"Factors Affecting Employees Motivation: An Exploratory study of employees at The General Administration of Education in Jeddah"

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Abstract:

This research aims to systematically explore the intrinsic and extrinsic factors influencing employee motivation in the General Administration of Education in Jeddah. Through qualitative methods, the study seeks to identify and understand the impact of career development, leadership styles, organizational culture, work-life balance policies, and external economic factors on motivation(Al Doghan & Albar, 2015).Furthermore, the research aims to investigate and identify the key factors, both intrinsic and extrinsic, that significantly influence employee motivation within the General Administration of Education in Jeddah ,proposing strategies for improvement in educational administration. The significance lies in bridging the gap between academic knowledge and practical applications, ultimately enhancing the quality of education and administrative efficiency in the region. The study employs an exploratory study with a mono-method design utilizing semi-structured interviews for data collection. Thematic analysis is employed to extract insights from the gathered qualitative data(Delve,Ho,2023).The research sample comprises 15 employees from the general administration of education in Jeddah, including administrative assistants to department heads. The participants consist of 8 males and 7 females, with varying ages ranging from 30 to 55 years old. Years of experience range from 7 to 33 years, with a mix of job titles including administrative roles and managerial positions.The study concluded that job satisfaction and opportunities for personal growth play a crucial role in enhancing employee motivation and productivity. It also showed that a positive work culture and transformational leadership contribute to increasing motivation levels. Additionally, the research emphasized the importance of achieving a balance between work and personal life, and the need to understand and address economic factors to maintain high levels of motivation and commitment.

Keywords: Employees, Intrinsic motivation, Extrinsic motivation, General Administration.

1. Introduction

1.1 Background

Employee motivation is a critical factor influencing organizational success, and it is shaped by a multitude of internal and external elements(Kanfer et al., 2008). At an individual level, employees are driven by their unique needs and goals, as highlighted in Abraham Maslow's Hierarchy of Needs (Maslow, 1943). Personality traits and self-efficacy, as described by the Big Five personality traits (Costa & McCrae, 1992) and Bandura's self-efficacy theory (Bandura, 1977), also influence motivation. Externally, leadership styles, such as transformational leadership, play a significant role (Bass & Riggio, 2006), as do compensation structures that align with equity theory (Adams, 1965). The work environment, including job design based on the Job Characteristics

Model (Hackman & Oldham, 1976), recognition, and constructive feedback, is critical for motivating employees. Company culture, work-life balance, and opportunities for career development further contribute to motivation (Schein, 1992; Greenhaus & Beutell, 1985; Super, 1953). The rise of technology and remote work, along with economic and socio-cultural factors, has added new dimensions to employee motivation, as have theoretical frameworks like Self-Determination Theory (Deci & Ryan, 1985) and Hofstede's Cultural Dimensions (Hofstede, 1980). Understanding the intricate interplay of these factors is essential for organizations to develop effective strategies that nurture employee motivation, leading to enhanced productivity, job satisfaction, and overall performance.The General Administration of Education in Jeddah, Saudi Arabia, plays a pivotal role in overseeing and managing the educational sector in the region. This government agency is responsible for the development, implementation, and regulation of educational policies and programs in Jeddah(Ministry of Education, Saudi Arabia, 2019). In its pursuit of educational excellence and efficiency, the General Administration heavily relies on a motivated and dedicated workforce(Al-Jubair, 2017).Employee motivation is a critical factor that directly impacts the performance and effectiveness of the General Administration of Education in Jeddah(Al-Malik, 2018). Motivated employees tend to be more engaged, committed, and productive in their roles, ultimately contributing to the organization's goals and objectives(Al-Saud, 2020).

Understanding the specific factors that influence employee motivation within this administrative body is essential for fostering a positive work environment and achieving educational objectives. These factors can range from leadership and management practices, compensation and benefits, career development opportunities, job security, work-life balance, recognition and appreciation, organizational culture, communication, workload, to external economic and societal conditions.Identifying and addressing these factors effectively can lead to a more motivated and empowered workforce within the General Administration of Education in Jeddah, resulting in improved educational outcomes and the continued advancement of education in the region(Saudi Vision 2030, 2016).

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1.2 Problem Statement

The General Administration of Education in Jeddah faces the challenge of optimizing employee motivation to ensure a dedicated and high-performing workforce. However, the specific factors influencing motivation within this organization remain unclear. Therefore, the research problem is to identify and understand the intrinsic and extrinsic factors that significantly impact employee motivation in this context and to explore how this understanding can be leveraged to enhance both motivation and overall organizational performance.(Komal khalid,2017)

1.3 Research questions

-What are the key intrinsic and extrinsic factors that significantly influence employee

motivation within the General Administration of Education in Jeddah?

1.4 Research Aim

This research aims to identify factors influencing employee motivation in the General Administration of Education in Jeddah, proposing strategies to enhance motivation and improve organizational performance in educational administration.(Al Doghan & Albar, 2015)

1.5 Research Objectives

1. Identify intrinsic and extrinsic factors impacting employee motivation in the General Administration of Education in Jeddah.

2. Explore the roles of career development, leadership styles, and organizational culture on employee motivation.

3. Investigate the effects of work-life balance policies and external economic factors on motivation levels.

1.6 The Significance of the Study

This study is motivated by the critical importance of employee motivation within the General Administration of Education in Jeddah. A motivated workforce is pivotal for the effective delivery of educational services. By investigating the intrinsic and extrinsic factors influencing motivation, this research seeks to provide practical insights that can enhance employee motivation, thereby improving the quality of education and administrative efficiency in the region. The study aims to bridge the gap between academic knowledge and real-world applications, benefiting both the organization and the broader educational community(Latham & Pinder, 2005).

1.7 Limitations of the Study

The findings of this study may have limited generalizability beyond the specific context of the General Administration of Education in Jeddah, as the cross-sectional design might not capture dynamic changes in employee motivation over an extended period. Language differences during interviews could pose a challenge, potentially affecting the depth and accuracy of participant responses, while reliance on self-reported data introduces the possibility of response bias, impacting the objectivity of the study's outcomes.(Tahira Hoke,2020)

1.8 Scope and Delimitations of the research

The scope of this research is confined to investigating intrinsic and extrinsic factors influencing employee motivation within the General Administration of Education in Jeddah. While the study aims to provide valuable insights into this specific context, its focus is delimited to the education administration sector, excluding other industries. Additionally, the research primarily explores employee perspectives, excluding certain organizational viewpoints, and is geographically limited to Jeddah. The study is time-bound to the present conditions and may not comprehensively cover future factors influencing motivation.(Khalid Al Tayyar,2014)

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1.9 Research structure

The structure of the research begins with an introduction and background on the factors affecting employee motivation, mentioning a review of the literature related to the study, following the research methodology related to the qualitative study, collecting and analyzing data, answering the research question, and stating the final results.(Shah,2015)

2- Literature Review

2.1 Motivation Definition

(Sundarta,2021) defines motivation as an internal condition that drives individuals to act, achieve goals, and maintain interest in activities. This definition specifically relates to college motivation activities aimed at increasing the willingness to pursue higher education. (Gurjar,2022) describes motivation as a psychological phenomenon rooted in individuals' desires and needs. It emphasizes the role of motivation in stimulating individuals to take action and achieve goals.

2.2 Motivation Theories

2.2.1 Maslow's Hierarchy of Needs

One of the foundational theories on motivation is Abraham Maslow's Hierarchy of Needs, proposed in his 1943 paper "A Theory of Human Motivation." This theory suggests that human needs can be categorized into a hierarchical pyramid, from basic physiological needs (e.g., food, shelter) to higher-order needs like self-actualization. As employees move up the hierarchy, they become motivated by different factors. For example, a person struggling with basic needs may be motivated by a stable job, while someone higher on the hierarchy may be motivated by self-fulfillment at work(Abraham Maslow, 1943).

2.2.2 Herzberg's Two-Factor Theory

Frederick Herzberg's Two-Factor Theory (1959) posits that there are hygiene factors (extrinsic factors such as job security and working conditions) and motivators (intrinsic factors like achievement and recognition) that influence motivation. According to this theory, satisfaction and dissatisfaction are not on the same continuum. Factors that prevent dissatisfaction do not necessarily motivate employees; instead, motivators are needed to stimulate higher performance(Frederick Herzberg, 1959)

2.3 Employees motivation

Employee motivation is a complex and crucial factor in organizational success, impacting individual behavior and performance (Li, 2023). It is influenced by a variety of factors, including management style, positive or negative reinforcement, and non-financial incentives (Kamery, 2004; Achim, 2013). However, accurately measuring and understanding motivation can be challenging due to individual differences (Cummins-Brown, 1971). Despite these challenges, creating a work environment that fosters motivation is essential for achieving exceptional performance (Cummins-Brown, 1971).Motivation of employees is a crucial aspect of management, with a well-motivated manager being the starting point (Winland, 2014). This motivation is key to job satisfaction, which in turn is linked to life satisfaction and professional success (Stepanov, 2016). In the case of knowledge workers, motivation is influenced by job perception and importance (Kumar, 2011). Incentive programs, particularly those focused on interpersonal relationships, workplace environment, and interesting work, have been found to be effective in motivating employees (Lai, 2009).A range of factors influence employee motivation, including job characteristics, management practices, and broader environmental factors (Devadass, 2011). Motivated employees can significantly impact organizational performance, leading to increased job satisfaction and productivity (Chaudhary, 2012). However, accurately measuring motivation can be challenging due to individual differences (Cummins-Brown, 1971). Financial incentives are not the only effective motivators; non-financial factors such as equal treatment and recognition of merits also play a significant role (Danila, 2020).

(Gomathy,2022) emphasizes that motivated employees contribute to increased productivity and job satisfaction. (Preeti,2022) discusses the need for motivation in the face of high pressure and competition, emphasizing the role of motivation in enhancing skills and performance. (Shah,2015) emphasizes that motivation is a key tool for managers to create a productive workforce and highlights the negative consequences of demotivated employees.(Titus,2019) stresses the role of

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motivation in employee performance and retention, recommending strategies such as recognition, effective communication, and autonomy.(Alqusayer, 2016) found that important motivational factors for hotel employees in Riyadh included good wages, job security, and opportunities for advancement and development. The study also revealed high levels of job satisfaction and engagement among hotel employees. (Altheeb,2020) focused on leadership styles and employee motivation in the Saudi Arabian work environment. The study found that paternalistic and transformational leadership styles had a positive and significant impact on employee motivation.(Ismail,2018) emphasizes the importance of understanding individual needs and using different strategies to motivate employees.

(Talukder,2014)identifies various factors such as rewards, job characteristics, salary, working conditions, recognition, and training that influence employee motivation.(Sihag,2016) highlights factors like interesting work, good wages, job security, and effective communication as key motivators. (Ghansah,2012) emphasizes the role of internal and external forces in arousing enthusiasm and persistence in employees.(Pyrzas ,2017) found that motivation in local government organizations depends on both internal and external factors, with financial and non-financial motivators playing a role. Leadership style was not found to be a determinant factor of employee motivation.

2.4 Employees motivation in the general administration of education

(Kovacevic,2020) conducted research on motivation factors in state administration and found that factors such as salary and interpersonal relations were ranked highly, while low wages negatively affected motivation. Differences in motivation were observed based on demographic characteristics such as age, education level, and role in the organization.(Akca ,2021) examined various factors affecting the motivation of administrative personnel in public institutions and found that positive feelings about work, work environment, and business conditions, as well as human relations and recognition from superiors, positively influenced motivation.(Kotherja ,2015) emphasizes the importance of motivation in employees' performance in schools, suggesting that motivated employees positively impact the achievement of educational goals. (Alharthey ,2022) examines factors impacting employee satisfaction and retention in Saudi Arabia's higher education sector, identifying work engagement, co-worker relationships, and a supportive work environment as key factors.(Doghan ,2015) explores the influence of motivation factors on employee performance in private schools in Saudi Arabia, emphasizing the significance of leadership style, organizational environment, salary, and stable future in motivating employees.

2.5 Factors affecting Employees'

Motivation

2.5.1 Intrinsic Motivation

(Bhadoriya,2013) emphasizes the importance of choice, competence, meaningfulness, and purpose in the work environment to foster intrinsic motivation. (Balaji,2012) highlights the impact of incentives, rewards, and welfare programs on employee motivation, job satisfaction, and productivity.(Preeti,2022) discusses the need for motivation in high-pressure work environments and the use of different approaches to enhance productivity and engagement. (Singh,2016) emphasizes the significance of intrinsic motivators, such as respect, recognition, trust, and autonomy, in creating a motivating work culture.(Saddiya,2022)conducted a study in a Saudi construction company and found a significant and positive relationship between intrinsic motivators and employee performance.

2.5.1.1 Career development and employees motivation

(Yulianti ,2021) found that career development programs and motivation were good in an institution, leading to a conducive work environment.

2.5.1.2 Recognition and Appreciation and employees motivation

(Joshi ,2021) found a direct and positive relationship between rewards and recognition and job satisfaction, which in turn leads to higher levels of motivation and performance.

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2.5.1.3 Work- life balance and employees motivation

(Yasmeen ,2023) found that work-life balance positively affects job satisfaction and employee retention, emphasizing the importance of providing a good work environment and facilities.

2.5.1.4 Organizational Culture and employees motivation

(Barabanshchikova ,2014) found that different types of organizational culture (clan, adhocratic, and bureaucratic) have a significant influence on employees' job motivation.

2.5.2 Extrinsic Motivation

(Preeti,2022) highlights the importance of extrinsic motivation in engaging employees and enhancing their productivity. (Pirzada,2019) found that extrinsic motivation has a significant positive impact on employee performance in educational institutes. (Singh,2016) emphasizes the need for a shift in management approaches to focus on intrinsic motivators such as respect, recognition, trust, and autonomy, which are more influential than extrinsic factors like money.(Aamir,2012) found that both extrinsic and intrinsic rewards were motivating factors for employees in the banking sector, with extrinsic factors having a stronger impact. (Asfour,2012) examined preferences between domestic and foreign employees and found that both groups rated extrinsic motivation higher than intrinsic motivation.

2.5.2.1 Leadership and Management Practices and employees motivation

(university ,2014) found a negative relationship between transactional leadership and motivation, and a positive relationship between transformational leadership and motivation in high hierarchical structure public institutions.

2.5.2.2 Compensation and Benefits and employees motivation

(Leonova ,2021) found a direct relationship between compensation benefits, training and development, motivation, and empowerment.

2.5.2.3 Job Security and employees motivation

(LubnaRizvi ,2012) examines the impact of job security, organizational climate, and engagement on employee motivation in a service organization undergoing rightsizing.

2.5.2.4 Communication and employees motivation

(Rajhans ,2012) emphasizes that effective communication in the workplace can lead to job satisfaction, commitment to the organization, and increased trust, all of

which contributes to employee motivation.

2.5.2.5 External Economic and Societal Conditions and employees motivation

(Mouzaki ,2018) emphasizes the importance of understanding what motivates employees, especially during challenging times when businesses may not be able to provide traditional rewards.

3- Research Methodology

3.1.1 Research philosophy:

The research philosophy guiding this study is interpretivism, which centers on grasping the subjective meanings individuals attribute to their experiences. This approach has been chosen specifically to delve into the subjective experiences, perceptions, and motivations of employees within the General Administration of Education in Jeddah (Derek Jansen,2023).

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3.1.2 Research approach:

The research approach adopted here is qualitative and inductive, employing a methodology that derives general principles from specific observations. This qualitative approach is instrumental in generating theories and insights from collected data, facilitating a flexible and open exploration of employee motivation factors (Delve,Ho,2023).

3.1.3 Research Choices:

The research choice made here is a mono-method approach, which involves utilizing a single research method consistently. In this case, the mono-method approach is implemented by exclusively using semi-structured interviews, ensuring a focused and consistent methodology for data collection and analysis(Saunders et al ,2009).

3.1.4 Research Time Horizon:

The research time horizon chosen is a cross-sectional approach, which involves collecting data at a single point in time. This method is employed to capture a snapshot of employee motivation factors within the General Administration of Education in Jeddah, offering insights into the current state of these factors(Levin, K,2006).

3.1.5 Technical and procedural research

3.1.5.1 Data collection:

The chosen data collection method is semi-structured interviews, a qualitative approach involving open-ended questions and flexibility. These face-to-face interviews with 15 employees aim to gather rich, qualitative data, providing valuable insights into the factors influencing their motivation(George, T. 2023).

3.1.5.2 Data analysis:

The selected data analysis method is thematic analysis, a qualitative approach focused on identifying recurring patterns and themes within interview data. This method facilitates a comprehensive exploration of employee motivation factors by interpreting meaning and patterns in the collected information(Caulfield, J. 2023)

The six-step theme analysis approach was used as the analytical strategy (Braun

et al., 2019). The six phases are as follows: familiarization with the data, code

generation, theme construction, examining prospective themes, defining and

naming themes, and report production. In practice, the researcher first read and

reread the transcripts to become acquainted with the data. Following that, codes

were allocated to text fragments that indicated a certain thought. This method

was repeated until no new codes or ideas could be discovered. Following coding,

categories were found as linkages between distinct codes. Subthemes and

themes were subsequently created to group similar categories. In a fourth phase,

the researcher compared the emergent categories to the data to ensure that they

correctly represented the data. Subthemes and themes were then assigned

names, and a report was created.

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3.2 Research Sample:

The research sample consists of 15 employees from the general administration of education in Jeddah. Selection is based on diverse roles, including administrative assistants to department heads, ensuring a comprehensive perspective.

## 3.3 Ethical Considerations:

In the ethical framework of this study, meticulous attention will be given to obtaining prior informed consent from all participants, ensuring that they are fully aware of the research's objectives and willingly agree to participate. To safeguard the privacy of individuals involved, a stringent protocol will be implemented to uphold confidentiality, ensuring that any information shared during the study remains strictly confidential. Moreover, measures will be in place to guarantee the anonymity of participants, minimizing the risk of their identities being disclosed in any research-related

documentation or findings. These ethical considerations underscore our commitment to upholding the rights and well-being of those involved in the study.(Sara Manti,2020)

Results

Information about the participants					
Participant	**Gender**	**Job title**	**Age**	**Years of experience**	**Education**
1	**Male**	**Director of Personnel**	55	33	**Master degree**
2	**Male**	**Personnel Affairs Agent**	53	21	**Master degree**
3	**Male**	**Training Manager**	50	25	**Bachelor degree**
4	**Male**	**Internal Audit Director**	52	24	**Bachelor degree**
5	**Male**	**Employee Relations Manager**	42	14	**Bachelor degree**
6	**Male**	administrative	41	15	**Diploma**
7	**Male**	administrative	54	29	**High school**
8	**Male**	administrative			**High school**
9	**Female**	administrative	43	11	**Bachelor degree**

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10	Female	administrative	40	20	Bachelor degree
11	Female	administrative	34	10	Bachelor degree
12	Female	administrative	30	7	High school
13	Female	administrative	48	25	Diploma
14	Female	administrative	40	15	Bachelor degree
15	Female	administrative	34	13	Bachelor Degr
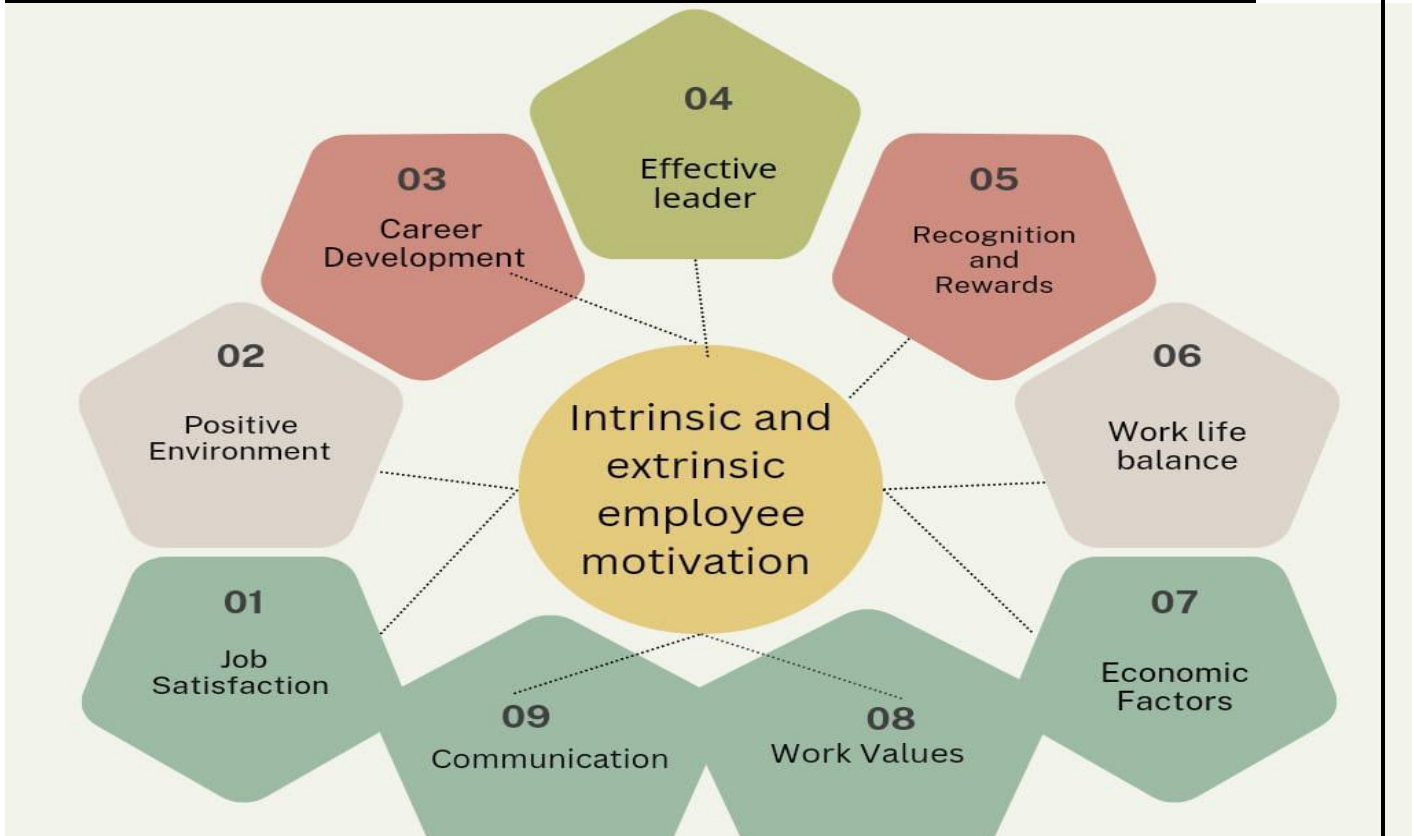
Job satisfaction

The participants collectively emphasize the transformative effect of job satisfaction on motivation and productivity in the workplace. They describe how feeling fulfilled in their roles positively impacts their drive, performance, and overall happiness. This satisfaction fosters a sense of belonging, encourages innovation, and strengthens relationships with colleagues. Essentially, they're expressing how finding fulfillment in their work not only benefits their professional lives but also spills over into their personal lives, making them more productive and content individuals.

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"Job satisfaction affect my motivation positively, making me work effectively, be more productive, strive to achieve a higher level of performance, and remain working in the same organization" (1).

the participant perspective underscores the transformative impact of job satisfaction and personal growth opportunities on motivation and productivity. They articulate how these factors synergistically contribute to their professional development and commitment to their organization, highlighting the intrinsic motivation that stems from feeling satisfied and valued in their role.

"I feel happy, motivated, accomplished, developing, improving, and innovative in my work" (8).

The participant expression of emotional fulfillment and professional growth encapsulates the intrinsic rewards of job satisfaction. They convey a sense of joy and enthusiasm derived from feeling recognized and empowered in their work, driving them to continuously strive for improvement and innovation.

"There is a direct relationship between satisfaction and motivation. The greater the satisfaction, the greater the motivation" (9).

the participant succinctly articulates the cause-and-effect relationship between job satisfaction and motivation. Their insight underscores the pivotal role of satisfaction in fueling intrinsic motivation, emphasizing the importance of cultivating a positive work environment that nurtures employee satisfaction.

"It has a great positive impact and gives great potential to give and add more creativity and excellence and try to present the work in the best possible way" (11)

Participant emphasis on the transformative power of job satisfaction highlights its ripple effect on individual creativity and performance. They illustrate how feeling satisfied in one's role cultivates a mindset of excellence and innovation, driving individuals to consistently deliver their best work and strive for continuous improvement.

"The satisfaction you get at work can help you be more productive and happy in your daily life" (12).

Participant highlights the ripple effect of workplace satisfaction on overall well-being. When individuals feel fulfilled in their roles, it translates into increased productivity and happiness both inside and outside of work.

The participants collectively emphasize the profound impact of job satisfaction on motivation, productivity, and overall well-being. When individuals feel fulfilled in their roles, they are more motivated, innovative, and committed to delivering excellence. This not only benefits the organization but also enhances their quality of life outside of work.

Positive environment

The participants collective sentiment among participants underscores the significant impact of a positive work culture on employee motivation. When efforts are recognized and valued, and when the environment prioritizes well-being, employees feel empowered to excel. Effective management of the work culture not only boosts motivation but also contributes to achieving excellence in tasks. A positive atmosphere fosters strong relationships and team spirit, making work enjoyable and productive. Trust and cooperation among colleagues further enhance motivation, creating an environment where fun and comfort combine to drive success.

"I believe that good preparation for any employee is the creation of a conducive work environment, which is fundamental to human resource development. This lays the groundwork for various aspects including job satisfaction, increased productivity, facing work challenges, avoiding job burnout, and preventing employee stagnation due to routine work lacking development in understanding the nature of work and its strategies"(3)

The participant highlighted the importance of creating a healthy work environment as a fundamental factor in achieving employee satisfaction and increasing productivity. They emphasized that the work environment plays a crucial role in human resource development, as it can positively or negatively affect employee satisfaction and performance levels. Furthermore, they stressed that the work environment should provide opportunities for development and motivate employees, as the absence of these factors may lead to potential job burnout and hinder employee engagement in routine tasks.

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"Managing the work culture effectively is crucial for boosting motivation and achieving excellence in tasks" (6).

The Participant insight emphasizes the managerial aspect of cultivating a positive work culture. Effective management involves setting the tone for the organization, establishing clear expectations, and fostering an environment where employees feel valued and motivated. When management prioritizes employee well-being and recognizes their contributions, it creates a sense of purpose and drive among the workforce, leading to higher levels of motivation and better task performance. Thus, the role of management in shaping the work culture is paramount in promoting motivation and excellence.

"When the atmosphere is positive and motivating, I feel empowered to excel in my tasks" (8).

The participant articulates the transformative effect of a positive work environment on individual performance. A positive atmosphere is characterized by encouragement, support, and appreciation, which instill confidence and motivation in employees. When individuals feel valued and respected, they are more inclined to invest themselves fully in their tasks, striving for excellence and pushing their limits. This empowerment resulting from a positive atmosphere not only enhances motivation but also fosters a sense of ownership and accountability, leading to higher levels of productivity and job satisfaction.

"Organizational culture plays an active role in increasing or decreasing motivation." (9).

The participant provides a foundational understanding of the overarching impact of organizational culture on employee motivation. The organizational culture sets the tone for the workplace, influencing norms, values, and behaviors. A positive culture that prioritizes employee well-being, recognizes achievements, and fosters a sense of community cultivates a motivational environment where individuals feel inspired to perform at their best. Conversely, a negative culture characterized by micromanagement, lack of appreciation, and low morale can hinder motivation and impede productivity. Thus, the role of organizational culture in shaping employee motivation cannot be overstated.

"Positive work culture fosters strong relationships and team spirit, making work enjoyable and productive" (12).

The participant emphasizes the ripple effect of a positive work culture on interpersonal relationships and team dynamics. In a supportive environment where trust and camaraderie prevail, employees are more likely to collaborate effectively, share knowledge, and support one another. This sense of belonging and cohesion not only makes the work experience more enjoyable but also enhances productivity. When individuals feel connected to their colleagues and share a common purpose, they are motivated to work towards collective goals, driving overall performance and success.

The collective sentiment among participants underscores the significant impact of a positive work culture on employee motivation. When efforts are recognized and valued, and when the environment prioritizes well-being, employees feel empowered to excel. Effective management of the work culture not only boosts motivation but also contributes to achieving excellence in tasks. A positive atmosphere fosters strong relationships and team spirit, making work enjoyable and productive. Trust and cooperation among colleagues further enhance motivation, creating an environment where fun and comfort combine to drive success.

Career Development and opportunities for personal growth

Participants' contributions highlight the significance of professional development in fostering motivation, enhancing skills, and driving growth within organizations. They emphasize the importance of embracing change, providing opportunities for skill development, and cultivating a supportive work environment.

"When the employer provides opportunities for participation in courses and creates opportunities to help me as an employee develop myself, I will have a conceptual idea of where I will reach. The most important aspect is the professional and training development of the employee" (3).

The participant emphasizes the importance of employers providing opportunities for employees to develop themselves through courses and training programs. They highlight how such initiatives can give employees a clear understanding of their career trajectory and contribute to their professional growth.

"Professional development positively affects all aspects, the most important being providing professional development opportunities, creating individual development plans, and involving employees in setting goals, vision, and improving personal skills"(8).

The participant underscores the positive impact of professional development on various aspects of an individual's career. They stress the importance of offering opportunities for growth, creating personalized development plans, and involving employees in setting goals to improve their skills and overall vision.

"Before discussing development, we must not neglect change management. When we want to develop individuals, we will find resistance to this change and development. Therefore, the person responsible for development must be familiar with dealing with this resistance to steer it in the right direction, and then individuals will find that their motivation to work has increased due to this development" (9).

The participant brings attention to the challenges associated with implementing development initiatives within organizations. They emphasize the need for effective change management to overcome resistance and ensure that individuals are motivated to embrace growth and development.

"Development and keeping up with everything new play a major role in creativity and productivity" (10)

The participant emphasizes the role of continuous learning and staying updated with new developments in fostering creativity and productivity. They highlight how keeping abreast of industry advancements can contribute to personal and organizational success.

"The biggest driver and incentive for development, innovation, and keeping up with professional changes, and the most important aspects lie in new decisions for the sake of work quality" (11).

The participant highlights the significance of development and innovation in driving professional growth. They stress the importance of making strategic decisions to enhance work quality and adapt to changing professional landscapes.

In summary, the participants' contributions underscore the crucial role of professional development in driving motivation, fostering growth, and enhancing organizational effectiveness. By investing in employee development, organizations can create a culture of continuous learning and improvement, ultimately leading to greater success and innovation.

Effective leader

The participants collectively underscore the profound impact of supportive and inspirational leadership on employee motivation and productivity. They highlight the importance of leaders treating employees as partners, involving them in decision-making, and providing support, guidance, and recognition. Additionally, they advocate for leadership styles that encourage team participation and democratic decision-making. Ultimately, the consensus is clear: effective leadership plays a pivotal role in creating a positive and motivating work environment, where employees feel valued, empowered, and motivated to excel.

"If my manager has an inspiring and supportive leadership style, it will have a significant impact on motivating me and my work enthusiasm. The support and guidance provided can help me achieve my goals and increase my passion for work."(12)

The participant emphasizes the transformative effect of an inspiring and supportive leadership style. They indicate that when a manager provides support and guidance, it not only boosts motivation but also enhances work enthusiasm. By acknowledging the positive impact of leadership support, Participant underscores the crucial role that managers play in fostering employee engagement and passion for their work.

"As a team, our leader is not just a manager; he treats us as partners, not employees, which has created a cohesive team spirit to create an attractive environment for me as an employee and a motivating one for me as a contributor to what I've been tasked with." (13)

The participant Describing their leader as someone who treats the team as partners rather than mere employees, this participant underscores the importance of a collaborative and inclusive leadership approach. By fostering a sense of

partnership, the leader creates a cohesive team spirit, contributing to an attractive and motivating work environment. Participant testimony highlights the significance of leaders who prioritize teamwork and mutual respect.

"The manager's leadership style shines more when they involve us in decision-making and work as one team, which gives greater motivation." (14)

The Participant emphasizes the effectiveness of inclusive leadership practices, particularly involving the team in decision-making processes. By engaging employees in decision-making and treating them as integral members of the team, managers can enhance motivation and foster a sense of ownership and commitment among employees. Participant perspective underscores the value of collaborative leadership styles in driving organizational success.

"Using a democratic style that relies on team participation and taking opinions increases motivation for work, the love of participation, and strengthens determination." (15)

The participant Advocating for a democratic leadership style, this participant highlights the importance of team participation and opinion-taking in boosting motivation and strengthening determination. By empowering employees to contribute their ideas and perspectives, democratic leaders create a culture of engagement and ownership, leading to enhanced motivation and commitment. Participant insight underscores the positive impact of leadership styles that prioritize employee involvement and empowerment.

"Whenever the employee feels the manager's interest in them, socially and professionally, and their efforts to help and guide them, standing by them in all situations, it serves as a motivation for them to be more productive." (9)

The participant underscores the importance of managers demonstrating genuine interest in their employees, both personally and professionally. By offering support, guidance, and standing by their team members in all situations, managers can inspire greater productivity and motivation among employees. Participant perspective highlights the significance of leaders who prioritize employee well-being and development, fostering a positive and supportive work environment.

The participants emphasizes the significant influence of supportive and inspirational leadership on employee motivation and productivity. they stresse the importance of leaders treating employees as partners, involving them in decision-making, and offering support, guidance, and recognition. Furthermore, they advocates for leadership styles that promote team participation and democratic decision-making. Overall, the consensus is that effective leadership is crucial for fostering a positive work environment where employees feel valued, empowered, and motivated to succeed.

Recognition And Rewards

Recognition and rewards are essential elements that have a profound impact on employee motivation and performance, as echoed by the participants. Through acknowledging employees' efforts, providing both moral and material incentives, and fostering a supportive work environment, organizations can effectively enhance employee engagement, productivity, and satisfaction. Furthermore, recognition and rewards not only influence individual employees but also contribute to broader organizational dynamics and relationships, underscoring their critical role in shaping a thriving workplace ecosystem.

"Recognizing and motivating work, no matter how small, plays a significant role in boosting employees' self-confidence and encouraging them to perform their best." (6)

The participant emphasizes the importance of recognizing and motivating work, regardless of its scale.By highlighting how even small acts of recognition can boost employees' self-confidence and encourage them to perform their best, they underscore the significance of fostering a culture of appreciation within the workplace.

"Motivation, whether material or moral, has a direct impact at all levels and in all organizations, even in maintaining relationships, as the human element is linked to rewards, even at the religious and contractual levels." (9)

The participant expands the discussion beyond the organizational context, asserting that motivation has implications across all levels and in various settings, including interpersonal relationships. By linking motivation to rewards at both material and moral levels, they underscore the broad-reaching impact of recognition and rewards on human behavior and interaction.

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"If there is recognition and rewards for employees, it will have a significant impact on their motivation. Recognizing and appreciating efforts gives employees more drive to work harder. And rewards are considered additional motivation that helps enhance performance and increase commitment to work." (12)

The participant articulates how recognition and rewards directly influence employee motivation and commitment. They highlight the causal relationship between acknowledgment, increased drive, and improved performance, illustrating how effective recognition strategies can fuel employee engagement and productivity.

"I cannot achieve success without material rewards, and creativity is linked to the material aspect in all aspects. Hence, both moral and material rewards are essential in motivating any employee." (13)

The participant provides insight into the dual nature of rewards, emphasizing the importance of both material and moral incentives in motivating employees. By acknowledging the interplay between creativity, material rewards, and motivation, they underscore the nuanced relationship between recognition strategies and employee satisfaction.

"They help in exerting more effort, building competition within the team, fostering initiative, brainstorming, and finding solutions." (15)

The participant outlines the various ways in which recognition and rewards contribute to employee motivation and performance.By highlighting their role in exerting effort, fostering competition, encouraging initiative, and promoting collaboration, they offer a comprehensive view of the diverse benefits that effective recognition strategies can yield within a workplace setting.

Recognition and rewards play a pivotal role in driving employee motivation and performance, according to participants. By acknowledging employees' efforts, offering moral and material incentives, and cultivating a supportive work environment, organizations can boost engagement, productivity, and satisfaction. These practices not only impact individual employees but also shape organizational dynamics, highlighting their crucial role in fostering a thriving workplace culture.

Work-Life Balance

Achieving a balance between work and personal life is crucial for preserving employees' well-being and fostering a healthy work environment. The participants highlighted how policies supporting work-life balance positively impact motivation, satisfaction, mental well-being, and overall productivity. By prioritizing this balance, individuals can experience greater fulfillment, creativity, and peace of mind, ultimately contributing to their overall happiness and success in both professional and personal spheres.

"Achieving a balance between work and personal life will be a key factor in maintaining my professional health, enjoying vacation, and having flexibility in work hours because rest and support help create a healthy and safe work environment." (3)

The participant emphasizes the multifaceted benefits of work-life balance, including maintaining professional health, enjoying vacation time, and having flexibility in work hours. By acknowledging the importance of rest and support in creating a healthy work environment, Participant highlights how achieving this balance positively impacts both work and personal life.

"These policies positively impact my motivation at work because they make me feel satisfied, respected, and recognized for my efforts and contributions. They also support my overall health by helping me reduce effort, stress, and anxiety resulting from work pressures." (8)

The participant highlighting how policies supporting work-life balance positively impact motivation,Participant underscores the importance of addressing employee well-being. Their acknowledgment of the role of such policies in reducing stress and anxiety demonstrates a clear understanding of the link between work-life balance and overall health.

"The ability to organize time between work and rest helped me feel balanced and comfortable, which in turn increased my motivation and readiness to succeed in the workplace." (12)

Participant's emphasis on the importance of organizing time between work and rest showcases the practical aspect of achieving work-life balance. By feeling balanced and comfortable, individuals are better equipped to succeed in the workplace, thereby contributing to their overall well-being and productivity.

"Its overall positive impact on mental well-being is crucial for accomplishing required tasks and achieving desired results from employees. Work that cares about employee well-being will achieve better results than others in the same field." (13)

The participant brings attention to the crucial role of work-life balance in enhancing mental well-being and achieving desired results in the workplace. Their assertion that employers who prioritize employee well-being are likely to see better performance underscores the business case for investing in policies that support work-life balance.

"It has positively affected me, building self-confidence, achieving self-satisfaction, instilling calmness in decisions, fostering creativity in work, and achieving peace of mind." (15)

The participant articulating how work-life balance positively affects various aspects of personal well-being, Participant provides a holistic perspective on its impact. From building self-confidence to fostering creativity and achieving peace of mind, the participant illustrates how achieving this balance leads to greater fulfillment and happiness in both professional and personal life.

In conclusion the importance of maintaining a balance between work and personal life for employee well-being and a healthy work environment. It emphasizes how policies supporting this balance can enhance motivation, satisfaction, mental well-being, and productivity. Prioritizing this equilibrium leads to greater fulfillment, creativity, and peace of mind, contributing to happiness and success in both professional and personal realms.

Economic Factors

The participants collectively acknowledge the significant impact of economic factors on employee motivation.They recognize that economic growth fosters competition among companies, driving employees to seek better opportunities through training and certifications.The correlation between the economic situation and employee motivation is evident, with better economic conditions generally leading to higher motivation levels. However, economic fluctuations can disrupt motivation, as job instability and salary reductions during downturns can decrease enthusiasm among employees. Overall, the participants stress the importance of addressing economic challenges and providing support to maintain employee motivation and productivity.

"For example, if there are economic fluctuations leading to job instability or salary reductions, this could result in a decline in enthusiasm and commitment among employees." (12)

The participant discusses the impact of economic fluctuations on motivation: Participant delves into the nuanced effects of economic fluctuations on employee motivation. They highlight how periods of instability, such as job insecurity or salary reductions during economic downturns, can dampen enthusiasm and commitment among employees. Conversely, during times of economic growth, opportunities for professional development and advancement may arise, serving as motivational factors for employees. This contribution underscores the dynamic nature of the relationship between economic factors and motivation, wherein external economic conditions can significantly influence individual attitudes and behaviors in the workplace.

"The better the economic situation, the more motivation employees have to work hard."(8)

The participant draws a direct correlation between economic conditions and motivation: Participant succinctly articulates the relationship between the overall economic situation and employee motivation. Their contribution suggests that when the economy is thriving, employees are more likely to feel motivated to work hard. This observation reflects a common understanding that positive economic conditions, such as low unemployment rates and strong GDP growth, often coincide with increased job security, higher wages, and greater opportunities for advancement—all of which can contribute to higher motivation levels among employees.

"Currently, we're witnessing significant economic development in Saudi Arabia leading to competition between international and local companies to attract and hire talented employees." (1)

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"Positive economic factors positively affect employee motivation, while economic struggles negatively impact their motivation to work and mental focus on it." (15)

"It has a significant impact, but the more recognition and motivation in work, the less it affects the economic worker and alleviates it on the employee." (6)

Participant adds depth by noting that while economic factors do have a significant impact, intrinsic motivators like recognition and job satisfaction can mitigate the negative effects of economic challenges on employee motivation. This emphasizes the importance of creating a positive work environment beyond financial incentives.

Participant summarizes the overarching impact of economic factors on motivation: Participant succinctly encapsulates the essence of the discussion by highlighting the contrasting effects of positive and negative economic factors on employee motivation. Their contribution underscores the pervasive influence of economic conditions on employees' mental focus and willingness to work. By acknowledging the dual nature of this impact, Participant reinforces the importance of addressing economic challenges and fostering a supportive work environment to sustain motivation levels among employees.

The participants highlights the competitive landscape fueled by economic growth: By pointing out the significant economic development in Saudi Arabia,Participant underscores how this growth creates competition among companies. This competition not only encourages businesses to attract and hire talented employees but also motivates individuals within the workforce to seek better opportunities. The drive to excel amidst such competition can serve as a powerful motivator for employees, as they strive to enhance their skills and position themselves favorably in the job market.

Work values

the participants focus on emphasis is placed on the significance of work values in shaping employee motivation, productivity, and personal development. they underscores the pivotal role of feeling valued and appreciated in driving effectiveness and output. Additionally, it highlights the motivational power derived from understanding the importance of tasks and how this recognition fuels accomplishment. Moreover, they emphasizes the profound impact of perceiving one's work as meaningful, leading to heightened motivation, drive, and a commitment to professional growth. Overall, encapsulates the essence of work values in fostering a conducive work environment conducive to employee fulfillment and organizational success.

"Some employees may need to stir their internal emotions by clarifying the importance of their work and role in society, which increases their motivation and commitment to work seriously and lovingly." (9)

The participant discusses the importance of clarifying the role of work in society to stir internal emotions and increase motivation.This indicates that when employees see the broader purpose of their work, they are more likely to feel motivated and committed to their responsibilities.

"Feeling the importance of work is a strong driver in job tasks"(10)

The participant emphasized the importance of feeling the significance of work as a strong motivator in job tasks. This means that when an employee feels that their work is meaningful and valuable, they are more driven to achieve their goals and carry out their assigned tasks. Feeling valued contributes to increased motivation and interest in the work, ultimately leading to improved job performance and increased productivity. Therefore, the role of recognizing the importance of work in enhancing achievement and improving individual job performance is highlighted.

"The importance of work gives you motivation to accomplish." (4)

The participant underscores how recognizing the importance of tasks serves as a driving force for achievement. When employees understand the significance of their work and its impact on the organization, they are more motivated to accomplish their goals and contribute to overall success.

"Feeling the importance of work plays a big role in my motivation and drive." (12)

The participant reflects on the personal experience of how perceiving the significance of one's contributions boosts motivation and drive. When individuals believe that their work is meaningful and has a positive impact, they are more likely to be motivated to exert extra effort and succeed in their tasks.

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"Feeling the importance of work instills in the employee the interest and attempt for professional development and growth." (15)

The participant highlights the long-term effects of understanding the importance of work. When employees recognize the significance of their contributions, they are more likely to be invested in their own professional development and growth, leading to continuous improvement and advancement.

In conclusion participants highlight the importance of work values in shaping employee motivation, productivity, and personal development. It emphasizes the significance of feeling valued and appreciated, understanding the importance of tasks, and perceiving work as meaningful. These factors contribute to heightened motivation, drive, and commitment to professional growth, ultimately fostering a conducive work environment for employee fulfillment and organizational success.

Communication

The participants emphasis Effective communication serves as the cornerstone for motivating organizational change and driving success. By fostering understanding, trust, and collaboration, it empowers employees to embrace change, enhance productivity, and achieve common goals. Respectful and flexible communication practices create a supportive environment conducive to rapid development and goal attainment. Therefore, prioritizing effective communication strategies is essential for navigating change and fostering a motivated and high-performing workforce.

"Communication is the factor that distinguishes between the work of machines in factories and the work of individuals in organizations. If there is no effective communication among individuals in any organization, they become like factory machines, which threatens the failure of management for that organization." (9)

The participant Through the analogy of organizational communication to the functioning of machines in factories, this participant paints a stark picture of the consequences of ineffective communication. They suggest that without efficient communication channels, organizations risk becoming mechanical and inefficient, ultimately jeopardizing their success. This emphasizes the critical role of communication in facilitating collaboration, innovation, and organizational effectiveness.

"Communication plays a crucial role in motivating people, especially during times of change. Currently, we are facing this issue with communication during the change process. Unfortunately, we're experiencing a lack of communication. We don't have a clear structure or any meetings regarding this change. We feel lost and threatened. No one here explains the nature of the changes or what we'll do. We have a new supervisor without any announcement!!!" (1)

The participant vividly illustrates the detrimental effects of poor communication during times of change. They express feelings of being lost and threatened due to the lack of clear communication about changes in the organization, such as the arrival of a new supervisor without any prior announcement. This highlights the crucial role of communication in providing clarity, direction, and a sense of security to employees during periods of transition.

"Effective communication plays a significant role in achieving the desired goals to motivate employees because an employee who possesses successful and effective communication skills has a great ability to bring about the required change within the organization." (3)

The participant emphasized the importance of effective communication in achieving organizational goals and motivating employees, this participant highlights the transformative power of communication skills. They suggest that employees with strong communication abilities are better equipped to drive change within the organization, underscoring the integral role of communication in facilitating successful change management processes.

"Employee communication with their manager and colleagues has a significant impact on motivation and increasing productivity, leading to acceptance of change and confidence in it." (6)

The participant underscores the impact of communication on employee motivation and productivity. They assert that positive communication dynamics between employees, managers, and colleagues not only increase motivation but also foster acceptance of change and confidence in organizational initiatives. This highlights the intrinsic link between effective communication and employee engagement, which is vital for navigating periods of change.

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"When there is an open and supportive communication style within the organization, it increases my motivation and makes me more willing to work hard and diligently."(12)

The participant highlighted the importance of having an open and supportive communication style within the organization. When there is open communication, employees can express their opinions and feelings sincerely without fear of criticism or punishment. This type of communication builds trust among team members and encourages them to freely exchange ideas and knowledge. Additionally, employees feel appreciated and supported when they find that their ideas are of interest and appreciated by colleagues and leaders. This positive communication fosters willingness to work hard and diligently, making employees more prepared to achieve success in a positive and motivating work environment.

in conclusion the participants emphasis effective communication plays a transformative role in motivating change within organizations. It fosters clarity, collaboration, and support, ultimately driving productivity and success. When communication channels are open and supportive, employees feel empowered to navigate change confidently and contribute to achieving organizational goals.

Discussion

Job Satisfaction

The participants emphasized the importance of job satisfaction in enhancing motivation and productivity, resonating with Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. Maslow posits that individuals are motivated by fulfilling their needs, starting from basic physiological requirements to higher-order needs like self-actualization (Abraham Maslow, 1943). Herzberg's Two-Factor Theory further explains that satisfaction and dissatisfaction are influenced by different factors, with opportunities for growth and achievement being intrinsic motivators (Frederick Herzberg, 1959). This is supported by research indicating a positive correlation between motivation, job satisfaction, and opportunities for personal development (Gomathy, 2022; Preeti, 2022). For example, Gomathy (2022) highlights that motivated employees contribute to increased productivity and job satisfaction, echoing the sentiment expressed by participants regarding the importance of satisfaction in enhancing individual and collective performance. Literature Quotation: "Incentive programs, particularly those focused on interpersonal relationships, workplace environment, and interesting work, have been found to be effective in motivating employees." (Lai, 2009) Connection with Results: Participants emphasized the importance of job satisfaction and opportunities for personal growth, echoing Lai's (2009) finding that incentive programs, including those fostering a positive workplace environment and interesting work, enhance employee motivation.

Positive environment

The literature review and participant responses both stress the significance of a positive work culture in motivating employees, including recognizing employees' efforts, providing rewards, and achieving work-life balance. Herzberg's Two-Factor Theory supports this by highlighting the role of motivators, such as recognition and achievement, in enhancing motivation (Ghansah, 2012; Barabanshchikova, 2014). Furthermore, participants' emphasis on the impact of routine and lack of development opportunities at work aligns with the theory's concept of hygiene factors, which, when absent, can lead to dissatisfaction among employees. Rajhans (2012) emphasizes that effective communication fosters a positive work environment, contributing to employee motivation, which resonates with participants' feedback regarding the importance of communication in enhancing motivation and achieving organizational goals. Literature Quotation: "Different types of organizational culture have a significant influence on employees' job motivation." (Barabanshchikova, 2014) Connection with Results: Participants stressed the significance of a positive work culture in motivating employees. This aligns with Barabanshchikova's (2014) finding that organizational culture influences employee motivation.

Career Development and opportunities for personal growth

Participants and literature both emphasize the importance of fostering a supportive culture for career development within the organization. This aligns with the literature highlighting the positive impact of career development programs on motivation and creativity in the workplace (Yulianti, 2021). According to Yulianti (2021), career development programs contribute to a conducive work environment by providing opportunities for personal and professional skill enhancement, ultimately boosting motivation and productivity among employees. For example, Lai (2009) found that incentive programs, particularly those focused on interpersonal relationships and interesting work, are effective in motivating employees, supporting participants' feedback regarding the significance of professional development opportunities in enhancing motivation.

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Effective leader

The literature review and participant responses underline the significance of supportive leadership styles in motivating employees. This aligns with research findings that highlight the positive impact of transformational leadership on employee motivation (Altheeb, 2020; university, 2014). Transformational leaders inspire and motivate their team members by setting clear goals, providing support and guidance, and fostering a sense of trust and empowerment. This resonates with participants' feedback regarding the importance of supportive and directive leadership styles in enhancing confidence and productivity among employees. Altheeb (2020) found that paternalistic and transformational leadership styles have a positive impact on employee motivation, echoing the sentiment expressed by participants regarding the importance of supportive leadership in fostering a motivating work environment. Literature Quotation: "Paternalistic and transformational leadership styles had a positive impact on employee motivation." (Altheeb, 2020) Connection with Results: The participants highlighted the role of supportive leadership styles, including paternalistic and transformational approaches, in motivating employees and enhancing productivity. This aligns with Altheeb's (2020) finding that these leadership styles positively impact employee motivation.

Recognition and Rewards

Both literature and participant responses stress the importance of appreciation and rewards in enhancing motivation and productivity. This is supported by research indicating a direct relationship between rewards, recognition, job satisfaction, and motivation (Joshi, 2021; Preeti, 2022). Joshi's (2021) findings indicate that rewards and recognition positively influence job satisfaction, leading to higher levels of motivation and performance among employees. This aligns with participants' feedback regarding the positive impact of appreciation and rewards on boosting employee confidence and motivation. Literature Quotation: "Both intrinsic and extrinsic rewards are motivating factors for employees." (Aamir, 2012) Connection with Results: Participants emphasized the importance of recognition and rewards in enhancing motivation and productivity. This supports Aamir's (2012) finding that both intrinsic and extrinsic rewards serve as motivators for employees.

Work-Life Balance

The literature and participant responses highlight the importance of achieving a balance between work and personal life in enhancing motivation and well-being. This aligns with research findings that emphasize the positive impact of work-life balance on job satisfaction and retention (Yasmeen, 2023). Yasmeen's (2023) study indicates that maintaining a healthy work-life balance positively affects job satisfaction and employee retention rates. Participants' emphasis on the role of work management and organizing time in achieving work-life balance further supports this notion. Literature Quotation: "Work management plays a crucial role in providing a comfortable and supportive work environment for employees." (Yasmeen, 2023) Connection with Results: Participants stressed the importance of achieving work-life balance and emphasized the role of effective work management in providing a supportive work environment. This supports Yasmeen's (2023) finding that work management is crucial for creating a comfortable workplace conducive to employee motivation.

Economic Factors

Both literature and participant responses acknowledge the influence of economic factors on employee motivation, including economic growth, fluctuations, and financial obligations. This aligns with research indicating the impact of economic conditions on motivation and performance (Mouzaki, 2018; LubnaRizvi, 2012). Economic conditions can significantly affect employees' motivation levels and performance, as highlighted by Mouzaki (2018). The study emphasizes the importance of understanding what motivates employees, especially during challenging economic conditions, to maintain high levels of motivation and commitment. Participants acknowledged the influence of economic factors on motivation, including economic growth and financial obligations. This aligns with the literature's findings that economic conditions significantly affect employees' motivation levels and performance (Mouzaki, 2018; Danila, 2020). Mouzaki (2018) emphasized the importance of understanding what motivates employees during challenging economic times, supporting participants' feedback regarding the impact of economic conditions on motivation and commitment at work. "Financial incentives are not the only effective motivators; non-financial factors such as equal treatment and recognition of merits also play a significant role." (Danila, 2020) Connection with Results: Participants acknowledged the influence of economic factors on motivation, highlighting the importance of non-financial incentives such as equal treatment and recognition. This aligns with Danila's (2020) finding that non-financial factors contribute to employee motivation alongside financial incentives.

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Work Values

The literature review and participant responses highlight the importance of feeling valued, motivation, and achieving goals in stimulating work. This aligns with research emphasizing the positive impact of recognition and appreciation on motivation and cooperation (Pirzada, 2019). Pirzada's (2019) findings indicate that both intrinsic and extrinsic motivators, such as recognition and rewards, play a significant role in stimulating employee motivation and achieving organizational goals. For example, Kumar (2011) found that the motivation of employees is influenced by job perception and importance, supporting participants' emphasis on the importance of feeling valued and motivated in enhancing work performance. "Motivation of employees is influenced by job perception and importance." (Kumar, 2011) Connection with Results: Participants emphasized the importance of feeling valued and motivated in stimulating work performance. This aligns with Kumar's (2011) finding that job perception and importance influence employee motivation.

Communication

Both literature and participant responses stress the role of effective communication in motivating employees and achieving organizational goals. This aligns with research indicating that effective communication enhances employee satisfaction and performance (Rajhans, 2012). Rajhans (2012) emphasizes that effective communication fosters a positive work environment by promoting job satisfaction, commitment to the organization, and increased trust among employees. Participants' feedback regarding the importance of flexible communication and team support further supports this notion. "Effective communication fosters a positive work environment by promoting job satisfaction, commitment to the organization, and increased trust among employees." (Rajhans, 2012) Connection with Results Participants stressed the role of effective communication in motivating employees and achieving organizational goals. This aligns with Rajhans's (2012) finding that effective communication enhances employee satisfaction and performance.

In conclusion, the alignment between participant responses and existing literature underscores the importance of various factors such as job satisfaction, work culture, leadership style, recognition, and communication in motivating employees. Understanding and addressing these factors can contribute to creating a positive and motivating work environment, ultimately leading to increased productivity and organizational success.

Conclusion

This study sought to investigate the intrinsic and extrinsic factors influencing employee motivation within the General Administration of Education in Jeddah. Through a comprehensive exploration of various aspects including job satisfaction, work culture, leadership styles, recognition, work-life balance, economic factors, work value, and communication, several key findings have emerged.

The findings highlight the critical importance of job satisfaction and opportunities for personal growth in enhancing motivation and productivity, aligning with established theories such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. A positive work culture, characterized by recognition, rewards, and work-life balance initiatives, was identified as a significant factor contributing to employee motivation and organizational success.Furthermore, fostering a supportive environment for career development and embracing transformational leadership styles were found to positively influence motivation levels among employees. Recognition and rewards were identified as powerful motivators, while achieving a balance between work and personal life emerged as a key determinant of motivation and well-being.Additionally, the study acknowledges the impact of economic factors on motivation, emphasizing the need for organizations to understand and address these external influences to maintain high levels of employee motivation and commitment.While this research provides valuable insights into the specific context of the General Administration of Education in Jeddah, it is important to recognize its limitations. The findings may have limited generalizability beyond this particular context, and the reliance on self-reported data introduces the possibility of response bias. Moreover, the study is time-bound and may not comprehensively cover future factors influencing motivation.Moving forward, it is recommended that organizations within the education administration sector in Jeddah prioritize initiatives aimed at enhancing job satisfaction, fostering a positive work culture, and providing opportunities for career development. Additionally, a continued focus on effective communication and support for work-life balance will be essential in maintaining high levels of motivation and productivity among employees.

In conclusion, by understanding and addressing the intrinsic and extrinsic factors influencing employee motivation, organizations can create a conducive work environment that promotes individual well-being and organizational success.

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Contributions and Implications

The research contributes to the understanding of employee motivation within the General Administration of Education in Jeddah by systematically exploring intrinsic and extrinsic factors. By identifying the influence of career development, leadership styles, organizational culture, work-life balance policies, and external economic factors, the study provides valuable insights for educational administrators. It bridges the gap between academic knowledge and practical applications, ultimately aiming to enhance the quality of education and administrative efficiency in the region. The findings highlight the significance of job satisfaction, personal growth opportunities, positive work culture, and transformational leadership in increasing motivation and productivity among employees.

The implications of the study are multifaceted. Firstly, educational administrators can utilize the identified factors to develop strategies for improving employee motivation within their organizations. By fostering a supportive work environment, providing avenues for career advancement, and implementing effective leadership practices, administrators can enhance employee satisfaction and commitment. Additionally, recognizing the importance of work-life balance and addressing economic factors can further contribute to maintaining high levels of motivation among employees. Overall, the research provides actionable recommendations for enhancing organizational performance and employee well-being within the General Administration of Education in Jeddah.

Limitations and Future Research

Despite its contributions, the research has certain limitations that warrant consideration. Firstly, the study's sample size is relatively small, comprising only 15 employees from the General Administration of Education in Jeddah. While the participants represent a range of job titles and demographics, the findings may not be fully generalizable to the entire organization or other educational institutions. Additionally, the use of qualitative methods, specifically semi-structured interviews, may limit the breadth and depth of data collected. Future research could employ a larger and more diverse sample size, as well as utilize mixed-methods approaches to triangulate findings and enhance the validity of results.Moreover, the study primarily focuses on intrinsic and extrinsic factors influencing employee motivation within the context of educational administration. Future research could explore additional variables, such as organizational communication, recognition and rewards systems, and technological advancements, to provide a more comprehensive understanding of motivation dynamics. Longitudinal studies could also investigate the sustainability of motivation-enhancing strategies over time and assess their long-term impact on organizational outcomes. By addressing these limitations and exploring new avenues of research, scholars can further advance our understanding of employee motivation and contribute to the ongoing improvement of educational administration practices.

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"العوامل المؤثرة على تحفيز الموظفين: دراسة استكشافية للموظفين في الإدارة العامة للتعليم بجدة"

الملخص:

تهدف هذه الدراسة إلى استكشاف العوامل الداخلية والخارجية التي تؤثر على تحفيز الموظفين في الإدارة العامة للتعليم بجدة بشكل منهجي. من خلال الأساليب النوعية، تسعى الدراسة إلى تحديد وفهم تأثير التطور الوظيفي، وأساليب القيادة، والثقافة التنظيمية، وسياسات التوازن بين العمل والحياة، والعوامل الاقتصادية الخارجية على التحفيز (الضوغان والبار، 2015). علاوة على ذلك، تهدف الدراسة إلى التحقيق في العوامل الرئيسية، الداخلية والخارجية على حد سواء، التي تؤثر بشكل كبير على تحفيز الموظفين داخل الإدارة العامة للتعليم في جدة، وتقترح استراتيجيات لتحسين الإدارة التعليمية. تكمن الأهمية في سد الفجوة بين المعرفة الأكاديمية والتطبيقات العملية، مما يعزز في النهاية جودة التعليم والكفاءة الإدارية في المنطقة. تعتمد الدراسة على منهج استكشافي باستخدام تصميم طريقة أحادية يستند إلى المقابلات شبه المنظمة لجمع البيانات. يتم استخدام تحليل الموضوعات لاستخراج الرؤى من البيانات النوعية المجمعة (دلف، هو، 2023). يتألف عينة البحث من 15 موظفاً من الإدارة العامة للتعليم بجدة، بما في ذلك مساعدون إداريون ورؤساء أقسام. يتكون المشاركون من 8 ذكور و 7 إناث، بأعمار تتراوح بين 30 و55 عامًا. تتراوح سنوات الخبرة بين 7 و33 عامًا، مع مجموعة من المسميات الوظيفية بما في ذلك الأدوار الإدارية والمناصب القيادية. خلصت الدراسة إلى أن الرضا الوظيفي وفرص النمو الشخصي يلعبان دورًا حاسمًا في تعزيز تحفيز الموظفين وإنتاجيتهم. كما أظهرت أن الثقافة العملية الإيجابية والقيادة التحويلية تسهم في زيادة مستويات التحفيز. بالإضافة إلى ذلك، أكدت الدراسة على أهمية تحقيق التوازن بين العمل والحياة الشخصية، وضرورة فهم ومعالجة العوامل الاقتصادية للحفاظ على مستويات عالية من التحفيز والالتزام.

كلمات مفتاحية للبحث: الموظفون، التحفيز الداخلي، التحفيز الخارجي، الإدارة العامة.