is an important aspect in the life of an employee in an organization. Motivation encourages employees to be productive and work effectively and efficiently in an organization for given any given task. It enhances the performance at work and it can help achieve targets and goals that the business wanted in the first place. Good employees are vital for the sustenance of the organization. The aim of this study is to understand the role of employee motivation and its impact on work of the employees. This study conducted survey from employees of Nestle Toll House in order to understand the role of employee motivation in their work life and found that motivation highly impacts the work of employees. The obtained result reveals that relationship was positive as most employees were happy and satisfied with their work in a private organization in Saudi Arabia. In addition, it was observed that they were mostly motivated by monetary rewards.

INTRODUCTION

The success of any organization primarily depends on the ability of managers to provide motivating surroundings for its employees working under them. The challenge for managers today in the current situation is to keep the staff motivated and performing well in the workplace [1]. The manager has to be aware of the behaviour of each and every employee and what might motivate each one of them on a personal scale. By understanding the needs and wants of the employees, managers can understand what rewards can be used to motivate them. The goal of most companies is to benefit from positive employee behaviour in the workplace through promotion for both the companies and the employees [2, 3].

Employee motivation affects work in several ways in the organization. Empowering the employees can help the company survive and compete in this world appropriately. They should be given recognition for their work and can have their job enhanced and enriched for proper development in the job. Their morale should be boosted in order to bring about the required productivity from the employees. Motivation is not just an idea in the work organization. It is more than a process and phenomenon that will look towards the achievement of needs, wants, and desires. Hence, motivation is what drives them to work with passion and determination.

Different employees perceive motivation in different ways. They assess and evaluate motivation as a factor that the employees are rewarded mostly and recognized as an important part in the organization. Training and helping them develop will bring in their skills that can be worked upon to help in improving their ability to perform in the job. The job design and techniques also bring about a change in their work. Palmer [4] has found in his research that, "A fundamental part of a motivation strategy must be that the process of achieving the goal is itself motivational."

Monotonous work can make an employee feel less of self-worth and thereby, they do not like routine work and want to run away from it [5]. The working conditions should also be looked after so that the employee can develop properly. The conditions are suitable only if the employee feels happy with the surrounding environment. If there is no improvement in the design of job, the employee feels less motivated and considers their work to be a burden rather than enjoying it. They would want to finish their working shift as soon as possible as humans tend to desire change or variety in their work.

Njoroge and Yazdanifard [6] said "successful employee motivation in a multigenerational workplace is still one of the biggest challenges to many organizations." It is the employees who should choose their work based on how they are motivated. Employees with high motivation are thought to have better 8 work performance, and overall resulting in a better, more productive and effective company performance according to Abbah [7]. According to Landrum [8], "The work itself is also a contributor to employee motivation. There is a fact that an employee might absolutely love his or her job, is satisfied with the pay, and has good relationships with his/her colleagues, but still finds the work itself completely boring and uninspiring."

Many HR researchers and practitioners claim that it is usually done through the payment of cash or fringe benefits. The monetary benefits can be given in the form of bonuses, commissions, any other incentives or it can be taking care of any expense of the employee. Lawler [9] discussed that they need more than financial incentives, i.e., they should be able to provide job security, elevation in the position of the employee like promotions, etc. Moynihan and Pandey [10] said that it is more of motivation because it inspires and encourages employees to work well in the organization and more to fulfil the requirements of job.

According to Mc Graw Hill [11], the proper definition of the motivation is, "It is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive." There are different ways in which an employee can be motivated like that of needs, drives and incentives. This study will specifically look out for the impact of financial rewards on the work of the employees in the organization.

METHODOLOGY

This study investigates the motivation and impact of work in private organization in Saudi Arabia. There are two types of research approach namely qualitative and quantitative. This study will specifically focus on the quantitative method of research on motivation and impact of work.

Ethical Consideration

Ethics are crucial for the purpose of the research. The participants of this study not indulged in any ethical issues. One should take consent of the participants as it is necessary for them to fill in the information with permission and approval. Once approved, the study becomes ethical. This study considered a lot of ethics while applying confidentiality to most of the data gathered.

DATA COLLECTION

Primary Data

The primary data of this research is collected from the questionnaire prepared from the Google Forms by the researcher.

Secondary Data

The research does not account for secondary data of the research.

Sampling

The sampling is random, and it involves 32 employees from private organization from Jeddah, Saudi Arabia.

Questionnaire Design

This study used online questionnaire survey to gather the primary data. The questions have been designed which structured in to four main sections. The first section is respondent's demographical profile which analyse the background of the respondents. The second sections focus on the satisfaction of employee towards their present company. The third section is employee's reason of choosing the current job and the last section is about the employee motivation on work delivery.

Satisfaction Of The Present Company

S1.   At this company how satisfied are you with the amount of pay you get.
S2.   At this company how satisfied are you with the fringe benefits you receive.

S3.	At this company how satisfied are you with the amount of job security, you have.
S4.	At this company how satisfied are you with the way you are treated by the people, you work with.
S5.	At this company how satisfied are you with the respect you receive from the people you work with.
S6.	At this company how satisfied are you with the friendliness of the people you work with.

Reason Of Choosing The Current Job

R1.	I do my job because I think that my job is interesting.
R2.	I do my job because my job is fun.
R3.	I do my job because I feel good when I do my job.
R4.	I do my job because I am doing it for my own good.
R5.	I do my job because I think that doing my job is good for me.
R6.	I do my job because I believe that my job is important for me.

Motivation And Work Delivery

M1.	I almost always put in more effort than what can be characterized as an acceptable level of effort
M2.	I deliver higher quality than what can be expected
M3.	I intentionally expend a great deal of effort in carrying out my job
M4.	I try to work as hard as possible
M5.	The quality of my work is top-notch
M6.	I often expend extra effort in carrying out my job

Data Assessment

The data was analysed based on how respondents reacted to the motivation and work performance. The answers that agreed to the statements meant that they are happy and satisfied with the organization and the ones who disagreed were highly dissatisfied. This study used quantitative research approach and will statistically analyse the results that obtained from the questionnaire survey.

RESULT AND DISCUSSION
Table 1 tabulated the demographic profile of the respondents. Majority of the respondents are female about 71.9% and male about 28.1%. Most of the respondents are adult, about 84.4% of them are age between 20 to 30 years old. The level of education indicates that majority about 78.1% of the respondents are Bachelor's degree holder. Table 1 also shows that majority of the respondents has less than 5 years of service duration about 81.3% follow by 5 to 10 years of service duration about 12.5%. The respondents voted based on their contact with their customers are 59.4% as they have voted YES and 40.6% voted NO. Most of them have contact with customers of the time. In addition, the respondents who are satisfied with their salary are 53.1% as they voted YES and 46.9% as they voted NO. Most of them are satisfied of the salary.

Table 1. Demographic Of The Respondents

Criteria	Category	Frequency (n)	Percentage (%)
Gender	Male	9	28.125
	Female	23	71.875
Age	Less than 20	0	0
	20-30	27	84.375
	31-40	5	15.625
	41-50	0	0
	Above 51	0	0
Education level	Bachelor's degree	25	78.125
	Master's degree	6	18.75
	High school certification	1	3.125
Service duration	Under 5	26	81.25
	5-10	4	12.5
	11-15	2	6.25
	More than 15	0	0
Contact with customers	Yes	19	59.375
	No	13	40.625
Satisfied with salary	Yes	17	53.125
	No	15	46.875

Satisfaction Of The Present Company

Figure 1 demonstrates the respondent's feedbacks regarding the satisfaction of the present company. First question is "At this company how satisfied are you with the amount of pay you get". Majority of the respondents about 50% are neutral and 25% are satisfied with the amount they have been paid. Thus, not many respondents are satisfied with the amount they are paid.

The second question is "At this company how satisfied are you with the fringe benefits you receive". Majority of the respondents about 46.88% are neutral and 25% are satisfied with the fringe benefits they have received. Thus, some of the respondents agree to being satisfied with the fringe benefits while some are not yet satisfied.

The third question is "At this company how satisfied are you with the amount of job security, you have". Majority of the respondents about 47.5% are satisfied with amount of job security and there are 34.38 are neutral to this statement. Thus, most of them are satisfied with the job security.

The fourth question is "At this company how satisfied are you with the way you are treated by the people, you work with". There are 50% of the respondents strongly agree and agree to that they are satisfied with the way

treated by the people at their workplace. Thus, most of them are satisfied with the way they are treated.

The fifth question is "At this company how satisfied are you with the respect you receive from the people you work with". There are 25% of the respondents strongly agree and 21.88% agree that they receive the respect from people they work with. Thus, most of them are satisfied with the respect they receive at work.

The sixth question is "At this company how satisfied are you with the friendliness of the people you work with". Majority of the respondents about 46.88% are neutral and 37.5% are satisfied with the friendliness of the people they work with. Thus, most of them are satisfied with the friendliness of people.
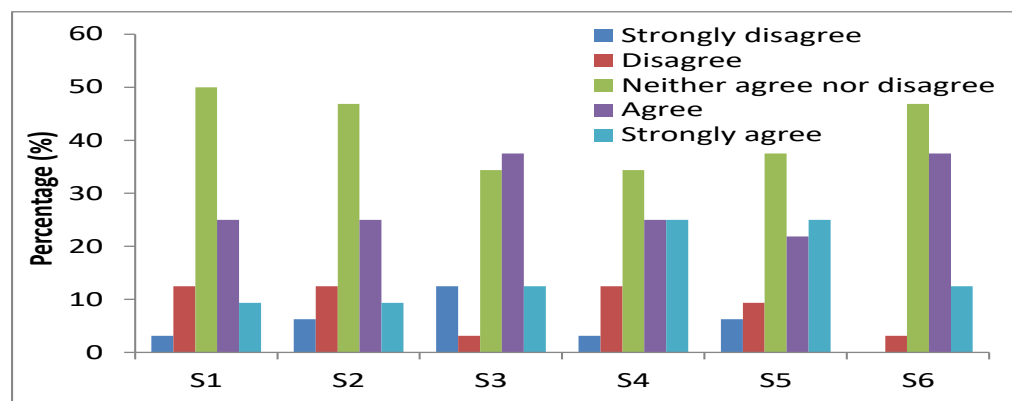

Figure 1. Respondent's Feedbacks On Satisfaction Of The Present Company

Reason Of Choosing The Current Job

Figure 2 demonstrates the respondent's feedbacks regarding the reason of choosing the current job. The first question is "I do my job because I think that my job is interesting". Majority of the respondents about 28.13% agree and 25% strongly agree that they do their job because they think that their job is interesting. Thus, most of them think that their job is interesting.

The second question is "I do my job because my job is fun". The percentages of this statement mark similarly at 25% each for disagree, neither agree. Therefore, most of them are not able to decide that their job is fun.

The third question is "I do my job because I feel good when I do my job". Majority of the respondents about 34.38% neutral with this statement, followed by 28.13% agree and 25% strongly agree that they feel good when they do their job. Thus, most of them feel good about doing their job.

The fourth question is "I do my job because I am doing it for my own good". Majority of the respondents about 34.38% agree and 28.13% strongly agree that they doing their job are for their own good. Thus, most of the people are doing for their own good.

The fifth question is "I do my job because I think that doing my job is good for me". Majority of the respondents about 37.5% neutral with this statement, followed by 31.25% each for agree and strongly agree that they think they are doing their job is good for themselves. Thus, most of them do because they think that the job is good for them.

The sixth question is "I do my job because I believe that my job is important for me". Majority of the respondents about 50% are strongly agree that their job is important to them. Thus, most of them believed that their job is important.
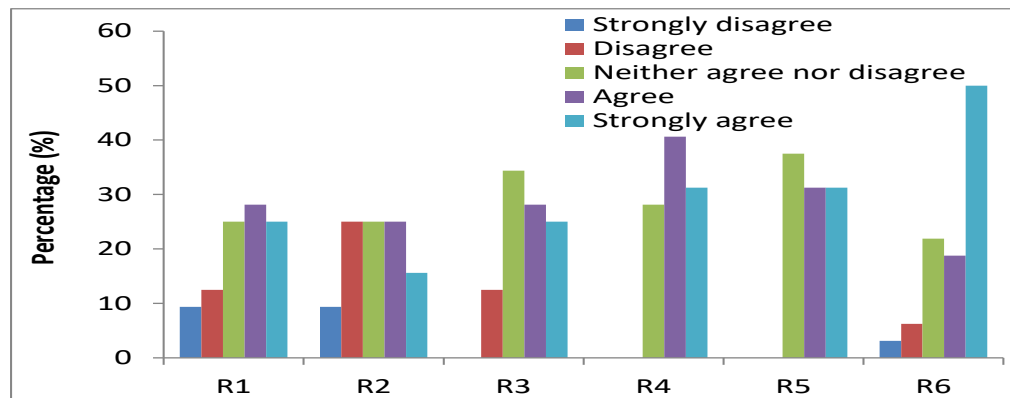

Figure 2. Respondent's Feedbacks on Reason of Choosing The Current Job

Motivation And Work Delivery

Figure 3 demonstrates the respondent's feedbacks regarding motivation and work delivery. The first question is "I almost always put in more effort than what can be characterized as an acceptable level of effort". Majority of the respondents about 37.5% agree to this statement. Thus, most of them put in the required effort that is acceptable.

The second question is "I deliver higher quality than what can be expected". Majority of the respondents about 40.63% neither agree nor disagree with this statement. There are 28.13% agree and 21.88% strongly agree that they deliver higher quality than what can be expected. Thus, most of them deliver high quality of work.

The third question is "I intentionally expend a great deal of effort in carrying out my job". Majority of the respondents about 40.63% neither agree nor disagree with this statement. There are 31.25% agree and 18.75% strongly agree that they intentionally expend a great deal of effort in carrying out their job. Thus, most of them expend a great deal of effort in carrying out their job.

The fourth question is "I try to work as hard as possible". Majority of the respondents about 37.5% and 34.38% strongly agree and agree respectively that they try to work as hard as possible. Thus, most of them try to work as hard as possible.

The fifth question is "The quality of my work is top-notch". Majority of the respondents about 50% strongly agree and 34.38% neither agree nor disagree

that their work is top-notch. Thus, most of them think that their work is top-notch.

The sixth question is "I often expend extra effort in carrying out my job". Majority of the respondents about 37.5% neither agree nor disagree with this statement. There are 34.38% agree and 25% strongly agree that they often expend extra effort in carrying out their job. Thus, most of them expend extra effort in carrying out their job.
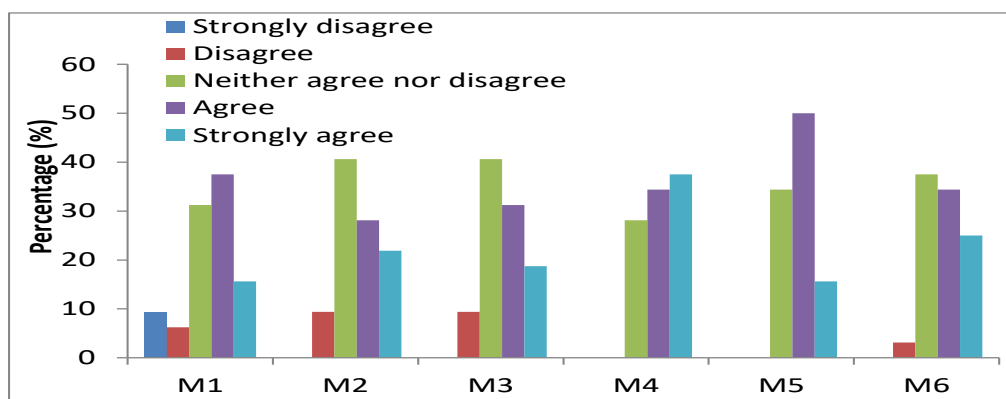

Figure 3. Respondent's Feedbacks on Motivation and Work Delivery

CONCLUSION

The employee motivation is a highly discussed topic in the field of human resources management. Though it is discussed in several aspects, everyone has different sources of motivation present in the organization which can be both intrinsic and extrinsic. Motivation has added to the performance of the employees which is perceived to affect organizational performance as well through them. It adds efficiency and effectiveness to the work performed by the employees. In this study, employee motivation was studied and its impact on the work. The findings led to clear understanding of the employee motivation and its impact on work in a private organization in Saudi Arabia. The relationship was positive as most employees were happy and satisfied with their work. Apart from that, it was observed that they were mostly motivated by monetary rewards.

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