University of Bahrain

College of Business Administration

Department of Management and Marketing



"Evaluation of Motivational Factors Affecting Employee's Performance in Bahraini Governmental Hospitals: A case study of King Hamad University Hospital."

Thesis Submitted in Partial Fulfilment of the Requirements for the Master's Degree in Human Resource Management

Submitted by:

Muneera Khalifa Al Khalifa

20189500

Supervised by:

Prof. Muwaffaq Alkubaisi

University of Bahrain

Kingdom of Bahrain

March 2022

University of Bahrain
Deanship of Graduate Studies
And scientific Research

جامعة البحرين
عمادة الدراسات العليا والبحث العلمي

Thesis Discussion Committee Decision

Student Name: **Muneera Khalifa Al Khalifa**	Student ID: **20189500**
Department: **Management & Marketing**	College: **Business administration**
Program: **Masters in Human Resource Management**	
Thesis Title: **"Evaluation of Motivational Factors Affecting Employee's Performance in Bahraini Governmental Hospitals: A case study of King Hamad University Hospital."**	
Supervisor Name: **Prof. Muwafaq Al-Kubaisi**	Student GPA: **3.63**

The Discussion Committee met on **20th -March-2022** I n Click here to enter text.. Upon discussing the student whose details are stated above in public, the discussion committee recommends the following:

The student is awarded a grade **A** in the thesis subject.

☐ Without making any changes to the thesis.

☒ After making the modifications attached with this decision.

Discussion Committee Members Approval:

Name		Signature
1. Prof. Muwafaq AlKubais	(Advisor)	
2. Dr. Mehdi Mili	(Internal Examiner)	
3. Dr. Firend Al. Rasch	(External Examiner)	

Approved at the University Council 6th meeting, 2013
In accordance with Decision No. 736/2013 dated 14/3/2013
Modified by University Council Decision No. 2043/2013 dated 20/11/2013.

University of Bahrain
Deanship of Graduate Studies
And scientific Research

جامعة البحرين
عمادة الدراسات العليا والبحث العلمي

Dissertation Deposit Form

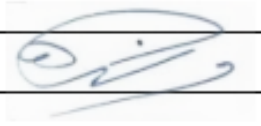
Author Name:	**Muneera Khalifa Al Khalifa**		
Email:	**20189500@uob.edu.bh**	**Contact No:**	**33999191**
College:	**Business administration**		
Department:	**Management & Marketing**		
Thesis Title:	"Evaluation of Motivational Factors Affecting Employee's Performance in Bahraini Governmental Hospitals: A case study of King Hamad University Hospital."		
Year:	**2022**		

Author's Declaration: I agree to the following conditions:

The above thesis will be available (in the University of Bahrain library and externally) and reproduced as necessary at the discretion of the University of Bahrain. It may also be digitized by the University of Bahrain and made available via the university's repository or via other parties on the Internet.

This condition shall apply to ALL copies including electronic copies.

The above thesis has been provided on the understanding that it is copyright protected material and that no quotation from this thesis may be published without proper acknowledgement.

Signature of the Author:		Date:	1-Feb-2202

Approved at the University Council 6th meeting, 2013
In accordance with Decision No. 736/2013 dated 14/3/2013
Modified by University Council Decision No. 2043/2013 dated 20/11/2013.

ملخص الدراسة

الغرض: يهدف هذا البحث إلى تقييم أثر العوامل التحفيزية على أداء الموظفين في العمل في المستشفيات الحكومية في مملكة البحرين، حيث تم اختيار مستشفى الملك حمد الجامعي لإجراء هذه الدراسة عن طريق تقييم العوامل التحفيزية التي شملت على الحوافز والمكافأت، التطوير الوظيفي، التقدير، الأمن الوظيفي وبيئة العمل.

التصميم /المنهج: تم تصميم استبيان البحث عن طريق الإنترنت اعتمادًا على مقياس ليكرت (مقياس تصنيف 5 نقاط) بإستخدام برنامج (Survey Monkey)، و إرسال الإستبيان عن طريق البريد الإلكتروني إلى فئة مختارة من التخصصات المختلفة من المناصب الإدارية ، الطبية ، التمريضية و المهن الطبية المساندة في مستشفى الملك حمد الجامعي، و لقد تم الحصول على 304 رد، و من ثم تحليل هذه البيانات عن طريق برنامج ال Excel والحزمة الإحصائية الإجتماعية (SPSS) للحصول على النتائج و إجابة النظريات الذي يهدف إليها البحث.

النتائج: تظهر نتائج هذه الدراسة بأنه هناك علاقة إيجابية بين الأداء الوظيفي والعوامل التحفيزية وهي التطوير الوظيفي، التقدير،الأمن الوظيفي و بيئة العمل ،فيما عدا ذلك الحوافز والمكافأت حيث لاتوجد علاقة مع الأداء الوظيفي بناءاً على نتائج هذه الدراسة.

الكلمات المفتاحية: العوامل التحفيزية، المستشفيات الحكومية، الأداء الوظيفي.

Abstract

Purpose: This research aimed to evaluate the effect of the motivational factors on the performance of employees in Bahraini Governmental Hospital and was conducted at the King Hamad University Hospital. The factors considered in this study were incentives & rewards, career development, recognition & appreciation, job security and work environment.

Design/Methodology: A cross-sectional survey design was used for the study and a survey monkey online questionnaire with the link was used to collect the responses. Respondents were asked to evaluate their agreement or disagreement with the question items provided using a five-point Likert scale. The collected data was analysed based on the pre-defined hypothesis using the statistical Package IBM SPSS.

Findings: The overall results presented that motivation has a significant impact on the performance of employees. The findings indicated career development, job security, recognition & appreciation and work environment showed a significant effect on the employee's performance whereas incentives & rewards had no significant impact on the performance of employees. Recommendations were made to the HR management, employees and future researchers based on the findings.

Keywords: Motivational Factors, Hospitals, Governmental, Kingdom of Bahrain, Employee Performance,

Declaration

Name: Muneera Khalifa Al Khalifa

Student ID: 20189500

This entitled “Evaluation of Motivational Factors Affecting Employee’s Performance in Bahraini Governmental Hospitals: A case study of King Hamad University Hospital” is submitted for obtaining the Degree of Master of Human Resources Management from University of Bahrain. This declaration is to clarify that this thesis is the original version of my work except for quotations which were duly acknowledged.

Signature: Date:

Acknowledgement

Words cannot do justice to the magnitude of my gratitude for the amount of encouragement I received. I am extremely thankful for their patience and assistance in helping me achieve the required results. I would like to take this opportunity to thank the faculty of UOB, my parents, family, Prof. Muwafaq Alkubaisi, Dr. Jalal Majeed Naser, KHUH Director of HR Sh. Ateytallah Al Khalifa and my colleagues at UOB for keeping me motivated and committed in this journey.

Prof. Muwafaq has been a continuous support at the time of my thesis by providing me continuous feedback and giving me the required time and attention to discuss matters further to gain more clarity with regards to my topic. His on spot and quick responses helped me, to breeze through this thesis in an organized manner.

A special thanks goes to my colleague at work Mr. Vivek Shetty, who encouraged me to undertake my master's degree and cheered me in every step, this journey would have not been easy without your continuous support and inspiration.

Dr. Jalal Majeed Naser, Senior Statistician (M. Sc. In Applied Labor Economics for Development with honors, B. Sc. In Statistics with honors), Graduate Statistician (GradStat) of the Royal Statistical Society in UK and Chairperson of Bahrain Statistical Society, I appreciate his great efforts and valuable time that contributed to bring this research in its integrated form.

Finally, I would like to thank the management of King Hamad University Hospital for giving me the opportunity to base my thesis on their organization. I would also express my gratitude to the Research Department of the hospital for their support. I would like to specially mention my gratitude to Maj. Gen. Dr. Salman Ateyatalla Al Khalifa, the Commander of the Hospital for his continuous leadership in maintaining the standards of the organization.

Table of Contents

Abstract ..... E

Declaration ..... F

Acknowledgement ..... G

List of tables ..... K

List of Figures ..... M

1. Introduction of the study 2

1.1. Introduction 2

1.2 Research Problem 4

1.3 Research Questions 4

1.4. Research Objectives 5

1.5. Research Significance 6

1.6. Study Settings 7

1.7. Research Terminology 7

1.7.1. Employee Performance 8

1.7.2. Motivation 8

1.7.3. Incentives & Rewards 9

1.7.4. Career Development 9

1.7.5. Job Security 9

1.7.6. Recognition & Appreciation 10

1.7.7 Work Environment 10

2. Theoretical Framework & Literature Review 12

2.1. Introduction: 12

2.2. Employee performance 14

2.2.1. Definition of Employee Performance 14

2.2.2. Determinants of Employee Performance: 15

2.2.3. Perspectives of Employee Performance 22

2.2.4. Performance management: 25

2.3. Motivational Factors 26

2.3.1. Definition of motivation: 28

2.3.2. Motivation characteristics: 32

2.3.3. Motivation Categories (Intrinsic and extrinsic) 33

2.3.4. Underpinning Theories of Employee Motivation 38

2.3.5. Motivational factors and employee performance: 46

2.4. Research Gap 55

2.5. Theoretical framework 56
2.6. Hypothesis 58
2.7. Summary 58
3. Methods and Procedures 61
3.1. Introduction 61
3.2. Research Approach 62
3.3. Research Strategy 63
3.4. Research Design 64
3.5. Research philosophy 65
3.6. Data collection method & Pilot Study 66
3.7. Population & Sample 67
3.8. Data Analysis Techniques 68
3.8.1. Descriptive data analysis 69
3.8.2. Inferential data analysis 69
3.9. Ethical Consideration 70
4. Analysis, Results, Summary 72
4.1. Introduction 72
4.2. Statistical Treatment 72
4.2.1. Statistical software 72
4.2.2. Data 73
4.2.3. Codebook 73
4.3. Demographics 73
4.3.1. Gender 73
4.3.2. Age 74
4.3.3. Qualification 75
4.3.4. Job category 76
4.3.5. Job experience 77
4.4. Respondents' Perception of Motivational Factors 78
4.4.1. Incentives & Reward 79
4.4.2. Career Development 80
4.4.3. Job Security 82
4.4.4. Recognition & Appreciation 83
4.4.5. Work Environment 84
4.4.6. Motivation 85
4.4.7. Respondents' Perception on Employee's Performance 86
4.6. Statistical Preparation for Inferential Analysis 87

4.6.1. Factor Analysis for Uni-dimensionality 88
4.6.2. Reliability Analysis 89
4.6.3. Composite variables 90
4.6.4. Normality Assumption Testing 91
4.6.5. Outliers Checking 92
4.7. Bivariate Analysis for Demographic Effect 94
4.7.1. Gender Effect 95
4.7.2. Age Group Effect 96
4.7.3. Qualification Effect 97
4.7.4. Job Category Effect 98
4.7.5. Job Experience Effect 99
4.8. Relation between Motivational Factors and Employee's Performance 100
4.8.1. Correlational Analysis 100
4.8.2. Regression Analysis 104
4.9. Summary 108
4.9.1. Descriptive Summary 108
4.9.2. Inferential Summary 110
4.9.3. Research Hypotheses Testing Summary 112
5. Discussions & Recommendation 115
5.1. Introduction: 115
5.2. Discussion of the Research conclusions: 115
5.3. Recommendations 119
5.3.1. Recommendations for HR Management 120
5.3.2. Recommendations for Employees 121
5.3.3. Recommendations for Future Researchers 121
5.4. Implications 122
5.4.1 Theoretical implications 122
5.4.2. Practical implications 122
5.5. Research Limitations 124
References list 125
Appendices 152
Appendix (1) Questionnaire form 152
Appendix (2) Codebook 156

List of tables

Table 0-1 Distribution of the sample respondents by respondents' gender 76

Table 0-2 Distribution of the sample respondents by respondents' age 77

Table 0-3 Distribution of the sample respondents by respondents' qualification 79

Table 0-4 Distribution of the sample respondents by respondents' job category 80

Table 0-5 Distribution of the sample respondents by respondents' job experience 81

Table 0-6 Likert 5-point scale interpretation of the mean ranges possible 82

Table 0-7 Distribution and summary statistics of Incentives & Rewards set of questions.....83

Table 0-8 Distribution and summary statistics of Career Development set of questions.....84

Table 0-9 Distribution and summary statistics of Job Security set of questions 85

Table 0-10 Distribution and summary statistics of Recognition & Appreciation set of questions.....86

Table 0-11 Distribution and summary statistics of Work Environment set of questions.....87

Table 0-12 Distribution and summary statistics of Motivation set of questions 88

Table 0-13 Distribution and summary statistics of Employee's Performance set of questions 90

Table 0-14 Factor analysis summary results for the studied composite measures 92

Table 0-15 Reliability assessment results using Alpha Cronbach's method.....90

Table 0-16 Summary statistics of the composite variables 91

Table 0-17 Normality assumption check using Kolmogorov-Smirnov test.....95

Table 0-18 Mann-Whitney test for gender effect 98

Table 0-19 Summary statistics of gender for statistically significant variable only.....96

Table 0-20 Kruskal-Wallis test for age effect.....99

Table 0-21 Summary statistics of age for statistically significant variable only 101

Table 0-22 Kruskal-Wallis test for qualification effect.....97

Table 0-23 Summary statistics of qualification for statistically significant variable only.....98

Table 0-24 Kruskal-Wallis test for job category effect 98

Table 0-25 Summary statistics of job category for statistically significant variable only.....99

Table 0-26 Kruskal-Wallis test for job experiece effect.....99

Table 0-27 Summary statistics of job experience for statistically significant variable only.....100

Table 0-28 Spearman correlation matrix results among studied variables.....103

Table 0-29 Simple and multiple linear regression analysis to assess Role stressors effect.....107

Table 0-30 Summary of the Research Hypotheses Testing.....112

List of Figures

Figure 01 Bar chart to represent respondents' gender (%) ……...85
Figure 02 Bar chart to represent respondents' age (%) …….86
Figure 03 Bar chart to represent respondents' qualification (%) ….....87
Figure 04 Bar chart to represent respondents' job category (%) ….....89
Figure 05 Bar chart to represent respondents' job experience (%) ...90
Figures 4-6 box plots for all studied composite variables……106

Chapter One

1. Introduction of the study

1.1. Introduction

Employees are the driving force of any organization, so they need to be influenced and persuaded towards task fulfilment, which is an essential part to determine the success of any organization. The motivation of an employee in the work context can be clear as an individual's degree of willingness to exert and maintain an effort towards organizational goals (Franko, 2002).

Healthcare sectors need to improve the health system performance by promoting efficient management and improving the availability and allocation of human resources. The healthcare system is labour and capital intensive (Allen & Helms, 2002; Badu, 2005; Bartol & Martin, 1998). With recent and dynamic developments in healthcare sector owing to patient's needs, a metamorphosis occurring in the diversity of workforce and technological advancements, and a dedicated and committed workforce is required to sustain high quality healthcare delivery (Dieleman et al., 2006). Among many other factors, motivation of an employee is a very important factor that affects one's performance, which when integrated can negatively impact the quality of health services and will lead to lower the turnover of employees. In spite of the fact that the availability of resources and employee competencies are assured, many countries are not able to attain the objectives of health system, primarily due to lack of explicit policies especially related to motivation of employees. Therefore, it is very crucial that the policymakers are aware of healthcare worker motivation and its influence on their performance.

This research aims to understand the existing motivational factors affecting employee performance prevailing in the Government Health sector in Bahrain. King Hamad University Hospital will need to develop strategies depending on understanding motivational factors' effect on employee performance.

King Hamad University Hospital was established by Royal Decree No.31 of 2010, which stated that the hospital will be associated to the Bahrain Defence Force, provided that it will offer its services to Muharraq catchment area. KHUH is a university hospital with a capacity of 410 beds; it consists of state-of-the-art medical technology and the most sophisticated systems. KHUH co-ordinates closely with the Ministry of Health and its related health centres and also provide first aid and emergency services.

Individuals might be motivated through their own desire, intellectual/mental turn of events, acknowledgment, and securing the correct positions prompting happiness and delight (Santrock, 2009). Such factors were delegated as natural components. The organization prompts employee fulfilment. For example, open doors for advancements, improvement, preparing, and budgetary impetuses are extrinsic motivations (Sheldon & Filak, 2008). (Perry & Hondeghem, 2008) stated it is hard to find the correct harmony among intrinsic and extrinsic motivations, which can affect employees' motivation, as they fluctuate from individual to individual.

Motivation from the work environment, including associates, directors, and hierarchical administration, the employee needs are fulfilled, bringing about the decrease in employee turnover, maintenance, and higher profitability level (Ho, 2018; Irawan, 2015). The authoritative administration in an organization is stressed by the high turnover ratio of employees, which is a case of discontent to the organization to fulfil its employee needs and to build up the human resources to reduce the difficulties arising because of profoundly unpredictable and dynamic economic situations (Sisk, 2009).

This study investigates and emphasizes that employee motivation can impact the development of the organization especially hospitals and healthcare industries, they are never able to grow if their employees are not dedicated to work. This research explores the various aspects of the chosen

factors on motivation for health care providers and administration staff: internal determinants at the individual level, determinants at the organizational level, and determinants resulting from encounters with a broader corporate culture.

1.2 Research Problem

The management of King Hamad University hospital makes continuous efforts in motivating their employees for better work productivity and personal satisfaction in the form of incentives, appreciation certificates, etc. However, the World Health Organization initiative “Health for all” followed by the Ministry of Health in Bahrain has created a new transformation in terms of organizational functioning to the previous system. As per the initiative, all citizens of Bahrain are provided with healthcare services. Hence, to cover these various services, the hospital’s workforce has increased, making it harder for the management to maintain complete employee satisfaction and motivation. Employees in organizations have to be motivated when presented with an increased workload. If not transited or communicated effectively, this workload will need to demotivate them further. The organization needs to be aware and have the appropriate knowledge to implement required changes with the proper skill set. (Lauby, 2005) stated that it is the responsibility of the managers to identify the requirement of the employees and their needs relating to power, money, desire to be praised or to be left alone. Motivation is defined within the framework of behaviour, effort and persistence in the face of obstacles. In this study, the connection between motivational factors and employee performance will be investigated, using extensive research analysis of the previous related literature in the Human Resources Management field.

1.3 Research Questions

The following questions of research will help to conclude evidence-based findings:

1. What is the relationship between Incentives & Rewards with employee's performance?
2. What is the relationship between Career Development and employee performance?
3. What is the relationship between Job Security and employee's performance?
4. What is the relationship between Recognition & Appreciation with employee's performance?
5. What is the relationship between Work Environment and employee's performance?
6. What is the relationship between motivational factors and employee's performance?

1.4. Research Objectives

To evaluate the methods used by King Hamad University Hospital's management and measure the motivational factors affecting employee performance.

1.1.4. Specific Objectives

There are a few sub-targets addressed to achieve the specified goals, as follows:

- Assess the association between incentives and rewards from one side and increasing the motivational level of employee performance from the other side.
- Assess the role of career development opportunities promoted by King Hamad University Hospital administration towards employee performance's motivational level.
- Study the significance of job security towards the motivational level of employee performance.

- Examine the role of recognition & appreciation towards the motivational level of employee performance.
- Analyse the effect of work environment on the motivational level of employee performance.

1.5. Research Significance

As part of the Health Improvement Strategy (2015-2018), The Ministry of Health, Bahrain, considered improving and focusing on the proper selection and accurate measurement of success indicators for achieving the set objectives regarding the ongoing development and improvement in the healthcare sector. Changing an employee's indulgence in their role in an organization often offers an efficient way to develop the group constructively.

The Economic Development Board stated that healthcare in Bahrain is overgrowing, focusing on creating centres of medical greatness. At the same time, a healthcare industry investigation reports that Bahrain has the least density of health workers per capita within the Gulf Cooperation Council (GCC), proposing significant room for development (World Health Organization 2017). Clinics in Bahrain may have the lowest density, but Bahrain medical centres are prepared for extension with an excellent workforce. With a market on the rise and a force ready for advancement, this would be the most appropriate time to evaluate Bahrain's offices and medical centres.

This research will evaluate, determine, and measure the motivational factors' significant impact on employee performance. This research will provide insights into King Hamad University Hospital's critical practices to improve employee performance as part of its strategies. This research also aims to add motivations for the performance of employees in Bahrain to the previous documentation.

1.6. Study Settings

The inclusive construction of the study is separated into four chapters, the outlines of which are provided below:

Chapter 1 Introduction to the study: This chapter summarizes the association between motivation and employee performance. The topic covers the range from Research problem, research questions, objectives, the significance of the study, study setting and the research terminology.

Chapter 2 Literature review: This chapter fundamentally evaluates the literature on motivational tools to measure organizational techniques. The study will consist of theories that will explore the relationship between motivational factors and employees' performance. In addition, this chapter will further explore the factors of incentives and rewards, career development, job security, appreciation and recognition & the work environment of an organization.

Chapter 3 Research methodology: This chapter will summarise research methods, design, and tools. The chapter describes the questionnaire, or the instrument used in the study. The mode of data collection is further described. The chapter also describes the data extraction of coded variables and, finally, data analysis.

Chapter 4 Results, Recommendation & Conclusion: Chapter 4 summarises the findings with the research implications for the Bahraini Governmental Hospital (King Hamad University Hospital). The recommendations presented are for the hospital management to improve further the employees' performance based on motivational factors.

1.7. Research Terminology

The terminologies used in this research are as follows:

- Employee Performance

- Motivation
- Incentives & Rewards
- Career Development
- Job Security
- Recognition & Appreciation
- Work Environment

1.7.1. Employee Performance

Employee performance has a direct impact on quantity as well as quality of work. Performance within organizations has centred on assessing employee performance and allocating rewards, with significant performance resulting from ability and motivation. Having an enabling environment has a critical effect on individual performance with appropriate resources and support from the manager (Torrington, Hall & Stephen, 2008).

1.7.2. Motivation

According to (Nguyen 2017), “motivation” refers to factors that activate, direct, and maintain the foal's behaviour. The motives for actions are the purposes or needs of driving behaviour. We do not observe a motive, but we conclude that it exists based on the behaviour. (Steers et al. 2004) stated that in most managerial domains, employee motivation plays a vital role theoretically and practically. (Badu 2005) defined motivation as an internal process that makes an employee move towards a goal. Increasing employees’ motivation is the responsibility of the management.

On the contrary, (Bartol & Martin 1998) compared motivation to dynamism which induces behaviour based on gain. In other words, employees should be active and motivated and have a vision of reaching their goals.

1.7.3. Incentives & Rewards

Shields & Kaine (2016) stated that the reward might be tangible or intangible. For example, an organization serves its staff deliberately or involuntarily in interchange for their perspective or substantial work contributions. Staff members as individuals assign an optimistic value. Rewards can be classified into two groups: Intrinsic & Extrinsic. Intrinsic rewards ascend from the content of the job. In disparity, extrinsic rewards climb from the influences related to the job.

Gana & Bababe (2011) stated that employees put in a great effort to achieve efficient work, so incentives are considered critical factors. The statement explains the relationship between the incentives and reward system and the employees' capabilities to achieve the organization's goals.

1.7.4. Career Development

According to (Kroth & Christensen 2009), companies and employees need to take responsibility for those in the organization's career development. Employees are spending more and more time devoted to their jobs and careers. They expect similar dedication in return from the employer in their relationship. Most companies in the competitive market attempt constant growth by investing in their staff's skills, development, objectives, and knowledge.

Stones & Freeman (1992) stated employees plan their careers based on career planning during their working lives. This serves employees to achieve their career goals on the set path. In addition, the skills obtained during career development pave the road to promotion, which is a motivating factor for employee performance.

1.7.5. Job Security

Employers are concerned about the security of having a job or having a voice in the workplace. The reason is apparent is that what happens at

work fundamentally affects the atmosphere of their lives. As (Goetsch 2011) stated, whether the employee works in a private sector or public sector, the employer can contribute much to their job security, motivating them. Job security is placed at a high value because of the employees; their job is the principal vehicle for satisfying their security needs.

1.7.6. Recognition & Appreciation

Pinar (2011) stated that recognition and appreciation motivate employees to be more focused to work harder. Recognized employees who are appreciated for their effort work harder to prove their talents, skill and abilities. Recognition and appreciation are communication methods that strengthen the employees in an organization. Management needs to develop a powerful recognition system to help the staff and the organization (Hsiu-Fen, 2007). The ability to contribute from employees is based on the fact that they are appreciated and recognized positively, thus making the work environment productive and innovative. Thanking is a simple form of recognition that would make a business successful (David, Louis & Micheal, 2004).

1.7.7 Work Environment

An employee's workplace setting primarily influences the employee's level of motivation and succeeding performance. The staff's engagement within the organization's effects significantly, their error rate, level of innovation, collaboration with other staffs and absenteeism. The workplace environment would lead to engagement or disengagement, impacting the employee (Chandrasekar, 2011).

Chapter Two

2. Theoretical Framework & Literature Review

2.1. Introduction:

In the business world today, employees represent the most valuable assets of any organization since the organization's success, or failure is mainly determined by the performance of its employees. They are prerequisites in organizations as their proficiencies and skills can achieve specific goals in the organization. Due to the rapid emergence and evolution of new industries and technologies, organizations have realized the importance of encouraging and developing employee performance (Kuruppu, Kavirathne & Karunarathna, 2021). The way employees carry out their tasks and duties can affect the organization's success since employee performance eventually determines and reflects organizational performance. Many researchers refer to this employee performance as "the accomplishment of a given task measured against presently known standards of accuracy, competency, cost and speed" (Asiaei & Bontis, 2019).

Institutions and organizations should concentrate on building and enhancing the positive performance of employees by facilitating staff with a collection of skills and tools to meet our new challenges and realities (Batarlienėh et al., 2017). In this respect, globalization, innovation, creativity, new market demands, and smart economy can be considered challenges and drivers for improving and maintaining employee performance (Potnuru, Sahoo & Sharma, 2019). The unbelievable rapid changes in modern technologies and communication have left their impacts upon the stakeholders' necessities and market demands, where they rely on employees to shorten the gap emerging to be able to attain the innovative aims and objectives of the organization or the institution they belong to (Shah, Irani & Sharif, 2017).

For organizations, institutions, or companies, the only way that makes them able to move forward is through having qualified employees. Employee performance reveals a person's aptitude to work. An employee's performance increases when the quality of work is achieved according to the set criteria. Therefore, good employee performance results from the "quality and quantity achieved by an employee in carrying out his/her duties following the responsibilities given by" (Prasetyo, Kusmaningtyas & Nugroho, 2021). Nowadays, there is an increasing demand for high employee performance because a successful organization is attached to implementing employees.

One of the main factors related directly to employee performance is motivation. Therefore, motivation is significant to employee performance. This significance has been proved in many empirical studies carried out in the literature. For instance, one of these studies indicates that motivational influences have a noteworthy "positive relationship with employee performance" (Tilahun, 2020). Similarly, (Ciner 2019) investigated the role of stimulus on employee performance and concluded that motivation significantly impacts employee performance.

This chapter provides a theoretical overview of the factors of motivation affecting employees' performance. This literature review will focus on the objectives, approaches, tools & summary of previous studies relating to motivational factors. These theories will be about journals, articles or e-books that emphasize the relationship between motivation and employees' performance. The various sections in this chapter will include the benefits, conceptual framework and hypothesis. In addition, this chapter will summarize the extent to which the researcher has benefitted from the previous philosophies and theories proposed on the relevant topic.

2.2. Employee performance

2.2.1. Definition of Employee Performance

In literature, researchers have defined "employee performance" in various ways. Employee performance is a type of performance that can be quantitatively and qualitatively evaluated. (Robbins & Judge, 2017). From another dimension, all undertakings carried out to improve and develop an organisation's business or an institution represent a form of performance, where the "success in achieving superior performance requires the strategic role of employees as actors in every company activity" (Raineri, 2017). As per ((Kuruppu, Kavirathne & Karunarathna, 2021), performance is the accomplishment of set targets associated with expected levels of completeness, accuracy, cost and speed. It is also defined as "how workers behave in the workplace and how well they perform the job duties they are assigned to do" (Donohoe, 2019).

Additionally, employee performance is "an action that staffs perform in carrying out the work in the firm. Similarly, employee performance is defined as "how an employee fulfils their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output" (Ciner, 2019). Some researchers believe that performance in carrying out its purposes is not self-governing, but always recounts to employee job satisfaction and the level of reward provided, and is influenced by individual skills, capabilities, and personalities" (Shmailan, 2016).

Employee performance represents "a mixture of efficiency and effectiveness of the employee’s daily tasks to meet the expectations of the stakeholders" (Bataineh, 2017). The performance also subsidizes our valuation of how appreciated a worker is to the organization. Every staff is a thoughtful investment for an organization, so the return that each employee serves must be significant (Kremer, Villamor & Aguinis, 2019). In this sequence, the highly

qualified employees in any organization signify a valuable source for the organization by which "it can reach high performance and productivity enabling it to gain the competitive advantage against other competitors" (Ahbabi, Singh & Balasubramanian, 2019). According to (Chaubey, Sahoo & Khatri, 2019) employee performance is seen as a system of evaluation that many organizations or institutions utilize to assess the competencies and abilities of their employees.

According to (Asiaei & Bontis, 2019), employee performance is a rating system, which a significant number of institutions and organizations use to evaluate the aptitudes and competencies of their employees. Moreover, employee performance is an essential element to any institution or organization, where their success and progress rely on the creativity, innovation, loyalty, and continuous improvement of their employees. Moreover, good employee performance represents a significant factor for the country, enabling a balanced economy. This is attributed to the fact that high performance improves the employees' living standards, where they can get high increasing salaries to increase due to their excellent product performance in their institution or organization. Consequently, there will be an increase in their consumption of goods and purchasing activities, which, in turn, aids the succession of the economy in the whole society (Hwang, 2018).

2.2.2. Determinants of Employee Performance:

There are many determinants of employee performance in organizations and institutions in literature. Accordingly, organizations should concentrate on these factors or determinants that could positively increase employees' performance to survive, develop, and maintain competitive advantage (Dahkoul, 2018). Some of these determinants are the following:

2.2.2.1. Work Environment

Any employees in any organization need to have good working environmental conditions. To effectively manage the various elements of a

facility, management should pay attention to the multiple factors involved in its construction. Some of these include the facility's equipment, materials, and services. When realizing these things, management would be able to "form congenial working environmental conditions" (Kapur, 2020).

2.2.2.2. Organization Culture

Organization culture has proved to have a very important impact on the overall performance of both employees and organizations. In literature, there are many definitions given to the concept of organizational culture. Organizational culture is defined as "the pattern of beliefs, values, and experiences that is reflecting on material arrangements and members' behavior" (Nikpour, 2017). Similarly, Shahzad, Xiu, & Shahbaz, (2017) defined organizational culture as employee's beliefs and values, that are shared at all levels of the organization and displayed in the organizational traits. Warrick, (2017) supports these definitions while adding that the organization culture is also an environment where employees influence each other's way of thinking, behaving, and gaining experience at work.

Widely, researchers and scholars classify organization culture into three categories. These are "innovative organizational culture (IOC), bureaucratic organizational culture (BOC) and trust and supportive organizational culture (TOC)" (Wu, Huang, Huang, & Du, 2019). The innovative culture comes through a creative, results-oriented, and challenging work environment. It includes an enterprising and opportunity-seeking work environment attracting employees who seek challenge and risks at work to improve performance. The bureaucratic culture represents a systematic, organized, procedural, and regulated work environment. This type of organization culture lacks flexibility and stresses predictability, efficiency, and consistency. The supportive culture becomes clear in a trusting, people oriented, and encouraging work environment. This type of

culture facilitates the presence of open relationships between employees, where the work environment is friendly, equitable, and helpful (Jogaratnam, 2017).

To create a creative culture inside the organization, researchers and scholars have identified some essential elements that would distinguish this organizational culture. These include "teamwork, communication, training and development and reward recognition" (Ramdhani, Ramdhani, & Ainisyifa, 2017). Additionally, some other researchers indicated that it includes innovation, aggressiveness, stability outcome orientation, attention to detail, team orientation, and respect for people as key elements of organizational culture (Rich, Rich, & Hair, 2018). In addition, others like (Wu, Huang, Huang, & Du, 2019) agreed with this adding other features such as leadership, compliances, effectiveness, values, and decision-making. In their book, Larentis, Antonello, & Slongo, (2019) added other features to include openness to new ideas and perspectives, shared meanings and symbols, past experiences, the role of boundary spanners, and sharing problems amongst employees.

2.2.2.3. Employee engagement

In the last few decades, employee involvement has become maximum precedence for leaders and managers, who seek new ways to keep their employees motivated and involved. Efficient and successful management is valued to keep employees engaged and involved. Employee turnover has attracted more significant attrition in different business fields workers nowadays seem to be incessantly changing employment (Toyama & Mauno, 2017). According to (Ryan & Deci, 2020) explained that the engaged employee is the one who is capable of generating results and who rarely changes jobs. More importantly, they are the one who serves as dependable illustrative of the company where they work. The employee's degree of engagement could be categorized into three levels;"engaged", "not engaged", or "disengaged.

As stated by (Walden, Jung & Westerman, 2017), the productivity of an involved staff is designated as "a result obtained by igniting an employee's passion for work and channelling it toward the organisational success". Nevertheless, this result is only realized when an employer or manager creates direct contracts with workers who show explicit positive behaviours in line with the aims and objectives of the organisation.

Involved employees tend to work with enthusiasm to accomplish the goals and purposes of the organisation. While “not engaged” staff tend to be interested, they do not have the same zeal for achieving the organisation’s shared goal. Finally, the disengaged employees are those employees who are generally dissatisfied with their employment (Shuck & Wollard, 2018).

Similarly, employee commitment can also be categorized into three different but correlated features, which are "Intellectual engagement", "affective engagement", "social engagement". Intellectual engagement points to the commitment to improving the employee's job performance. In contrast, effective engagement involves being helpful and optimistic due to job performance. Finally, social engagement includes engaging in conversations and fruitful communication with other employees concerning enhancing all work-related changes (Sandra, 2018). Therefore, organisations should create a working environment that serves a good harmony among potential employees’ job expectations and their consequent work setting so that they can attract and keep "high calibre, high performing, creative, dedicated, and engaged employees" (Morgeson & Dierdorff, 2020).

2.2.2.4. Leadership style

The leadership style adopted in an organization certainly impacts employee performance. It had a substantial effect on the attitudes or views of employees in terms of psychological safety by providing a supportive, encouraging environment, where employees feel safe when actively doing all

work-related tasks and duties (Popli & Rizvi, 2016). In research, leadership styles have been investigated as interpreters of employee performance and meaningful results depending on these theoretical premises. At the team level, leadership represents a possible source of employee engagement, where managers lead individuals employing creating a communal psychological model and enhancing cooperative, collaborative procedures consistent with the leader-focused perspectives (Mehra et al., 2016). The charismatic leadership style accumulates creative behaviour over the intercession of employee involvement. In contrast, the transformational leadership style is related to the imaginative ideas, opinions, and innovative work practices in the organization (Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016).

Employee-oriented leadership represents a resource of encouraging employees to leave their effect on whatever work they do. Here, leaders enable employees to lead smaller teams and support proactive practices (Hannah & Lester, 2019). Furthermore, as stated by (Zainol, Mohd-Hussin & Othman, 2016), inclusive leadership seems to be positively related to employee performance and engagement since it inspires receptivity to employee information, assisting in facing and dealing with the difficulties that might occur during the development efforts. Furthermore, the ts style encourages employee relational interactions (Chiwawa & Wissink, 2021). According to (Toyama & Mauno 2017), finally, the presence of effective team cohesion results in "collective task engagement, and peer support encourages employees to take on difficulties without fearing the consequences of failing".

2.2.2.5. Pay and benefit rewards

One of the most important determinants of employee performance is "Rewards". Employees' rewards can come in financial rewards such as good pay, incentives, or bonus. They can also come in the form of non-financial benefits such as “voucher schemes or extra holidays or "a combination of both financial

and non-financial benefits" (Zainol, Mohd-Hussin & Othman, 2016). Undoubtedly, employees pay greater attention to the good salaries that organizations can offer them. Moreover, they feel obliged to get engaged and involved in their work if they recognize and understand that their benefits and pay are "reciprocal to the services that they render within the organisation (Kwon & Kim, 2020). Nevertheless, when employees see that their payment is unfair, they tend to be less competitive. Also, when the organisation is "slow to respond to the changing environment, they are likely to disengage (Langford, 2019).

2.2.2.6. Training and development

The training and development of employees represent an important determinant of employee performance. Thus, organizations should concentrate on the training and development of employees since employees are a significant asset responsible for generating and accomplishing the competitive advantage for the organization. Training participates positively in enhancing the skills and knowledge of the employees, which, in turn, leads to increasing and improving their performance (Zainol, Mohd-Hussin & Othman, 2016). Generally, the ultimate goal of training and development is to provide employees and newcomers with the skills and knowledge that they need to work effectively and efficiently with high levels of good performance, leading to increasing the organizational performance, competitive advantage and maximizing the profitability of the organization (Albrecht, Bakker, Gruman, Macey, & Saks, 2019).

2.2.2.7. Employee recognition

Employee recognition refers to the personal non-financial rewards an employee receives due to his high performance. This includes appreciation, interest and approval for the employee's efforts, hard work, talent, and work achievements. This employee recognition works as a reinforcement or support to the desired and wanted work behaviour demonstrated by employees (Pigeon,

Montani & Boudrias, 2017). The influence of employee recognition upon the engagement and performance of employees can be described in light of the perspective of the social exchange theory. This theory supposes a kind of reciprocal balance between employer and employee interactions. In other words, employees feel assured to "respond with a reciprocal level of participation if an organisation provides them socioemotional resources. On the contrary, they are more likely to disengage when the organisation is preceding adequate compensation" (Kwon & Kim 2020).

2.2.2.8. Motivation

Motivation is one of the most important determinants of employee performance. It represents a significant factor that determines largely the level of performance done by an employee . A highly motivated employee tends to create and innovate and achieves high levels of good performance. In contrast, a poorly motivated employee would primarily achieve poor performance levels and be "costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time" (Tasya & Gilang, 2020). Consequently, management and administration need to identify what stimulates and motivates their employees so that their most valuable assets will not be misallocated and avoid dissatisfaction (Carvalho, Riana & Soares, 2020). When managers deal with low performers, motivation is a prerequisite; or else these employees will drag results down, affecting the organisation's entire performance (Alamri, Monasterio, & Beckert, 2021).

According to (Thao & Hwang 2017), motivated employees would lead to "greater understanding, acceptance, commitment to implementation, understanding of objectives and decision making between management and employees, where there are six most important elements of motivation: rewards, pay, profit sharing, promotion, recognition, job enrichment".

2.2.3. Perspectives of Employee Performance

Researchers and scholars have adopted diverse perspectives when studying employee performance. Generally, they differentiate between three different perspectives. The first perspective is the "individual differences perspective", which looks for the individual characteristics of employees, such as personality, and general mental ability, as sources of distinction and difference in performance among employees. The second perspective is the "situational perspective", which concentrates on situational aspects such as impediments or obstacles and facilitators for implementation. finally, the third perspective is the "performance regulation perspective" which describes the performance process (Tang & Braver, 2021).

2.2.3.1. Individual Differences Perspective

Aldoseari (2021) In order to recognize underlying factors, individual difference perspective concentrates on existing performance differences amongst employees. The basic idea of this perspective is that differences in performance among employees can be attributed to their differences in personality, capabilities, and motivation. (Tang & Braver, 2021) stated that performance components work as a function of three determinants. These three determinants include "declarative knowledge, procedural knowledge and skills, and motivation". Declarative knowledge comprises goals, principles, facts, and the self. Therefore, it is a function of an employee's personality, education, aptitudes, interests, experience, training, and aptitude-treatment interactions. On the other hand, procedural knowledge and skills comprise physical skills, cognitive and psychomotor skills, interpersonal skills, and self-management skills. The procedural knowledge and skills indicators include personality, interests, abilities, education, experience, training, practice, and aptitude-treatment interactions. (Conway, 2019) assumes that there is some interaction between the three types of performance determinants; however, he

does not specify the nature of this interaction. Moreover, he mostly neglects the situational variables, which are seen as forecasters of performance.

2.2.3.2. Situational Perspective:

The situational perspective points at the different factors existing in the environment of the employee, which encourage and support or hinder and deter performance. The situational perspective incorporates approaches that concentrate on workplace factors and definite motivational strategies emerging from the expectancy theory, or policies targeting employee performance improvement through reward systems or creating perceptions of fairness and equity in the workplace. There are two practical approaches to discriminate concerning the workplace factors and their association with employee performance. The first is related to those approaches concentrating on the situational factors that encourage, support, enhance and facilitate implementation. In contrast, the second is connected to the methods that focus on the situational factors that hinder or impede performance (Ridlwan, Purwandari & Syah, 2021).

Carvajal (2016) assumes the sociotechnical systems theory falls in this first classification of job design approaches that identify workplace factors that enhance and improve employee performance. Generally, the sociotechnical systems theory defines work systems as consisting of social and technical subsystems, where performance improvement can be realized through the combined optimization of both subsystems. On the other hand, the role theory falls in the second classification of job design approaches that identify workplace factors that hinder and impact employee performance. The theory considers role ambiguity and role conflict as stressors that hamper performance. However, some recent studies, such as the study of (Rahadiyan, et al 2019) proved a negative relationship between role ambiguity and performance in professional, technical, and managerial jobs.

2.2.3.3. Performance Regulation Perspective:

Aalmajali & Al-lozi (2019) ensure that performance regulation perspective adopts a diverse outlook towards employee performance, where it is less interested in the individual or the situational predictors of performance. Instead, the performance regulation perspective concentrates on the performance process itself, theorizing it as an action process. In this sequence, the action theory approach defines the performance process in the same way as any other action from both procedural and structural points of view. The process point of view concentrates on the consecutive features of action, while the structural point of view concentrates on its hierarchical structure (Calderwood, et al., 2020).

Roe (1999) proposed a comprehensive approach to performance regulation, where he integrated the action theory approach as one of five perspectives. The other four components of performance regulation include emotional rule, energetic regulation, vitality regulation, and self-image regulation. They are adopting the belief that these five types of law come integrated into the performance regulation. A relatively diverse approach to performance regulation is the behaviour modification perspective. This approach depends on the reinforcement theory (Luthans & Kreitner, 1975), and it is not principally concerned with the processes related to the individual that govern and regulate performance, but with the regulative interventions coming from outside, particularly the positive reinforcement that come from the outside surroundings of the employee. These reinforcements include "the financial interventions, non-financial interventions such as performance feedback, social rewards such as attention and recognition, or a combination of all these types of reinforcements (Bakker & de Vries, 2021).

2.2.4. Performance management:

According to (Al-Shaikh 2017) the concept of "performance management" has numerous definitions. Communication is a process that occurs throughout the year between a supervisor, a manager, and an employee to ensure that the employees are on the right track in carrying out their duties. Employee performance management includes the following stages:

2.2.4.1. Planning:

In a successful organization, it is necessary to plan work beforehand. Planning refers to the process of setting performance potentials and goals for both individuals and groups so that their efforts would be directed towards attaining organizational objectives. Getting employees involved in the process of planning enables them to "understand the organisation's goals, what needs to be done, why it needs to be done, and how well it should be done." There are some regulatory requirements for planning employees' performance. For example, performance appraisal plans must contain transparent and verifiable goals and expectations, which must be understandable to employees. On the other hand, employee performance plans should be flexible to suit any change that could take place in program objectives and work requirements (Hargrove & Barros-Rivera, 2018).

2.2.4.2. Monitoring:

In any organization aspiring to success, work duties, tasks, assignments and projects are continuously monitored. This monitoring refers to the consistent measurement of performance levels. This is accompanied by providing employees with ongoing feedback on their advancement towards achieving their previously set goals. There are several regulatory requirements for monitoring performance effectively. These include doing progress reviews with employees whose present performance matches their elements and standards. This continuous monitoring offers the chance to make sure how well

employees are meeting set standards and making any necessary changes to the unrealistic or problematic standards they cannot achieve. Furthermore, with continuous monitoring, any unacceptable performance comes clear during the appraisal period, where the required assistance can be provided to improve such performance instead of waiting till the end (Starner, 2020).

2.3. Motivational Factors

Enhancing the performance of the employees is not an easy issue; nevertheless, it is of great significance both for the employee and the organization where they work. Because performance reflects the actual status of the organization, it is essential to focus on every aspect that contributes to pushing the level of this performance up. The outcomes of various prior research ensure that multiple variables impact employee performance and effectiveness. Job satisfaction is identified to be the determinant that most impacts employee performance (Aldoseari, 2021).

Attention is paid to employees and their well-being within the organization contexts to enhance their performance. This is attributed to employees representing the most valuable asset an organization possesses. They represent the key to organizational success as they are responsible for achieving all the determined goals through their performance. All organizations acknowledge employees' value regardless of their size or the industry to which they belong. Employees must maintain a positive relationship with each other. (Söderlund, 2017).

Maintaining such positive relationships with the employees is, to a great extent, dependent on what organizations provide for their employees (Ali & Alam 2021). According to (Hassan et al., 2021), no other organizational variable is more important to support employees than motivating them. Motivation is, thus, one of the variables expected to drive employees' trust in the

organization by satisfying as many of their personal and mental requirements. It is agreed that employees are both of physical and psychological components, which obliges organizations to pay attention to intrinsic and extrinsic motivational factors (Rodlib et al., 2021). According to this, motivational factors are categorized by HR specialists and reviewers into intrinsic and extrinsic motivational factors. To differentiate between both types, researchers claim that the source of motivation is the primary determinant. While extrinsic motivation comes from outside of the employee, intrinsic motivation arises from within the employee them self (Cherry, 2020). Determining the appropriate type of motivation to be applied is a decision made by the management and HR within any organization. When the employee's behaviours are understood and controlled, the administration uses intrinsic or extrinsic motivation (Njambi, 2014).

When employee satisfaction is mentioned, many issues that are related to satisfaction is recalled including pay, work environment, engagement, etc. Investigation of the HR literature shows that too much attention is paid to employee motivation both by practitioners and theorists. This attention market is a critical issue which is the efficiency of the organization is enhanced when its employees are well-motivated. A motivating work environment is a process that employees are driven to perform well in their jobs. The significance of motivation has been the primary reason is addressed and explained in light of many organizational and HR theories and models introduced as early as the mid-20th century. Based on the views of motivation, it has been ensured that motivation constitutes an individual and deliberate development. However, such theories and models mainly concentrate on employees' behaviour and how this behaviour can be predicted (Obiekwe, 2016).

2.3.1. Definition of motivation:

Joseph et al. (2021) ensures that motivation as a meaningful construct constitutes a pivotal pillar on which the success of any workplace can be established. Consequently, motivating employees represents a real challenge for any organization since it implies that organisations must understand their employees' nature and requirements. This is a heavy burden on the shoulders of human resources management. Identifying the needs of all employees requires the human resources management to explore the employees' personalities and establish effective relationships with those employees (Howard, Gagné & Bureau, 2017). Thus, providing a proper definition for the concept of motivation has never been an easy issue

Ibrahim Maslow may be one of the earliest contributors to identifying a definition for the concept of employee motivation. (Aarabi, Subramaniam & Akeel 2013). This indicated that thanks to the contributions of Maslow in this field, the human needs that help to motivate individuals can be categorized into two: the first are homeostasis needs, while the second is finding that appetites. The two categories were presented in his early work in 1954 within his book entitled “Motivation and personality”. The first category, according to Maslow, is known, on the one hand, as the human body’s automatic endeavours to keep a constant, normal state of the bloodstream. The second category of needs, on the other hand, refers to the fact that when the human body is short of specific chemicals, the individual will tend to “develop a specific appetite or partial hunger for that missing food element”. In this way, Maslow supports the point of view, stating that “any physiological needs as well the consummatory behaviour correlated with these needs plays the role of the channels for all other categories of needs.

Based on the contribution of Maslow, later researchers established their perspectives about what employee motivation can be. To be more effective,

organizations have to thrive and identify all the conditions that enable managers to get the best out of their employees, representing the most precious asset within dynamic and competitive organizations (Rasheed et al., 2016). According to (Reizer, Brender-Ilan & Sheaffer, 2016) ensure that when an organization is willing to become effective and has the intention to be successful for the most extended period, it is essential for this organization to make its employees as much motivated as possible. Based on the views of Maslow, motivation is defined as "psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence" (D'Souza & Gurin, 2016).

Despite describing motivation as a vague concept, numerous definitions were introduced in light of the various schools of management that studied motivation and the motivational factors that impact the behaviour of the employees. The noun “Motivation” comes from the verb “Motivate”, which is a Latin word that bears the meaning of “to move”. Consequently, motivation is quite close to the purpose of “moving individuals’ behaviour within an organization due to specific incentives that are triggered by the management”. Usually, this movement takes the direction towards a better situation that satisfies the individual and the organization. It is ensured that motivation has been defined by psychologists as “a type of art of using behavioural stimuli with the intention of awakening the employees desire to work and produce” (Al Malki, 2021). Based on the conclusions of (Hargrove & Barros-Rivera, 2018), it is explained that “motivation” refers to “the desire and willingness to exert a high level of inspiration to reach organizational goals, conditioned by the efforts ability to satisfy some individual need”.

There is some kind of an agreement among theorists that motivation is an internal factor that influences and integrates human behavior. (Ogunrombi & Elogie, 2015). This means that the internal process influences motivation and

the external environment. Motivation can also be defined as “an internal stimulus that drives and directs an individual’s behaviour and to reach a specific goal” (Noureldin, 2015).

Aldoseari (2021) defined motivation as “those factors that influence people to take detailed actions and further states that if people are motivated, they will move in the direction to achieve certain objectives”. This means that the core of motivation is the internal factors that motivate the employees to fulfil their assigned tasks. Whenever these tasks are achieved, the employees repeat the practices through which the objectives were accomplished. Thus, it is the responsibility of the management of organizations to identify what factors motivate their employees and focus on them and make these practices habitual within the organisation's context. This definition is in line with the description (Aljaf & Sadq, 2015) of motivation as “extrinsic together with intrinsic factors that make a person take specific actions”. Likewise, motivation is defined as “A set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration”.

Ali & Alam (2021) defined motivation from a different perspective, considering it “A group of processes that support the individual to act towards a particular objective”. This definition takes motivation as a process or many processes which are adopted to reinforce employees’ attitudes towards their responsibilities. Nevertheless, motivation was defined as “ the desire of the employee to make an effort that can be evoked internally by the enjoyment of work activities for their own sake or externally by a different outcome expected to follow from the successful pursuit of specific activities” (Hitka et al., 2021).

Based on the aforementioned definitions, the researcher finds out that there are three major components related to motivation. The first is moving and activating the employee’ behaviour. The second is directing the behaviour.

The third is maintaining the sustainability of the behaviour till the employee needs are satisfied. Further to that, the researcher can conclude that the core of motivation is emotions. This means that, when employees are motivated, they are emotionally addressed. Once this takes place, the employees feel extremely satisfied as well as being valued sufficiently. It is also evident from the outcomes of previous studies that employees' recognition and reward are critical issues that reinforce employees' motivation. Rewards are investigated about motivation and they were found to be strongly correlated to this variable (Al-Shaikh, 2017).

The nature of motivation, which is recognized in light of human needs, makes it essential for organisations to be a continuous and sequential process. Once the employees' needs are satisfied, newer ones occur in different forms and degrees. Additional, as they are, the ambitions and hopes of the individuals never stop. Therefore, there is never a ceiling or limit for their needs. This, in turn, requires organizations to focus more on the motivational process and a continuous basis (Ali, 2020).

Moreover, motivation can be classified into three distinct categories that rely on each other to make success factual. The first of these three categories are the individual choices which are often driven by persistence that reminds employees and the management of their unfulfilled needs. The second is the selected choice expected to guide employees to shift their behaviour to be on the right track. This would permit them to fulfil such needs. The third is upholding that behaviour, which is anticipated to continue until those needs and desires are achieved. Then, it can be assumed that motivation appears in multiple situations for multiple purposes. To be able to fulfil; a specific goal requires a clear motivational strategy. The same procedure is not expected to help reach other plans (Cherry, 2020).

Their researcher can then present her definition for motivation as “an internal state or external circumstances that provoke an individual’s behaviour and work on its continuity and direction.”

2.3.2. Motivation characteristics:

Through the definitions presented for the concept of motivation, researchers could deduce a set of features or characteristics that distinguish motivation. For example, perhaps the essential attributes of motivation include the following:

(1) Motivation is an intrinsic, internal force: motivation is centred on the individual’s internal state, which cannot be directly observed. Instead, it is observed through the person’s implementation of a specific behaviour. This indicates that motivation is a state that presupposes its existence through what the person does (Al-Shaikh, 2017).

(2) Motivation is the force that controls and drives behaviour: this indicates that motivation moves the individual towards performing a specific behaviour. It stimulates the individual’s energy to do a particular activity (Katz, 2015).

(3) Motivation is a continuous force that guides behaviour towards achieving a goal: the function of motivation is not limited only to eliciting the behaviour of the employee or individual starting from the activity he performs. Instead, it helps to motivate the continuity to do this to achieve what is required of this behaviour, and thus it is called motivation (Hitka et al., 2021).

(4) Motivation is provoked by internal factors and external factors: These internal factors include the needs of the individual, including the need for self-realization, the physiological need, and among its characteristics is the level of anxiety in the individual, in addition to the level of his ambition and aspirations, and his tendencies, interests and values (Hassan et al., 2021).

2.3.3. Motivation Categories (Intrinsic and extrinsic)

It is agreed that motivation can either come from inside the individual or outside them. This means that there are two categories of motivation. These two types are recognized as intrinsic and extrinsic motivation. The self-determination theory (STD) is the most influential conceptual framework that illustrates the significant distinctions between motivation categories: intrinsic and extrinsic. The two classes play critical roles in identifying the employees' underpinning behaviour (Alamri, Monasterio & Beckert, 2021).

On the one hand, intrinsic motivation reflects the idea that an individual undertakes some activity due to inherent enjoyment and excitement. While on the other hand, extrinsic motivation shows that an action is undertaken owing to being driven by external processes (Ali & Alam, 2021). The spectrum of extrinsic motivation varies based on the degree of autonomy under which some actions are undertaken. There are various types of regulation that can be utilized for multiple purposes. These include external regulation, intervention rule, identified regulation, and integrated regulation. The standard component within these graded regulations is the underlying motive external to the enjoyment caused by the task and is thus regarded as sub-types of extrinsic motivation (Chang & Mills, 2013).

Starner (2020) suggests that it has become a more complex concept and practice due to the categorization of motivation as intrinsic and extrinsic. Motivation implies extrinsic and intrinsic features, but the employees' personalities and expectations also impact it. Even though both extrinsic and intrinsic motivations are likely to be opposed, the two categories of motivation are employed together to generate an effective work environment in which employees feel valued, loved and needed.

2.3.3.1. Intrinsic motivation:

The first category of motivation is intrinsic motivation. It is the category that dominates motivation and positively or negatively impacts it. Intrinsic motivation has been regarded as "that behaviour generated by the individual. Such behaviour is linked to an enjoyable experience (Mosley, Pietri & Mosley, 2012).

Kinicki & Kreitner (2016) stated that once the employees have the feeling that whatever is done by them seems to be significant, they grow motivated to accomplish their tasks in the best form. On possessing the feeling that their work is accepted; they obtain the impression that their productivity gets improved due to their capacities and autonomy. This in turn stands behind the occurrence of numerous opportunities for achievement and due to the intrinsic motivation, the employees become more eager to do it.

A worldwide accepted definition for the intrinsic motivation category refers to it as "Engagement in behaviour that is inherently satisfying or enjoyable" (Legault, 2016). Based on what is reflected from this definition, it can be proposed that intrinsic motivation acts as the category related to non-instrumental motivation. This motivation category is non-instrumental. In other words, "intrinsically motivated action is not contingent upon any outcome separable from the behaviour itself" (Vallerand, 2021).

Based on the findings of some prior research and the debates conducted by some theorists, it is elicited that there are two essential components of intrinsic motivation: self-determination or autonomy and competence (Deci EL, 2013). According to this point of view, the critical determinant for employee behaviour is an internal one. The individual engaging in the behaviour must observe that the assigned tasks enhance their capacities. The feelings of competence result from social-contextual events that entail feedback and reinforcement. These are found to participate in intrinsic motivation.

Nevertheless, feelings of competence are not expected to make the level of intrinsic motivation go up in case there is no sense of autonomy (Curlin, Yoon & Tak, 2017). However, in some situations involving selection or choices, emotions, and opportunities are present, intrinsic motivation is always anticipated to go up. This is attributed to the fact that people feel a greater sense of autonomy. Furthermore, some of the most recent research conducted about intrinsic motivation studies proposes a negative correlation between external rewards and intrinsic (Mann, 2016).

Due to the conclusions of many of the previous studies, it has been recognized that those individuals who are concerned with intrinsic motivation are often intrinsically motivated. As a result, they are more likely to willingly undertake some tasks and improve their competencies, enhancing their capabilities (Noureldin, 2015).

The individuals tend to be intrinsically motivated when they (1) can attribute their outcomes to particular factors that are under their control; (2) confident that they possess the competencies that enable them to be effective employees, and (3) are concerned with mastering the topics they like not only the fulfilment of the assigned goals (Burgers, Eden, Van Engelenburg & Buningh, 2015).

Due to the nature of intrinsic motivation, this category of motivation does tend to be more long-lasting, self-sustaining, and satisfying than extrinsic motivation (Radel et al., 2016). This is the primary factor that makes; many endeavours tend to be memorized. This helps to shift intrinsic motivation to promote the individuals learning capacities to enhance their performance and creativity. But employees report that their intrinsic motivation is not easily modified. Therefore, the reoccurring attempts to reshape the available intrinsic motivators require an individualized approach. For this purpose, employees include the identification of some relevant and different motivators through

which employees can be motivated. In most cases, undertaking this requires additional skills for employees (Hitka et al., 2021).

2.3.3.2. Extrinsic motivation:

Aggarwal (2019) ensures that this category of motivation is dependent on the external rewards that come to the individual. Such rewards are not always positive, and sometimes, they are negative. The positive rewards are likely to include financial rewards and praise to the individual. The negative rewards can consist of deduction from the salary and blame. Consequently, (Aldoseari 2021) defined extrinsic motivation as "Performance or behaviour that is fundamentally contingent upon the attainment of an outcome that is separable from the action itself".

Al Malki (2021) in addition, agreed that extrinsic rewards can trigger a decrease in intrinsic motivation. This impact has been proved through an experiment in which children who expected rewards were rewarded with a ribbon plus a gold star for drawing pictures. Those children demonstrated to spend less time playing with the drawing instruments through later subsequent observations. In contrast, those children who did not expect and were not rewarded spent more time playing with these instruments in later statements (Joseph et al., 2021). This proves that less attention is paid to the activity when a reward is expected (Vallerand, 2021).

Nevertheless, more empirical evidence shows that positive or negative extrinsic rewards enhance intrinsic motivation. Thus, the influences of extrinsic motivation on inherent motivation will probably rely on the type of reward. Therefore, extrinsic motivation is likely to enjoy that instrumental nature when describing it. Extrinsic motivation is implemented to attain other outcomes, for instance, when one employee carries out extra work in his organization to obtain an allowance. Extrinsic motivation is expected when tasks are conducted for a specific purpose (Weingarten et al., 2016).

According to (Ali 2020), to motivate the individuals within an organization extrinsically, they must be given allowances, rewards, promotions, praises, and punishments such as disciplinary action, withholding pay, or criticism. Though an immediate influence for extrinsic motivators exists, this evidence is not anticipated to be as powerful or long-lasting as the intrinsic motivators. Intrinsic motivators mustn't be imposed from outside. It is recommended that intrinsic motivation is founded on the needs of competent and self-determining. Prior studies as (Hodgetts & Hegar, 2015) come across findings including intrinsic motivation can probably be supported by the design of the tasks assigned to the employees. Based on early research about the importance of the motivational influences of job design, it is established that the position can be a source for sufficient diversity, complexity, challenge, and skill to engage the employees' abilities. Some models and theories assure that it is essential to focus on the main job dimensions since they can be used as motivators: skill variety, task identity, task significance, autonomy, and feedback (Katz, 2015).

In light of the two types of motivation, the researcher assumes that knowledge of both types is essential. This is because people are not all the same. There are crucial differences between employees. Each employee has distinct features that differentiate them from others. Understanding these differences enables the utilisation of different types of motivation. Such an understanding allows leaders to motivate their employees through different types of motivation effectively. Outcomes of prior research and practical experiences assure that this understanding is an effective instrument for improved categorization of the employees to implement the excellent category of motivation. Each employee needs a different means through which they are motivated. Those passionate are more likely to be motivated intrinsically or "from within". Therefore, they are more likely to meet any obligation of an area of their passion. Nevertheless, another employee can respond better to extrinsic motivation instruments. They

need to be given materialistic rewards to fulfil any challenging tasks. Leaders must do their best to distinguish between employees to determine the best type for each employee for better outcomes.

There is an agreement between (Aljaf & Sadq, 2015) and (Howard, Gagné, & Bureau, 2017) that the distinction between intrinsic and extrinsic motivation relies mainly on the justification or objective behind the motivation of the action. Concerning intrinsic motivation, the action is undertaken since it is inherently attractive or likeable and satisfying. The agent's goal is a pleasant outcome distinct from the activity itself concerning extrinsic motivation. The agent can possess the two intrinsic and extrinsic motives for undertaking the same action, but one type of motivation is preferred in most cases.

2.3.4. Underpinning Theories of Employee Motivation

Various theories explain employee motivation and provide evidence for how to motivate employees. There is an agreement that these theories show employers what need can be focused on to motivate their employees. These theories have been categorized as psychological, content, and natural theories.

2.3.4.1. Psychological Theories:

Yow (2013) acknowledged that the psychological theories ensure that motivation is the process that can be regarded as a cycle that involves notions that affect the individuals' behaviour; drives their performance to influence their thoughts, and the cycle commences again and again. Multiple dimensions are included in each phase. These dimensions have individuals' attitudes, norms, intentions, endeavours, and withdrawal that can all influence the motivation experienced by the individuals. Most psychological theories cast light on the notion that motivation merely stems from the individual. This notion cannot be compliant with the socio-cultural theories, which indicate that motivation represents participation outcomes in certain activities in a particular cultural context (Katz, 2015).

2.3.4.2. Content Theories:

The theories classified as content theories are four: the hierarchy of needs by Abraham Maslow; the two-factor theory by Herzberg; the ERG theory by Alderfer; and the Self-Determination Theory.

2.3.4.2.1. Maslow's hierarchy of needs:

Ajila & Abiola (2016) acknowledged that Maslow's hierarchy of needs theory could be considered as one of the most widely accepted theories that contribute to making the best understanding of how employees are motivated. Abraham Maslow illustrated that people are good by inheritance. Individuals in any social group (organizations) possess a continually increasing inner drive with great potential. The needs hierarchy system has been one of the most commonly applied plans to classify human motives. Many particular needs are focused on through Maslow's hierarchy. At the base of the hierarchy lay the psychological conditions that, when satisfied, the next level is focused upon. This is the level of safety needs followed by the third level, where the requirements for love and belonging exist. These two needs are concentrated on after satisfying the safety needs. The needs of the third level are then met, and the focus turns to the fourth level, the highest level of needs is the fifth, where self-actualization exists.

Aggarwal (2019) indicates that the needs mentioned in Maslow's hierarchy are likely to overlap within itself; nevertheless, the requirements located at the base of the pyramid must be satisfied earlier to fulfil the higher needs. Some of the basic needs possibly involve food and shelter. The need for safety is related to getting protection. To enjoy love and belonging, the individuals need to experience some kind of attachment by giving and receiving love. Possessing a level of competence and control in the individuals' personal life affects the ability to satisfy the need for esteem. When the organization cannot meet the lower and higher demands of the employees, they are demotivated, which negatively impacts their mental health. This would result in severe

depression symptoms experienced by the employees and lower self-esteem. (Wilson, Shpall & Piñeros, 2016).

2.3.4.2.2. Hertzberg's Motivation and Hygiene Theory:

The second theory of the content motivation theories is Hertzberg's Motivation and Hygiene Theory, which Hertzberg presented as early as 1923. Through his Hygiene theory, Hertzberg indicated that individuals' needs could be categorized into two categories of needs. Those needs are understood to be significant needs for employees' motivation. Hertzberg claimed that organizations recognize specific determinants to affect employees directly. These determinants are identified as "the motivators". Those motivators are likely related to the employees' working conditions, supervision, the applied organization policy and administration, salary and interpersonal relationship (Ali, 2020). When the most critical needs are not satisfied, the employees are expected to get demotivated. Nevertheless, two significant factors are identified to de-motivate the employees if they are observed. The two factors are known as Hygiene factors: achievement and recognition; work variety; responsibility, and advancement (Hitka et al., 2021).

2.3.4.2.3. Alderfer's ERG theory

This theory is proposed by Clayton Paul Alderfer, an American psychologist. The theory has been established on the endeavours of Maslow's hierarchy needs. The theory indicates that the needs recognized through Maslow's theory can be categorized into three groups that reflect three pivotal needs: existence, relatedness, and growth. Consequently, the name "ERG" is an abbreviation for the three categories of needs (existence, relatedness, and change). The category labelled "existence" has provided essential requirements connected with the individuals' existence (Joseph et al., 2021). These existence needs involve the needs that Maslow focused on and explained as "physiological and safety needs". The second category of needs is known as "relatedness". This

category involves people's desire to keep significant personal relationships with others. There must be some kind of interaction with other people to enhance those social desires. When these needs are required adequately satisfied, they will be compared to the esteem needs identified by Maslow. The third category identified by Alderfer is “growth needs”. They constitute the intrinsic desire for personal development (Aarabi, Subramaniam & Akeel, 2013).

2.3.4.2.4. Self-Determination Theory:

It is one of the essential efforts introduced to explain employee motivation. The Self-Determination Theory (SDT) constitutes an approach illustrating human motivation and how it can be connected to the employees’ personalities. The idea of personality development refers to developing one's personality. The theory exploits traditional empirical instruments while relying on an organismic metatheory that focuses on the significance of the people’s evolved internal resources to develop their personalities plus behavioural self-regulation (Otundo & Garn, 2020). The concept of the psychological needs of employees relates to the various tendencies and characteristics of individuals. (Aggarwal, 2019). According to the theory, employees’ competence, relatedness, autonomy constitute significant conditions that positively enhance employees’ motivation and engagement in practices since it determines their well-being (Symer et al., 2018).

Katz (2015) ensures that the social environment that can provide the required amount of support can enable the management to satisfy the significant psychological needs of the employees. These primary psychological needs include autonomy, competence and relatedness. These critical needs can generate behaviours from personal support that helps engage the employees in a particular work environment and create a significant relationship (Alamri, Monasterio & Beckert, 2021). According to the self-determination theory, there are two categories of motivation, as illustrated earlier in this chapter: motivation and

autonomous motivation. The two categories of motivations are expected to lead to well-known intrinsic and extrinsic actions.

According to (Deckers 2018), motivation is likely to occur from feelings of inadequacy, which leads to suffering from motivation shortage. The person feels their environment is controlled through monitoring and rewards. Employees can only feel motivated due to external rewards or avoiding punishment. The other motivation category is autonomous motivation generated from the employees' private lifestyle and getting engaged in tasks done innately. When employees enjoy a supportive social environment, they can produce behaviours from autonomous motivations (Fincham & Rhodes, 2015).

2.3.4.2.5. McClelland Three-Factor Theory

Sutton (2015) mentions that McClellands theory of Motivations is different from Maslows'. The reason being that the needs are categorized into three intensive needs which is different from the previous theories of Alderfer and Maslow which classify that everyone has the same needs. The three needs are as below:

- Need for Achievement: It is a drive among people to succeed to satisfy themselves rather than the influence of external rewards. Such people appreciate feedback to guide them on the progress of their work.
- Need for Affiliation: It is the desire of co-existence such as cooperative relationships since strong affiliations motivate people to work in teams and work interdependently.
- Need for Power: This desire is about motivating people the opportunity to obtain prestige and control.

Parikh (2018) states that the theory focuses on power affiliation and achievement and does not stress on the basic needs like food and shelter which belong to the primary needs of an individual. There is also the fear of getting stereotyped since it would be difficult for them to change departments as their might not qualify to

that particular job. Relating to this kind of stereo type the companies may also not be able to accommodate all the employees as per the standards the employees set for themselves. An example stated was that if there were 20 individuals having the need for power, but the company just has 10 positions.

2.3.4.2.6. Vroom's Expectancy Theory

Zarate (2006) explains as per Vroom, motivation is a process governing choice among alternative forms of voluntary activity. The major terms are as below:

- **First level outcomes**: Result of getting the work done.
- **Second level outcomes**: Obtained as a reward by the above-mentioned outcome
- **Instrumentality**: It is the opinion of the individual that the levels flow in sequence i.e., first level outcome would produce second level.
- **Valence**: It is the preference for outcomes
- **Expectancy**: Is the perception that a particular behavior will be followed by particular outcome

It can be stated on the following mathematical formula:

Valence **x** Expectancy **x** Instrumentality = Motivation

("Vroom Expectancy Theory,"2019) Illustrates the level of motivation

Valence	Instrumentality	Expectancy	Motivation
High	High	High	Strong Motivation
Low	High	High	Moderate Motivation
High	Low	High	Strong Avoidance
Low	Low	High	Moderate Avoidance
High	High	Low	Moderate Motivation
Low	High	Low	Weak Avoidance
High	Low	Low	Moderate Avoidance
Low	Low	Low	Strong Avoidance

Sharma (1997) implies that the due to the complex nature of the theory its validity it had not been fully tested. This theory does not provide managers with the practical knowledge on solving motivational issues. He also further implies that not all are interested in spending time calculating probabilities. There are also other factors that affect motivation which are not covered in the theory. The technically issue being Valence cannot be measured in ratio scales.

2.3.4.3. Natural theories:

This category of motivation theories is, as the name suggests, connected to the natural system. The natural theories assume that employees usually enjoy high levels of order needs that do not resemble the needs illustrated by the rational theory that proposes the employees do not tend to undertake work the burdens. Based on these theories, employees only respond to rewards and punishment. One of the most widely accepted examples showing this category of theories is McGregor's Theory Y, which tackles the idea that human behaviour relies on satisfying the individual hierarchy of needs: physiological, safety, social, ego, and self-fulfilment". It is further suggested that there is evidence that physiological needs constitute the lowest and most significant level. These basic needs involve food, rest, shelter, and exercise. Once these physiological requirements are satisfied, the employees can focus on other requirements of safety that include "protection against danger, threat, deprivation (Al Malki, 2021).

(Ali 2020) illustrates that the other category of requirements is those social requirements, which refers to "the desire for acceptance, affiliation, reciprocal friendships and love".

2.3.4.3.1 Theory of the present research:

Having gone through the related theories that contribute to explaining motivation in the workplace, the researcher thinks that Maslow's needs hierarchy is the theory that best fits the purpose of the present research. This is attributed to the fact that this research was introduced to enable the management to understand the most appropriate schemes that can be exploited to motivate any organisation's employees. The hierarchy of needs theory explains how people, in general, are likely to be motivated. Yet, the most significant issues related to this theory indicate that the theory is simply applicable to the reality of the business environment settings. Prior research in the HR domain (AlAsbool, 2021) (Al Malki, 2021); and (Mann 2016); ensure that the hierarchy of needs theory has been exploited for providing a clearer understanding of how employees needs are satisfied.

This theory states that once the management of an organization realizes the importance of their employees, they will motivate them to perform their best. However, not all employees are similar. This means that different employees are satisfied via various methods. Nevertheless, some needs have things in common. According to the theory, the employees are expected to effectively feel secure within their work contexts, particularly their physiological needs. Some of the employees need to be loved more than their psychological needs. Some other employees need to be appreciated and estimated more. The esteem and self-actualization needs are placed at the top of the pyramid where appreciation and esteem occur. It is observed that managers have to let their employees feel that they represent the essential employees in their organizations. This, in turn, positively impacts their performance (AlAsbool, 2021).

Though significant, the concept of Maslow Needs states that pay and insurance are critical issues that companies have to consider. Once these low-level needs are satisfied, the primary physiological needs of the employees get met. Later, those employees feel they can outperform their counterparts in other

organizations who are not motivated. In addition to that, safety constitutes another critical issue. Protection occurs via the employees' need to feel physically safe in their work environment. Further that the employees need to feel they are secure at their jobs. They are not threatened to leave at any time for any minor or critical issue. This gives them the feeling that they can sometimes commit mistakes without being fired (Alamri, 2019).

Positive relationships also play a critical role in workplaces by this theory. When these relationships exist between work colleagues and supervisors, managers create an atmosphere of confidence in the employees who feel they are part and parcel of the workplace. They understand and feel valued and appreciated, which is an excellent source of satisfaction. Employees who look for self-actualization can find this when the organization provides them with training, development, and learning practices to become someone important. Knowledge management is a significant issue that organizations need to consider (Abuhashesh, Aldmour & Masa'deh, 2019).

2.3.5. Motivational factors and employee performance:

Employees motivation is essential to generate the required commitment from the employees towards the organization. Thus, the management needs to recognize the significant factors that motivate the employees. The different motivational factors are derived from the theories of motivation. Previous research assures that motivation can positively and strongly impact employee performance. The outcomes of prior research show that employee performance can better describe the value of the set of employee's behaviours that contribute either negatively or positively to achieving the organizational targets. The definition of employee performance contains behaviours within the control of employees, but it places a border on the behaviour related to employee performance. Motivation can encourage the employees to undertake their work and responsibilities (Abdelmoteleb , 2019).

In addition, good pay or salaries constitute precious instruments to play critical roles in supporting employee performance and enhancing productivity. The employee representing the organisation's human asset contributes to creating organizational success or failure by their performance (Chiwawa & Wissink, 2021). This means that managers should manage the resources efficiently and effectively to assure the accomplishment. Motivation signifies the complex services and requirements that drive an employee to accomplish specific tasks. Motivated employees always recognize that the objective must be completed, which leads to their determination to achieve. Within any organization, motivation affects employee performance, especially employees with lower competencies (Ali et al., 2016).

2.3.5.1. Incentives/rewards and performance

Curlin et al. (2017) ensure that one of the most significant factors that lead employees to experience motivation is the incentives they are granted from their organizations. Therefore, incentives and rewards constitute an essential component in motivating the employees. The incentive is a psychological theory that explains how tips can encourage people. The incentives theory that occurred between the 1940s to 1950s and was established on the works of Clark Hull ensure that the external rewards and incentives are the most important motivating factors that lead employees to perform better. It is proposed that the incentive theory assumes individuals are pulled toward behaviours that lead to rewards and pushed away from actions that might lead to punishment (Kruglanski et al., 2018).

The incentive theory of motivation, which is recognized as a behavioural theory, motivates employees through a drive for incentives and reinforcement (Alamri, Monasterio & Beckert, 2021). It is also proposed that the employees behave in a manner that can guide them towards being rewarded and avoiding punishment. Therefore, there is a possibility that employees act differently towards similar situations by the availability of the incentives (Deckers, 2018).

Gladstone et al. (2020) indicate that the value of the same incentive is likely to change based on time and circumstances. Employees can exhibit different valuations for similar incentives. Psychological and social factors determine which employees are likely to be motivated when exposed to additional incentives. Incentives can be used as motivational instruments when the employees value the reward they are expected to receive for their actions.

Incentives and rewards in the workplace can be classified into two categories: positive or negative:

(1) **Positive incentives/rewards**: these are the category of incentives and rewards that generate positive feelings and ensure that the employees are expected to receive what they have been awaiting in exchange for undertaking the assigned responsibilities in their organizational contexts. Examples of positive incentives include recognition, promotions, raises and so forth (Dobre, 2013).

(2) **Negative incentives/ rewards**: These are the incentives/rewards that play critical roles in correcting the employees' mistakes and reducing the tendency to adopt particular behaviours. Negative incentives and rewards are likely to include reprimands, demotions, pay decreases and other kinds of penalties (Gallus, 2017).

2.3.5.2. Career development

There is an agreement that developing the employee represents a significant component of all the activities conducted within any organization. It is also a considerable part of the strategies designed and applied there. Career development is expected to be the central part of an individual's development at various career phases. This career development does not only satisfy the requirements of the individual's, but it satisfies the requirements of the entire organisation as well. There are many types of activities, techniques, and programmes employed by the organisation, through which the employee's career is mapped. This, as a consequence, positively contributes to preserving a state of balance between the needs of the individual that is involved (job security,

development and promotion) and additionally the needs of the organization that is engaged (employee's loyalty, trust, commitment) (Dialoke & Nkechi, 2017).

It is a fact that the activities of career management and the development programmes are likely to give a supportive climate for organisational development. It is agreed that today's current business dynamic environment needs continual employee professional and managerial development. It is pointed out that career growth represents an issue that is significant both for the employee and their organisation. There is a notable interconnection between the organisation for which the employees belong and the organization's development through the employee's career (Wang, 2014).

Bataineh (2017) ensured that career development represents "the lifelong process of managing learning, work, leisure, and transitions to move toward a personally determined and evolving preferred future". It can also be defined as "an ongoing, formalized effort by an organisation that focuses on developing and enriching its human resources in light of both the employees' and the organisation's needs". It is also argued that "career development entails aligning individual subjective and more objective career aspects of an organisation to find a match between individual and organisational needs, personal characteristics and career roles." According to this definition, career development can be considered a mutual role established on the requirements and conditions of individuals and organisations. Career development entails getting the employees ready for advanced responsibilities in future of the organization. Based on the findings of (Sitohang, 2019) career development is regarded as the implementation of human resources to make the quantitative shift of the employees' physical and biological environments for their excellence. For the organizations to develop their employees, they intend to enhance their growth within their context. This prepares the employees to be as fit as ever and undertake more and more responsibilities within this organization. They get ready for launching higher positions since their capacities grow more. In addition to

that, career development is intended to enhance what is known as human relations and interpersonal skills.

Opinions are saying that career development covers the working life of the employee. It commences with an orientation of the staff; on-job training; experience; short courses; professional courses; postgraduate degrees, or diplomas. Further, that employee development represents the basis on which the confidence and competence of the employee are established (Robbins, 2010).

Karodia, Pillay & Dawood (2020) ensure that particular dimensions motivate individuals and are related to career development. These dimensions are found to be three: resiliency, insight, and identity. For one thing, career resiliency stands behind the personal drive to attempt when obstacles and career barriers are confronted. Second, career insight refers to enjoying a solid understanding of the employee and the work environment. Finally, the third dimension is the career identity which enhances the employees' energy, behaviour, and performance toward specific career objectives.

Further to that, career identity includes how the employee defines themselves based on the nature of the work being performed. Finally, the concept of "career self-management" proved to be quite close and linked to employees' motivation and career development. The process of career management is observed as including career exploration, career goals development, and exploiting career strategies to achieve career goals (Deckers, 2018).

2.3.5.3. Job security

The non-stop environmental shifts in the past few years have caused many social and economic problems globally. The crisis caused by the COVID-19 pandemic was among the most notable of these. Consequently, many organizations decided to undertake large-scale restructuring and downsizing. This caused employees to experience the feeling of job insecurity (Lin et al., 2018). This feeling represents a perception from the employees that they have a

state of uncertainty about whether or not they can continue as employees in their workplaces (Lee, Huang & Ashford, 2018).

By definition job security, entails too much uncertainty concerning whether the organizational members can remain stable in their jobs or not. When they are uncertain, employees grow more unlikely to predict and control the possibility of preserving their job. This is attributed to their feelings of job insecurity. There are doubts by the employees that they can get the primary resources that are essential to their well-being, including social identity, wage, social connectedness, and social status. It can also indicate their level of engagement in work. In addition, they can also predict reduced employee and organizational performance (Berglund, Furaker & Vulkan, 2014).

There are indications that job security went down in the past few years due to various organizational and economic factors. In addition, the levels of job insecurity witnessed growth due to technological advances that grant more interaction of artificial intelligence and its applications in many of today's jobs (Calderwood et al., 2020).

Various available literature about job security ensures that employees' job security significantly increases job stress. This means job security plays an outstanding and pivotal role as a stressor by decreasing the employee's control of their job performance and their ability to predict how well they can perform. Employees cannot observe any threats and losses (Abdelmoteleb, 2019).

Work performance is influenced by increased stress levels and negative feelings when employees do not feel secure in their organizations. The intervention strategies employed within an organization positively impact making employees feel safe. When the relationship between job insecurity and performance was examined, the conclusions of research was found that increased feelings of job insecurity are correlated with decreased levels of job performance (Karama, 2017) and (Lucky, Minai & Abdul Rahman, 2013). However, this was not the case for employees in organizations with high levels of organizational

justice. Organizational fairness relates to the policies and procedures to make employees feel as though they are being treated fairly. The conclusions of prior research did not directly state that the increased feelings of job insecurity lead to decreased performance. Instead, it was found that increased feelings of job insecurity initially reduced positive emotions related to work, a critical component of work engagement. Only then do these feelings detrimentally affect actual job performance. This means that job insecurity doesn't automatically translate into lower performance just because job insecurity is a reality. Employees can still feel optimistic about their work and their environment. It is only when job insecurity is present that performance inevitably suffers when these positive feelings diminish somehow (Ali & Alam, 2021).

2.3.5.4 Recognition and appreciation

Abdullah, Shonubi, Hashim, & Hamid (2016) ensure that one of the well-known psychological laws indicates that when a positive behaviour is observed in the organization, it is recommended to recognize and appreciate this behaviour to get it repeated immediately. Investigations conducted in prior research about employees' motivation ensure that employees are currently concerned about articulating their achievements. This is one of the needs explained through Abraham Maslow's hierarchy of needs in his theory. Recognizing and appreciating the employees' endeavours represent a thing that is different from having competitive salaries; enjoying comfortable lifestyles; experiencing job security; and having an acceptable level of work-life balance (Yow, 2013).

There are continuous claims that employees need constant support and reinforcement. This is attributed to employees being human beings who possess their aspirations and requirements. These are known as endless aspirations that need to be continually satisfied. Based on this assumption, organizations must have clear philosophies and strategies to reinforce workforce advancement. There should also be other intrinsic means of encouraging and

engaging employees. There are a lot of organizations that try to create a huge difference. This can occur through robust institutionalized practices and effective processes that go a long way in influencing employee perception (Ismail, et al, 2019).

Based on (Matlala, 2011) When organizations are keen on creating a state of satisfaction for employers and employees, there is no doubt that recognition and appreciation represent two powerful instruments for management. HR professionals indicate that enhancing employees' motivation and organizational success is critical and requires appreciation and recognition. (Mussie et al., 2013) ensure that there is an essentiality for employers to regularly explore how to recognize and appreciate what is fulfilled by the employees to encourage them to repeat they are positive behavior to reach the strategic organization goals.

When the management succeeds to make the employees feel they are recognized and appreciated, they are conveying an important message for them which is that "they have confidence in those employees". Confident employees are said to be more retained than those non-confident employees. Consequently, it is essential to let employees within any organization understand that their management has trust in their capacities and skills. Furthermore, they enjoy knowing that their employers share with other employers the extent to which they esteem their employees (Paul, 2016).

Due to the increased importance of employee recognition and appreciation, organizations now show in-depth interest in the augmented employee recognition programs in their workplaces.

Söderlun (2017) assumes that employee recognition and appreciation constitute some kind of acknowledgement that the employee's performance is improved. The key objective behind employee recognition in the workplace is to support particular behaviours, practices, or activities that enhance performance and positive business results. (AlAsbool 2021) ensures that when

the organization focuses on employees' recognition and appreciation, they are expected to understand that whatever they do for their organization is appreciated and valued. Despite the suppositions that praise and gratitude cost the organization since rewards are involved in this, it was concluded that employee recognition and appreciation have a positive and significant impact on the motivation level of the employees. They grow satisfied and become loyal and committed. They exert more effort; as a result, to get more recognized and appreciated.

2.3.5.5. Work environment

It is assumed that people always feel extreme joy to possess their jobs; however, not many think their organizations represent a second home for them, though much of their time is spent in their workplaces. Such feelings lead the employees to feel forced to live in an uncomfortable work environment. It is assumed that employees' workplace environment is significant in determining how good their work is and their productivity level. Therefore, it is essential to find out how well the workplace can engage the employee and influence their need to learn new skills and competencies and their motivation to perform. In the present era in which global competition goes up dramatically between organizations and even between countries, a high level of employee performance is required. It is indicated that the most significant objective for having a job goes beyond having a salary. Reaching self-satisfaction is probably a core issue. The performance of the employees is impacted by so many aspects, including motivation, work environment and leadership in the agency (Suwati & Gagah, 2016).

Yusuf & Metiboba (2012) admits that work environment refers to anything available in the domain that surrounds the employee and, at the same time, that can influence how employee behaves and conducts the assigned tasks. The working environment is also known to affect the mood of the employees. It can also determine the outcome of a given study. When the working environment

is decent, the employees are more likely to accomplish these tasks in an ideal manner. As a result, they can complete their studies securely, be healthy, and be comfortable. Thus, numerous prior researches categorized the work environment as toxic and conducive (Assaf & Alswalha, 2013).

Al-Omari & Okasheh (2017) ensure that the physical environment of any particular organization with its layout and design are likely to affect the behaviour of the employee in their organization. It is confirmed that some of the determinants that affect the workplace involve: cleanliness, water, lighting, colouring, security and music. Work environment indicate that employees feel satisfied concerning specific work environment characteristics. These characteristics are favoured by users who significantly participate to their satisfaction about their workspace and performance. Such elements involve ventilation rates, lighting, access to natural light and acoustic environment. Lighting and other factors like ergonomic furniture have been found to affect employees' health positively and so on employees' productivity.

Aggarwal (2019) suggests that the work environment significantly motivates employees. Exploring the relationship between motivation and work environment resulted in a positive and significant correlation. Motivation is directly and indirectly impacted by the organization's ability to establish a safe work environment. For example, the employee feels motivated when the offices are air-conditioned, sufficient lighting, safety measures and strategies, etc. As a result, there are signs of positive impressions. Their performance is consequently improved.

2.4. Research Gap

Various gaps still exist in the GCC within the healthcare sector, especially in the Kingdom of Bahrain, despite huge attention given to 'Employee Motivation' topics by scholars. Although there are few studies conducted in the

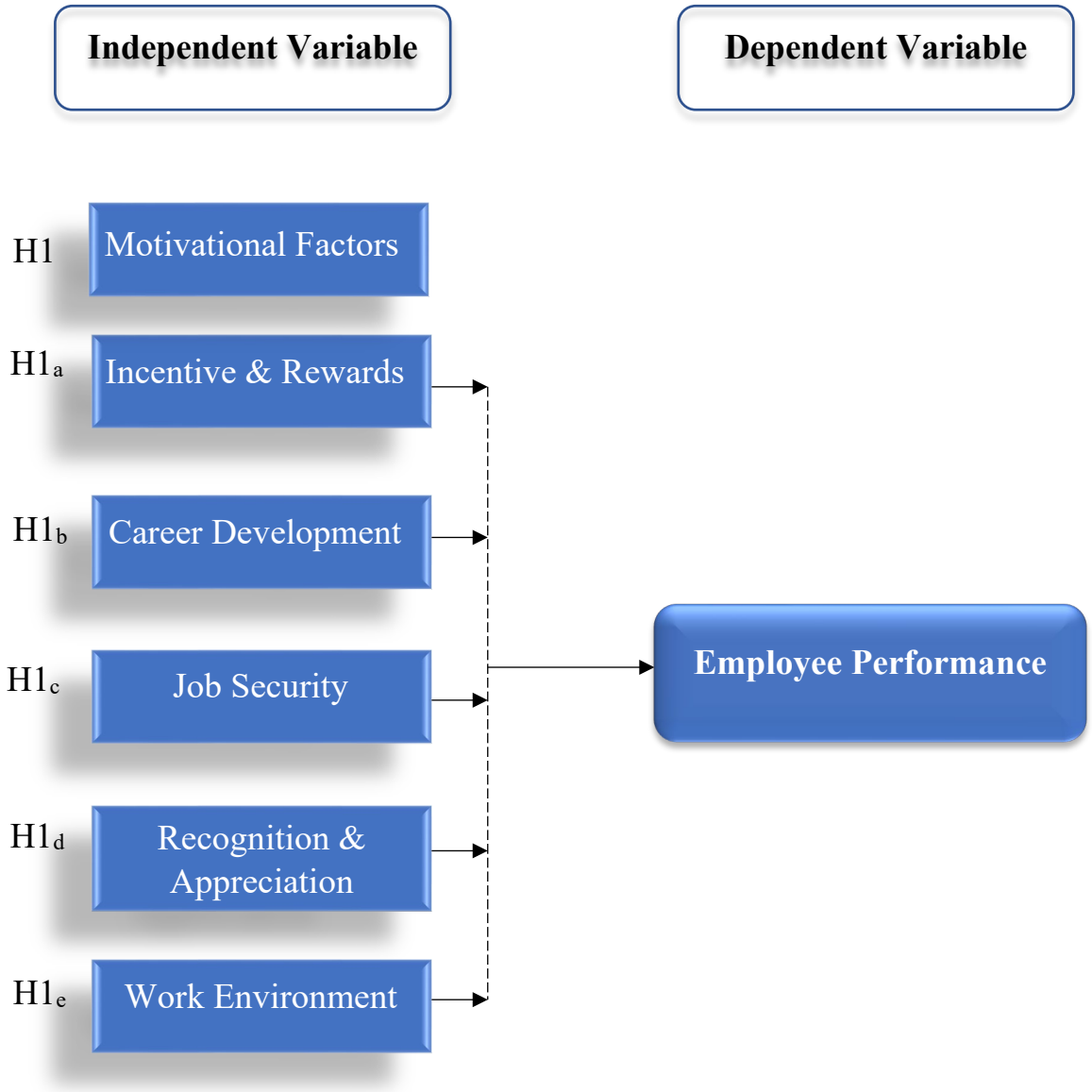
GCC. Results show that the most important determinants of job satisfaction are Recognition, technical aspects of supervision, work conditions, utilization of skills, pay, and job advancement (Al-Ahmadi 2002). (Suliman & Al-Sabri, 2009) concluded that satisfied people showed higher levels of motivation which in turn lead to higher levels of work performance. In order to determine the motivational factors that affect employee motivation, this research work should be undertaken at organizations and developing countries. To bridge the research gap, the aim of this research project is to critically evaluate the motivational factors that affect employee performance at Bahraini Government Hospitals.

2.5. Theoretical framework

Based on the literature review conducted in this chapter, there is evidence from prior research that incentives and rewards, career development, job security, recognition and appreciation, and work environment are all factors that directly lead to enhanced motivation (Al-Shaikh, 2017). (Ajila & Abiola, 2016) ensure that incentives and rewards positively impact performance; career development is positively correlated to performance; job security; recognition and appreciation; and work environment do have an impact on employee performance.

The following figure (1) represents the relationship between the motivational factors and employee performance as understood from previous research.

Figure 2.1 Theoretical framework



Sourced: Designed for this research

2.6. Hypothesis

H1	Motivational Factors have a positive relationship with employee performance
$H1_a$	Incentives & Rewards have a positive relationship with employee performance
$H1_b$	Career Development has a positive relationship with employee performance
$H1_c$	Job Security has a positive relationship with employee performance
$H1_d$	Recognition & Appreciation have a positive relationship with employee performance
$H1_e$	Work Environment has a positive relationship with employee performance

2.7. Summary

Employee performance has always been regarded as one of the factors that determine to a great extent whether an organization can survive and remain or not. Organizational competitiveness is determined by its performance effectiveness. Once employees' performance improves, their productivity increases and the financial returns are enhanced. Most of all, the organization customers who benefit from its services or products grow satisfied. This creates loyal and committed customers who ensure survival and competitiveness. Significant as it is, employee performance is one of the complex variables to measure. Further, it represents one of the most ambiguous concepts that are not easily defined. This is the reason that stands behind having different definitions for employee performance from different perspectives (Joseph et al., 2021).

The relationship between employee performance and motivation has been studied as early as the second half of the twentieth-century numerous research cast light on this relationship. Theories of job performance indicated that motivation is a significant determinant of performance. The contribution of motivation in the organizational context has been investigated to recognize what makes employees do their best to perform well, or precisely what stands behind the arousal, direction, and persistence of goal-directed voluntary actions. Consequently, managers must have issues identifying what motivates employees and encourage them effectively (Denisi & Pritchard, 2016).

The second chapter has highlighted the available literature about employee motivation and employee performance. The researcher presented how researchers consider each of these factors and how these factors are related to previous research outcomes. The chapter began with the definitions provided for the concept of employee performance as the dependent variable. Then, employee motivation has been introduced, including the theories that facilitate a better understanding of motivation. The various approaches that explain motivation were also used to understand the relationship between motivational factors and performance.

Chapter Three

3. Methods and Procedures

3.1. Introduction

This study aims to analyse the effect of motivational factors on employee performance. The chapter introduces the readers to the methodology used in this research applied methods with adequate reasons for choosing the implemented methods. Furthermore, the selected methods were anticipated to enable the researcher to answer the research questions stated in Section 1.4.

To evaluate the link between motivational factors and employee performance in King Hamad University Hospital in Bahrain, the researcher conducted in-depth investigations to decide on the most suitable methods to reach the most apparent and generalizable outcomes. For research like this, both qualitative and quantitative approaches are likely to apply; nevertheless, the researcher preferred the quantitative approach that would undoubtedly fit and be consistent with the core objectives of the present research.

The chapter commences with an introduction to the research setting. The selected research design should also be consistent with the various research philosophy perspectives mentioned in the performance.

The research design can be defined as "the set of methods and procedures used in collecting and analysing measures of the variables specified in the problem research". In other words, the research design defines the study type (descriptive, correlational, semi-experimental, experimental, review, meta-analytic), research problem, hypotheses, independent and dependent variables, experimental design, and, if applicable, the data collection methods and statistical analysis plan. Thus, a research design is "a framework that has been created to find answers to research questions" (Creswell, 2014).

Following Creswell's research design definition, the quantitative research approach was selected for this study. As a result, this course can help

individuals and organizations improve their organizational competitiveness. The targeted population, the sample selected, and the choice of sampling method is also described in this chapter. This chapter also covers the various techniques used to evaluate the reliability of the survey.

3.1. Research setting

This chapter is the methodology section and presents readers with a summary of the procedures followed to fulfil the purpose of this research, assessing the relationship between motivation determinants and employee performance in King Hamad University Hospital. The researcher decided to focus the research on the King Hamad University Hospital in Bahrain for various reasons. Firstly, she lives in Bahrain, which is her home city. This facilitated the research process, as contacting the selected population was straightforward, either directly or through social media. Secondly, the researcher is well aware of many features of the employees in the King Hamad University Hospital, including the factors that motivate them and how well their performance is. Furthermore, of all the institutions in the Kingdom of Bahrain, King Hamad University Hospital is mainly known for its increased concentration on employee motivational factors.

3.2. Research Approach

Even though the qualitative and quantitative approaches to research are the best-known ones that apply to social research, researchers sometimes triangulate the two methods together in the quantitative-qualitative approach (Cohen, 1988). Nevertheless, the quantitative deductive approach has been decided to employ in the present research to test the hypotheses that have been formed following the literature review (Acaps, 2012).

Trochim (2002) indicates that reliance on the quantitative approach helps researchers quantify the results they can reach. They can also be identified with the people who have the most influence over the constructs being studied. The quantitative method is assumed to guide the researchers to produce

assumptions and later generalise from a minor to a larger population. This research method derives its results using statistical and mathematical tools (Abraham & MacDonald, 2011). Various factors underlie the researcher's decision to employ the quantitative method instead of the qualitative. Firstly, the quantitative approach helps the researcher to evaluate the available theoretical linkages between the research variables; in this case, motivation factors (as an independent variable); employee performance (as dependent variable) (Allen, 2017). Secondly, the researcher grows more likely to evaluate the reliability and validity of the research tool through employing the quantitative method (Creswell, 2002). Thirdly, the quantitative approach helps the researcher minimize the complexity of the perceived research variables while also testing the hypotheses and reaching clear and precise outcomes concerning the value, direction and strength of the relationship in the presence and absence of the moderator (Chahal, 2009).

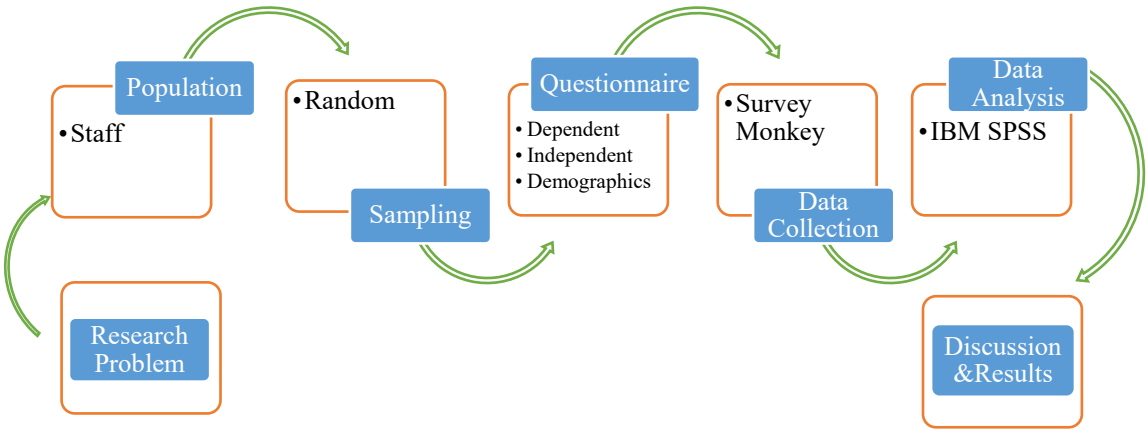
The research findings are better demonstrated using the quantitative method; it would help describe and estimate the received data. On the other hand, the data is received in numerical form and analysed with the help of mathematical methods; research is crucial as it explores the facts and helps in extrapolating for a larger population. Of the available approaches, including inductive, deductive, and abductive (Zalaghi & Khazaei, 2016), the deductive approach helps test if the theory is valid based on a given situation. Hence the researcher chose this approach best suited for this research requirement.

3.3. Research Strategy

This research utilizes the quantitative research strategy to achieve the objective by determining the relationship between motivational factors influencing employee performance. (Denscombe, 2010) All strategies depend on the researcher's choice on what works best for the particular project chosen since

there cannot be a single strategy that can be recommended as the “Best” in all circumstances. Researchers face challenges in choosing between more than two alternatives which come with their challenges based on the nature of the project being considered.

The tool used for this study, the circulated survey, included statements. Respondents were required to provide their agreement level towards that statement on a scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale is based on the 5-points Likert Scale.



3.4. Research Design

The variables in this research were measured quantitatively. As stated by (Rovai et al., 2014), the quantitative approach subdivides the information into more minor, manageable data. This acquired data is easily understood; a hypothesis generated from the data will explain the relationship of the variables.

The questionnaire for this study was created using the Survey Monkey platform. Appendix B is the survey questionnaire distributed after

seeking ethical approval from the Research & Development Department at the Hospital. The survey included statements with a Likert scale rating of 1-5. Once the link was circulated via E-Mail, the respondents could access the survey at their workstations which made it very convenient. The eight-section survey included the dependent and independent variables, which provided the data required for further analysis. The last part of the survey focused on the demographics of the respondents. No information was collected such as name, CPR information, or contact number to identify the respondents, maintaining complete anonymity.

The challenges of using an online platform with a single link and no specific identification were that there could be multiple entries from the same user. The user could ignore the provided link and not participate in the survey. All data was collected using the Survey Monkey platform. The advantage of an electronic system survey meant that the overall results could be generated instantaneously.

3.5. Research philosophy

According to (Park et al., 2020), positivism is the most appropriate philosophy for descriptive research, so the researcher used it. The nature and purpose informed this decision of the present analysis. Also underlying this decision was that some of the prior research followed in this study also uses positivism. This includes the work of such as (Abualoush, Masa'deh, Bataineh, & Alrowwad, 2018). This philosophy is appropriate because the researcher aims to achieve quantifiable results. This philosophy also allows for the possible minor intervention by the researcher and thus creates a high level of objectivity.

According to theorists, it has an ontological view of the world consisting of discrete, observable, and regular events that happen visually, determined, and stable manner. The collected data is thus based on empirical evidence, so positivism is based on empiricism (Cohen & Maldonado, 2007).

3.6. Data collection method & Pilot Study

The method primarily used to collect the data was an online questionnaire generated on the Survey Monkey platform. A total of 304 responses were received from 3rd April 2021 to 4th May 2021. In addition, the questionnaire was distributed via email to members of other departments and colleagues. The online questionnaire designed primarily depended on the Likert Scale (rating scale of 5 points). The questions asked dealt with how satisfied the staff were in the hospital regarding motivation, work environment, recognition & appreciation, job security, career development, and incentives. In addition, respondents were asked to evaluate their agreement or disagreement with the question items provided using a five-point Likert scale, where 5 indicated strong agreement and 1 indicated strong disagreement.

The collected data were analysed using the Statistical Package IBM SPSS based on the pre-defined hypothesis. Therefore, the study used a mixture of the secondary data in proposing the conceptual framework and primary data in analysing the responses generated from the well-calculated sample size of respondents. Accordingly, the researcher depended on the critical review of the previous literature, which was captured from the well-recognized journals and the statistical tests performed on the primary data.

Validation of the questionnaire was achieved via a pilot study. The pilot study required the survey to be circulated among the hospital staff group to get their opinion on the types of questions and from a respondents' point of view. The questionnaire was initially sent to just 30 respondents. The responses received were checked for internal consistency using the Cronbach alpha method. The pilot study helped the researcher to understand the obstacles and if any amendments were required. As stated by (Polit & Beck 2008), a pilot study is a small-scale version or trial to test the responses and logic used in a larger setting. These are cost-effective and do not answer the survey questions.

Validity is about the scale on which things measure what is gathered to a degree. In any case, there's not a cut transparent approach for scales' validity. Reliability demonstrates to what degree the scale is free from mistakes. One way to survey unwavering quality is the estimation of inner consistency. Internal consistency is the property that makes the variable assessment measure the same trait.

Internal consistency is tested using Cronbach Alpha which is expressed in a result ranging from 0 to 1. The higher the result, the better. The pilot analysis of the overall survey responses indicates an excellent internal consistency with Cronbach's alpha of 0.92.

3.7. Population & Sample

The study analysed the factors that affect the performance of hospital employees. It was carried out at a government hospital in Muharraq. The survey link was sent via e-mail to all staff, allowing them to complete the survey at their own pace since the majority work on a shift basis. The total staff count at the time of the study was around 2723.

A sample was selected from the mentioned population that included both genders, different marital statuses, other age groups and nationalities, and educational qualifications. The sample was based only on full-time employees; no part-timers or interns were part of the sample.

As (Dhivyadeep 2015) stated, sampling plays a vital role since it saves time and money and produces results relatively faster. Sampling also assists in obtaining information concerning the characteristic of the population. By using random sampling, members of the populations have equal and independent chances of being selected; hence it best suited this research. After defining the population, the sample size chosen was around 306. Sample size calculation was done using the Open Epi software. The population size is about 1500; the sample size was around 306.

The formula for the finite population is as follows:

$$\text{Finite population: } n' = \frac{n}{1+\frac{z^2 \times \hat{p}(1-\hat{p})}{\varepsilon^2 N}}$$

where
z is the z score
ε is the margin of error
N is population size
p̂ is the population proportion

3.8. Data Analysis Techniques

IBM SPSS Version 26 was used to perform the statistical analysis. It is user-friendly, powerful software. The file types in IBM SPSS include a data file, output file and syntax file, i.e., the commands file, which captures all commands executed as part of the statistical treatment and analysis.

As (George & Mallery, 2019) mentioned, the SPSS software gives the user an amazing interface. However, this software is typically regarded as the most expensive software in the industry. Moreover, it has various limitations that make it unusable. For this study, the utilization of the software empowered the researcher to conduct correlation analysis which incorporates bivariate analysis to decide the relationship between the motivational factor and employee performance. Moreover, this research consolidated the reliability and validity test of the data collected from the employees around motivational factors and how they will affect the overall employee performance.

Data coding would be the first step in the data preparation to allow statistical data analysis. Codes were arbitrarily assigned to the groups. The numeric values were indicated in IBM SPSS variable view. Also, the measure level (whether nominal, ordinal or scale) was identified.

The data analysis was performed in two levels: descriptive and inferential.

3.8.1. Descriptive data analysis

The statistical methods that were employed to describe the responses would include the following:

Frequency tables: Where responses are counted and represented in a percentage format.

Mean computation: The computation of mean values as central tendency measurements is a commonly used method that describes the centre point of all responses or the average. It is the arithmetic mean value that was computed.

Standard deviation computation: The standard deviation is a measure of dispersion that is commonly used to describe how far are the individual responses from the mean value (the centre of the responses). In other words, the standard deviation is a measure of variability around the mean and how close or far the responses are.

Graphical representation: Pie and bar charts were used to describe graphical representation for a few selected variables.

3.8.2. Inferential data analysis

Hypothesis testing was performed using inferential data analysis methods. The statistical methods that were performed to deduce inferences from this research sample to the studied population as a whole included the following:

Bivariate significance tests are statistical methods that test the null hypothesis that there are no differences in a quantitative variable due to another categorical variable. For example, is there a difference in job security due to gender?

Correlation test: this tests the linear association between two quantitative variables.

Regression analysis: the regression model estimates a linear relationship that models one dependent variable with one or more than one independent variable. The regression coefficient associated (and calculated) is interpreted as the effect of the independent variable on the dependent variable.

3.9. Ethical Consideration

The survey requirements and purpose were explained to the participants, and the choice of participation rested solely on the participants. The survey response collected was entirely anonymous hence maintaining the participants' privacy. The data gathered was electronic. Therefore, it was stored on a computer that was password protected and the information provided from the survey was only used to fulfil the master's degree requirement at the University of Bahrain. The hospital's Research & Development department also provided informed consent, which stated the purpose of the study and the potential risks involved.

3.10. Summary

In this chapter, the researcher covers the type of approach, data collection method, data analysis techniques, and ethical considerations.

A deductive approach was chosen as the method best suited the research requirement as it explores the facts and leads to further procedures. The collected data were analysed using the Statistical Package IBM SPSS v.26 based on the pre-defined hypothesis. The data analysis was performed at two levels: descriptive and inferential. Therefore, the study used a mixture of the secondary data in proposing the conceptual framework and primary data in analysing the responses generated from the well-calculated sample size of respondents. Lastly, the survey response collected was anonymous, maintaining the participants' privacy. Furthermore, the data gathered was electronic. Therefore, it was stored on a computer that was password protected.

Chapter Four

4. Analysis, Results, Summary

4.1. Introduction

This chapter reports the statistical data analysis to reveal the results and findings. These results describe the insights captured to evaluate the motivational factors affecting King Hamad University Hospital employees' performance.

The results and findings presented in this chapter would provide new information, insights and allow for the research hypothesis testing. Therefore, the content of this chapter is attributed to the research and will be considered towards the knowledge contribution to the field of motivation factors that affect employee's performance in Human Resources Management and Development.

This chapter consists of the following sub-sections:

- Statistical treatment
- Demographics
- Respondents' Perception on Motivational Factors
- Respondents' Perception on Employee's Performance
- Statistical Preparations for Inferential Analysis
- Bivariate Analysis for Demographic Effect
- Relation between Motivational Factors and Employee's Performance

4.2. Statistical Treatment

4.2.1. Statistical software

IBM SPSS version 26 was used to perform all statistical analyses. It is user-friendly, powerful software. The file types in IBM SPSS include a data file, output file and syntax file, i.e., the commands file, which captures all commands executed as part of the statistical treatment and analysis. All files are available upon request.

4.2.2. Data

Data were collected from employees working in King Hamad University Hospital electronically using Survey Monkey. All responses were exported in Excel format. After proper data preparation and coding, the data were imported into IBM SPSS.

4.2.3. Codebook

The codebook serves as a reference point for statistical data, and it contains the various codes and labels that represent the variable information.

4.3. Demographics

4.3.1. Gender

Table 0-1 and Figure 0-1 show that 181 (59.5%) respondents in the surveyed sample were female while 123 (40.5%) were male. The gender distribution of the sample indicates that moderately higher than half of the respondents were female who was more willing to respond.

Table 0-1 Distribution of the sample respondents by respondents' gender

		Frequency	Percentage
Gender	Female	181	59.5%
	Male	123	40.5%
	Total	304	100.0%

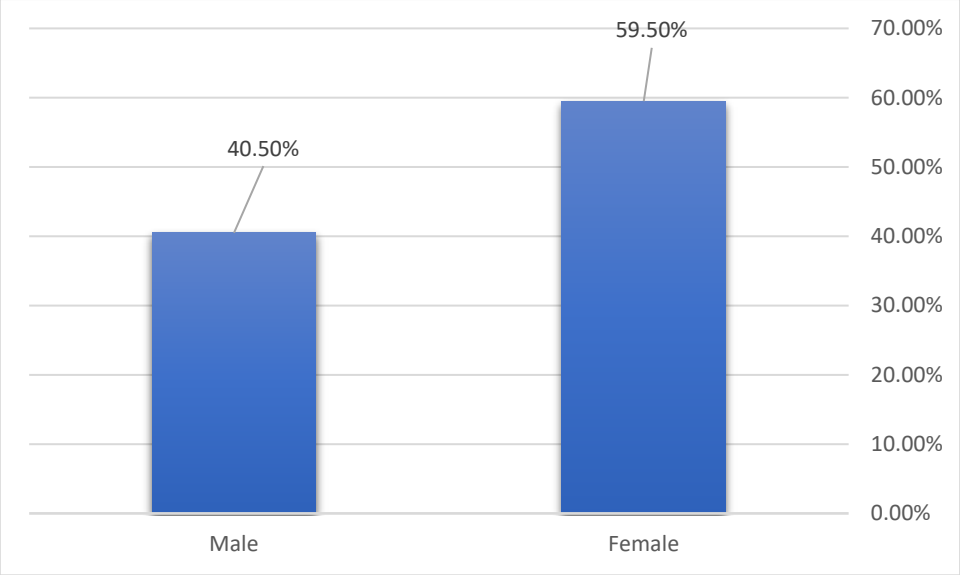


Figure 0-1 Bar chart to represent respondents' gender (%)

4.3.2. Age

Table 0-2 and Figure 0-2 show that 151 (49.5%) respondents in the surveyed sample were in the age group from 24 to 34 years, 95 (31.1%) in the age group from 35 to 44 years, 49 (16.1%) in the age group 45 years or above and the remaining 10 (3.3%) were in the age group less than 23 years old. The sample's age distribution shows that the great majority of the surveyed respondents (80.6%) were in the age range between 24 to 44 years, who are youth.

Table 0-2 Distribution of the sample respondents by respondents' age

		Frequency	Percentage
Age Group	≤ 23 years	10	3.3%
	24 - 34 years	151	49.5%
	35 - 44 years	95	31.1%
	≥ 45 years	49	16.1%
	Total	305	100.0%

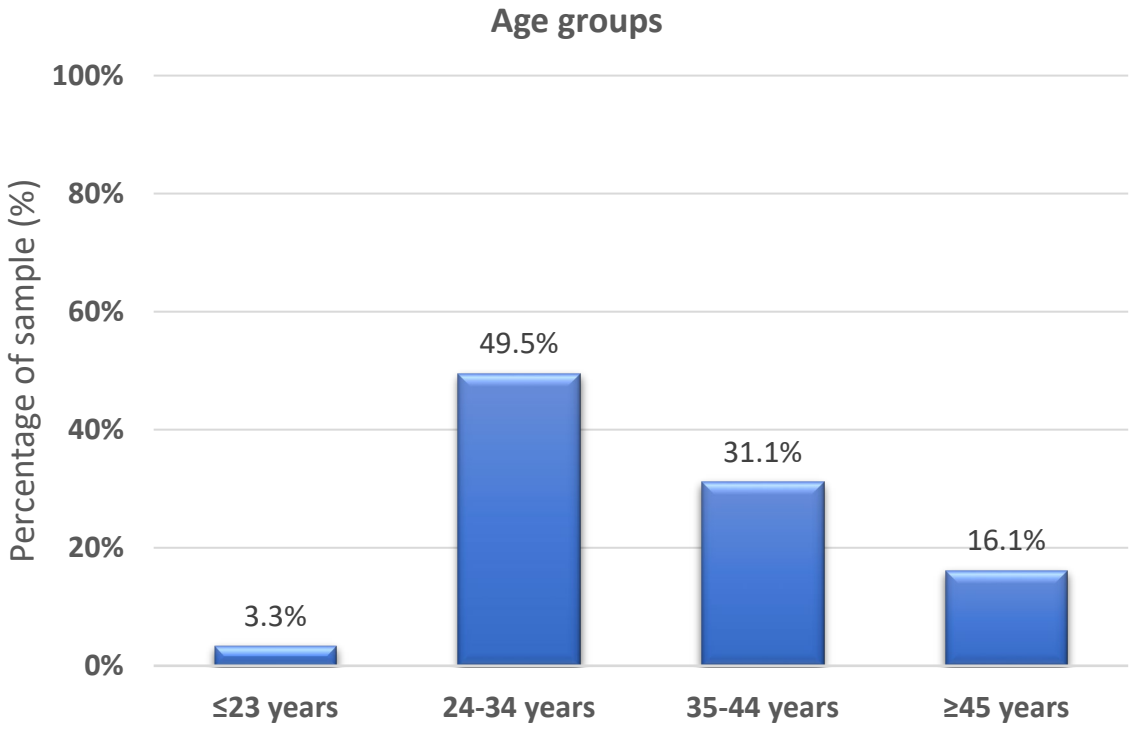


Figure 0-2 Bar chart to represent respondents' age (%)

4.3.3. Qualification

Table 0-3 and Figure 0-3 show that 167 (54.9%) respondents in the surveyed sample attained bachelor's qualification, followed by 58 (19.1%) who achieved masters and another 58 (19.1%) who obtained a diploma, then 17 (5.6%) with PhD qualification and the remaining 4 (1.3%) held high school qualification. The qualification distribution of the sample reflects a well-qualified workforce where most of the surveyed respondents (93.1%) have higher qualifications ranging from diploma to master's degree.

Table 0-3 Distribution of the sample respondents by respondents' qualification

		Frequency	Percentage
Qualification	High school	4	1.3%
	Diploma	58	19.1%
	Bachelors	167	54.9%
	Masters	58	19.1%
	PhD	17	5.6%
	Total	304	100.0%

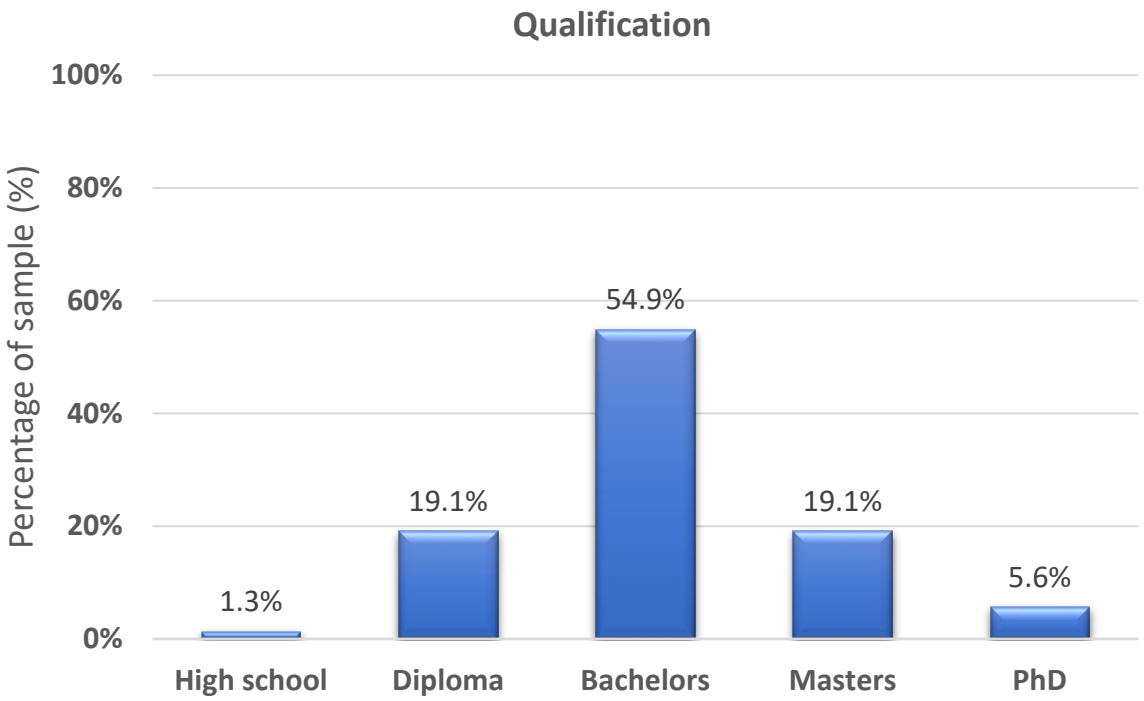


Figure 0-3 Bar chart to represent respondents' qualification (%)

4.3.4. Job category

Table 0-4 and Figure 0-4 show that 94 (30.9%) respondents in the surveyed sample were nursing staff, followed by 93 (30.6%) administration staff, then 70 (23.0%) who works in the job category allied health and the remaining 47 (15.5%) were the medical staff. The job category distribution of the sample reflects the nature of King Hamad University Hospital, where a majority of the surveyed respondents (69.4%) are nursing, allied health or medical staff.

Table 0-4 Distribution of the sample respondents by respondents' job category

		Frequency	Percentage
Job Category	Administration Staff	93	30.6%
	Allied Health	70	23.0%
	Nursing Staff	94	30.9%
	Medical Staff	47	15.5%
	Total	304	100.0%

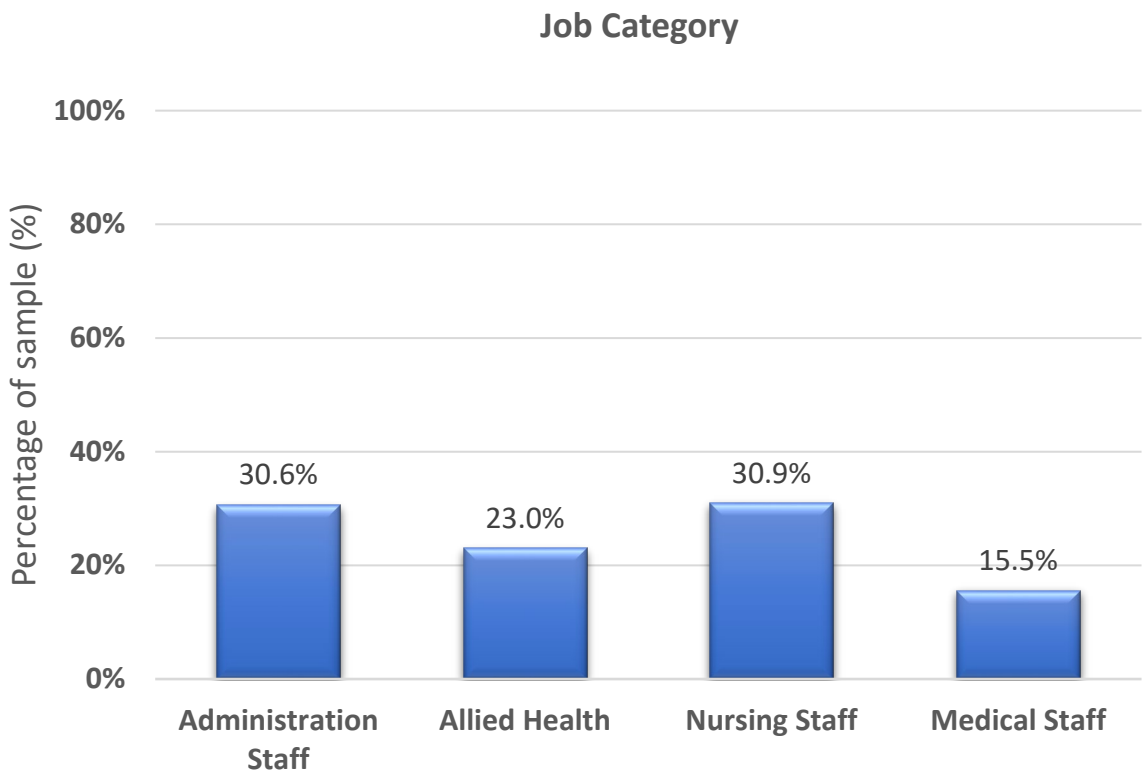


Figure 0-4 Bar chart to represent respondents' job category (%)

4.3.5. Job experience

Table 0-5 and Figure 0-5 show that 128 (42.0%) respondents in the surveyed sample have 10 years of job experience or more, followed by 109 (35.7%) which have job experience from 5 to 10 years and the remaining 68 (22.3%) were having less than 4 years of job experience. The job experience distribution of the sample is a relatively high experience human resources where most of the surveyed respondents (77.7%) have job experience of 5 or more years.

Table 0-5 Distribution of the sample respondents by respondents' job experience

		Frequency	Percentage
Job Experience	≤ 4 years	68	22.3%
	5-10 years	109	35.7%
	≥ 10 years	128	42.0%
	Total	305	100.0%

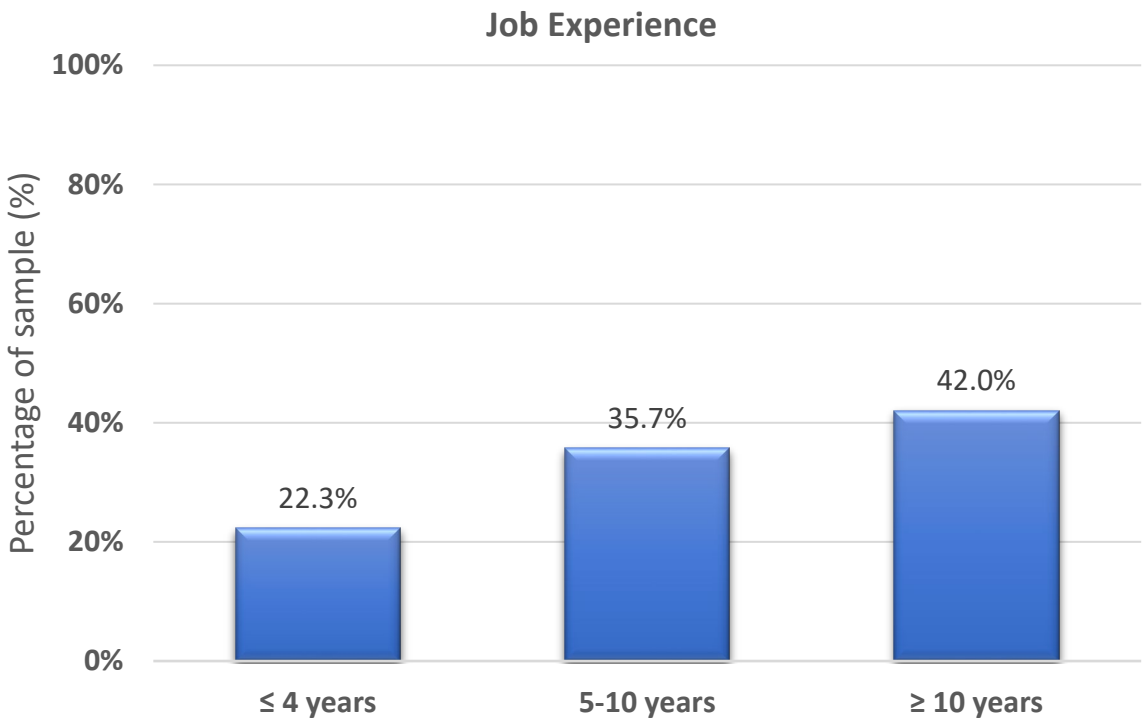


Figure 0-5 Bar chart to represent respondents' job experience (%)

4.4. Respondents' Perception of Motivational Factors

This section presents the main studied motivational factors measured on a Likert 5-point scale. Each motivational factor was measured using a questionnaire design set of questions (composite measure). This 5-point Likert scale was coded as follows:

1 = strongly disagree, …, 5 = strongly agree

Accordingly, the interpretation of the mean values computed to demonstrate the central tendency of the respondent's perception of the motivational factors and the employee's performance discussed in the following sub-section is mentioned in Tables 0-6.

Table 0-6 Likert 5-point scale interpretation of the mean ranges possible

Aggregated rate range (Minimum to maximum)	Width (max. – min.)	Agreement level (lowest = strongly disagree, …, highest = strongly agree)
1 - 1.79	0.79	Strongly disagree
1.80 - 2.59	0.79	Disagree
2.60 - 3.39	0.79	Neutral
3.40 - 4.19	0.79	Agree
4.20 – 5.00	0.79	Strongly Agree

Source: researcher calculation

4.4.1. Incentives & Reward

Table 0-7 shows the distribution, mean and standard deviation for the Incentives & Rewards set of questions.

The mean value of the Incentives & Rewards set of questions ranged from 3.78 and 4.47, with a standard deviation range from 0.784 to 1.045. Thus, the mean value range is interpreted as ‘Agree’ to ‘Strongly Agree’, 4 to 5 out of 5 on the Likert scale used. The highest mean of 4.47 was found for (‘I will be encouraged to perform even better if I am given a salary increment/ packages/gifts as a reward for outstanding performance'). While the relative lowest mean of 3.78 was found for (‘Incentives & rewards are given based on the supervisors’ recommendation of an employee’s efficiency at work').

Table 0-7 Distribution and summary statistics of Incentives & Rewards set of questions

Incentives & Reward	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree (5)		Summary statistics	
	No.	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
Incentives & rewards are given based on the supervisor's recommendation of an employee's efficiency at work	9	3.3%	25	9.1 %	53	19.2 %	121	43.8 %	68	24.6%	3.78	1.023
The possibility of getting promotion influences my performance	8	2.9%	23	8.4 %	40	14.5 %	108	39.3 %	96	34.9%	3.95	1.045
I will be encouraged to perform even better if I am given a salary increment/ packages/gifts as a reward for outstanding performance	1	0.4%	8	2.9 %	20	7.2%	77	27.9 %	170	61.6%	4.47	0.784
Non-monetary rewards such as compensatory leave and family medical coverage increases my will to work	3	1.1%	11	4.0 %	32	11.6 %	128	46.4 %	102	37.0%	4.14	0.852

SD: standard deviation

4.4.2. Career Development

Table 0-8 shows the distribution, mean, and standard deviation for Career Development set of questions.

The mean value of the surveyed respondents of the Career Development set of questions ranged from 4.37 to 4.55, with a standard deviation range from 0.582 to 0.711. Thus, the mean value range is interpreted as 'Strongly Agree' 5 out of 5 on the Likert scale. The highest mean of 4.55 was found for ('Providing training opportunities to employees, extends their range of skills and abilities). While the relative lowest mean of 4.37 was found for ('Setting up workshops, seminars etc. is essential to motivate employees and to enhance their performance').

Table 0-8 Distribution and summary statistics of Career Development set of questions

Career Development	**Strongly Disagree (1)**		**Disagree (2)**		**Neutral (3)**		**Agree (4)**		**Strongly Agree (5)**		**Summary statistics**	
	No.	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
'Skill Development' is important in order to increase my will at work	0	0.0%	2	0.7 %	6	2.2 %	112	41.0 %	153	56.0%	4.52	0.582
Providing training opportunities to employees, extends their range of skills and abilities	0	0.0%	2	0.7 %	12	4.4 %	93	34.2 %	165	60.7%	4.55	0.618
Gaining proficiency at my job and mastering my position motivates me to do my best work	1	0.4%	6	2.2 %	11	4.0 %	109	40.1 %	145	53.3%	4.44	0.711
Setting up workshops, seminars etc. is essential to motivate employees and to enhance their performance	0	0.0%	5	1.8 %	20	7.4 %	116	42.8 %	130	48.0%	4.37	0.702

4.4.3. Job Security

Table 0-9 shows the distribution, mean and standard deviation for Job Security set of questions.

The survey respondents' mean value of the Job Security questions ranged from 4.32 to 4.49, with a standard deviation range from 0.689 to 0.777. Thus, the mean value range is interpreted as ‘Strongly Agree’ 5 out of 5 on the Likert scale. The highest mean of 4.49 was found for (‘The importance of job security is essential to increase employees’ ability to work harder). While the relative lowest mean of 4.32 was found for (‘Job security encourages to create a strong corporate culture for employee performance').

Table 0-9 Distribution and summary statistics of Job Security set of questions

	Strongly Disagree (1)		**Disagree (2)**		**Neutral (3)**		**Agree (4)**		**Strongly Agree (5)**		**Summary statistics**	
Job Security	No.	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
The importance of job security is essential to increase employee’s ability to work harder	1	0.4%	4	1.5 %	12	4.5%	98	36.4 %	154	57.2 %	4.49	0.689
Knowing that my job is secured, makes me develop more innovative ideas for better performance towards given tasks	2	0.7%	4	1.5 %	21	7.8%	109	40.4 %	134	49.6 %	4.37	0.753
In times of economic problems assuring that my job is secure, will guarantee my complete focus towards performing better at my job	1	0.4%	5	1.8 %	30	11.1 %	99	36.5 %	136	50.2 %	4.34	0.777

Job security encourages to create a strong corporate culture for employee performance	2	0.7%	3	1.1 %	23	8.5%	120	44.3 %	123	45.4 %	4.32	0.739

4.4.4. Recognition & Appreciation

Table 0-10 shows the distribution, mean and standard deviation for Recognition & Appreciation set of questions.

The survey respondents' mean value of the Recognition & Appreciation set of questions ranged from 3.83 to 4.50, with a standard deviation range from 0.652 to 0.938. Thus, the mean value range is interpreted as ‘Agree’ to ‘Strongly Agree’, 4 to 5 out of 5 on the Likert scale used. The highest mean of 4.50 was found for (‘Receiving verbal or written appreciation influences my will to work'). While the relative lowest mean was found for employee satisfaction at 3.83, it was also found that people valued their job roles and contributions at work.

Table 0-10 Distribution and summary statistics of Recognition & Appreciation set of questions

Recognition & Appreciation	**Strongly Disagree (1)**		**Disagree (2)**		**Neutral (3)**		**Agree (4)**		**Strongly Agree (5)**		**Summary statistics**	
	No.	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
I believe that my job role and my contributions as an employee is appreciated at my organisation.	7	2.6%	17	6.4 %	51	19.1 %	132	49.4 %	60	22.5 %	3.83	0.9 38
Supervisor’s support is very important to increase my readiness to work	1	0.4%	2	0.7 %	16	6.0%	100	37.5 %	148	55.4 %	4.47	0.6 79

Receiving recognition for outstanding employees whose efforts make a difference is essential to increase willingness at work	0	0.0%	1	0.4 %	21	7.9%	109	40.8 %	136	50.9 %	4.42	0.6 52
Receiving verbal or written appreciation influences my will to work	0	0.0%	1	0.4 %	23	8.6%	85	32.0 %	157	59.0 %	4.50	0.6 69

4.4.5. Work Environment

Table 0-11 shows the distribution, mean and standard deviation for Work Environment set of questions.

The mean value of the surveyed respondents of the Work Environment set of questions ranged from 4.43 to 4.60, with a standard deviation ranging from 0.608 to 0.646. Thus, the mean value range is interpreted as ‘Strongly Agree’ 5 out of 5 on the Likert scale. The highest mean of 4.60 was found for (‘Good relationship with my supervisor and co-workers is essential to increase my willingness to work'). While the relative lowest mean of 4.43 was found for (‘Adequate equipment’s, resources etc., play an important role in increasing my work capabilities').

Table 0-11 Distribution and summary statistics of Work Environment set of questions

Work Environment	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree (5)		Summary statistics	
	No	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
Having an environment of trust and transparency within the organisation increases my job performance	1	0.4%	3	1.1 %	7	2.6 %	106	40.0 %	148	55.8 %	4.50	0.646
Adequate equipment's, resources etc. play an important role in increasing my work capabilities	0	0.0%	3	1.1 %	13	4.9 %	115	43.4 %	134	50.6 %	4.43	0.643
Effective communication makes me feel like an integral part of the team and motivates me to do my work at best	1	0.4%	2	0.8 %	7	2.6 %	99	37.4 %	156	58.9 %	4.54	0.627
Good relationship with my supervisor and co-workers is essential to increase my willingness to work	0	0.0%	3	1.1 %	8	3.0 %	81	30.6 %	173	65.3 %	4.60	0.608

4.4.6. Motivation

Table 0-12 shows the distribution, mean and standard deviation for Motivation set of questions.

The mean value of the questions asked by the respondents' ranges from 3.59 to 4.39. Thus, the mean value range is interpreted as 'Agree' to 'Strongly Agree', 4 to 5 out of 5 on the Likert scale used. The highest mean of 4.37 was found for ('Getting feedback on my work further motivates me to achieve the organisational

goals'). While the relative lowest mean of 3.59 was found for ('My organisation shows genuine interests in motivating employees').

Table 0-12 Distribution and summary statistics of Motivation set of questions

Motivation	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree (5)		Summary statistics	
	No	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
My organisation shows genuine interests in motivating employees	13	5.0%	25	9.5 %	61	23.3 %	121	46.2 %	42	16.0 %	3.59	1.027
Achieving recognition, credit & praise motivates me to do my best work	1	0.4%	4	1.5 %	16	6.1%	126	48.1 %	115	43.9 %	4.34	0.696
Getting feedback on my work further motivates me to achieve the organisational goals	1	0.4%	2	0.8 %	14	5.3%	127	48.5 %	118	45.0 %	4.37	0.658
I feel motivated working at this organisation. Hence, I am likely to recommend a job here to my friend	13	5.0%	16	6.2 %	43	16.5 %	109	41.9 %	79	30.4 %	3.87	1.073

4.4.7. Respondents' Perception on Employee's Performance

Table 0-13 shows the distribution, mean and standard deviation for Employee's Performance set of questions.

The mean value of the surveyed respondents of the Employee's Performance set of questions ranged from 3.37 to 4.53, with a standard deviation range from 0.623 to 1.198. Thus, the mean value range is interpreted as 'Agree' to 'Strongly Agree', 4 to 5 out of 5 on the Likert scale used. The highest mean of 4.53 was found for ('Positive feedback about my performance improves my quality of work'). While the relative lowest mean of 3.37 was found for ('At my

organisation, the promotion opportunities are fair based on an employee's performance).

Table 0-13 Distribution and summary statistics of Employee's Performance set of questions

Employee's Performance	Strongly Disagree (1)		Disagree (2)		Neutral (3)		Agree (4)		Strongly Agree (5)		Summary statistics	
	No.	%	No.	%	No.	%	No.	%	No.	%	Mean	SD
Positive feedback about my performance improves my quality of work	1	0.4%	1	0.4 %	9	3.4%	97	37.0 %	154	58.8 %	4.53	0.623
My work is evaluated periodically in accordance with agreed annual goals and organisation-wide requirements and informal feedback is given to me	7	2.7%	12	4.6 %	38	14.5 %	125	47.7 %	80	30.5 %	3.99	0.937
At my organisation the promotion opportunities are fair based on an employee's performance	31	11.8 %	24	9.2 %	65	24.8 %	102	38.9 %	40	15.3 %	3.37	1.198
At my organisation, there's a performance management system that keeps me performing to full capacity	13	5.0%	24	9.2 %	57	21.8 %	119	45.4 %	49	18.7 %	3.64	1.044

4.6. Statistical Preparation for Inferential Analysis

This section discusses the statistical preparations before proceeding to the inferential analysis and hypotheses testing. The statistical preparations refer

to a few data examinations and assumption checking to perform the inferential analysis. This statistical preparation for this research includes the following:

- Factor Analysis for Uni-dimensionality
- Reliability Analysis
- Composite variables
- Normality Assumption Testing
- Outliers Checking

4.6.1. Factor Analysis for Uni-dimensionality

As part of the statistical preparation before the inferential analysis, factor analysis was performed for factors measured by a set of more than one question, referred to with a composite measure. The purpose of factor analysis is to check whether or not each of the studied composite measures extracts one factor, i.e., uni-dimensionality. When the factor analysis discovers that the studied composite measure has uni-dimension as was intended by the questionnaire design and the conceptual framework, that will guide this research to the subsequent statistical preparation.

The principal component method was used for the extraction, and varimax was the rotation method. Factor analysis findings for Incentives & Rewards, Career Development, Job Security are summarized in Table 0-14.

All the studied composite variables were extracted into one factor. The extracted sub-factors showed only three items in each sub-factor. This classification was not considered in this research as it is not distinctive and matches the previous literature. So, it was ignored and was treated as one factor.

Table 0-14 Factor analysis summary results for the studied composite measures

Composite variable	Total no. of items	No. of factors extracted (Principal Component method)	Total variance explained (cumulative %)
Incentives & Reward	4	One factor only	(49.449)
Career Development	4	One factor only	(58.920)
Job Security	4	One factor only	(72.180)
Recognition & Appreciation	4	**Factor 1: 3 items** Receiving recognition for outstanding employees whose efforts make a difference is essential to increase willingness at work Receiving verbal or written appreciation influences my will to work The supervisor's support is very important to increase my readiness to work	50.120
		Factor 2: 1 item I believe that my job role and my contributions as an employee is appreciated at my organisation.	28.547
		Both factors	(78.667)
Work Environment	4	One factor only	(67.859)
Motivation	4	One factor only	(64.480)
Employee Performance	4	One factor only	(69.825)

4.6.2. Reliability Analysis

Another statistical preparation since this research used composite measures is reliability analysis or internal consistency. Reliability analysis assesses the internal consistency and clarifies the phrases used, assuming they are transparent and stable regardless of the response. In other words, reliability indicates how reliable the measure used holds the variability due to the sample respondent's constant. The commonly used method is Alpha Cronbach's coefficient. The standard rule applied by most researchers when assessing reliability level is to

accept that the composite variable is reliable when the Alpha Cronbach's coefficient is equal to 0.7 or greater.

It is worth mentioning that all questions used in this research questionnaire were positive. So, there was no need to reverse the responses score.

The reliability assessment of all composite variables studied in this research is shown in Table 0-15 below. Alpha Cronbach's coefficients ranged from 0.634 to 0.868. Accordingly, all the studied composite variables were more significant than the threshold level (0.7). Therefore, they are found to have an acceptable, reliable level, except for Incentives & Rewards, which had a close to reliable minimum threshold (0.634), so it was recognized and treated as approximately reliable. Moreover, future research is encouraged to investigate a more reliable measure for Incentives & Rewards.

Table 0-15 Reliability assessment results using Alpha Cronbach's method

Composite variable	Total number of items in the composite variable	Excluded items to improve reliability (if any)	Final Alpha Cronbach's coefficient of reliability (after excluding items)	Reliability level
Incentives & Reward	4	2	.634	Close to reliable
Career development	4	-	.759	Reliable
Job Security	4	-	.868	Reliable
Recognition & Appreciation	4	1	.721	Reliable
Work Environment	4	-	.841	Reliable
Motivation	4	-	.712	Reliable
Employee Performance	4	-	.778	Reliable

4.6.3. Composite variables

Based on the reliability results presented in the previous sub-section, the set of questions in each composite variable was grouped to create the composite variables using mean function aggregation. These computed composite variables will perform the inferential analysis presented in later sub-

sections. The summary statistics of the composite variables are shown in Tables 0-16 below.

The mean values ranged between 3.88 and 4.52, with standard deviations ranging between 0.505 and 0.755.

The relative mean of 4.88 for Employee Performance and 4.52 for the Work Environment was analysed.

Table 0-16 Summary statistics of the composite variables

	Summary statistics	
composite variable	Mean	SD
Incentives & Reward	4.31	.695
Career development	4.47	.505
Job Security	4.38	.627
Recognition & Appreciation	4.46	.534
Work Environment	4.52	.519
Motivation	4.04	.648
Employee Performance	3.88	.755

4.6.4. Normality Assumption Testing

Normality assumption testing is an essential statistical consideration. The normality assumption is assumed for the parametric inferential tests. In other words, knowing if this assumption was verified or not will guide the inferential analysis about which method is to be used.

Normality assumption was tested using the univariate Kolmogorov-Smirnov test. The null hypothesis for this test is: the variable data follow a normal distribution. The results of the normality assumption test are shown in Tables 0-17 below. The Kolmogorov-Smirnov normality test was significant for all

variables at a 1% significance level. Therefore, all-composite variables were found not normally distributed. Accordingly, in this research, non-parametric inferential methods would be employed as these non-parametric methods do not assume normality assumptions.

Table 0-17 Normality assumption check using Kolmogorov-Smirnov test

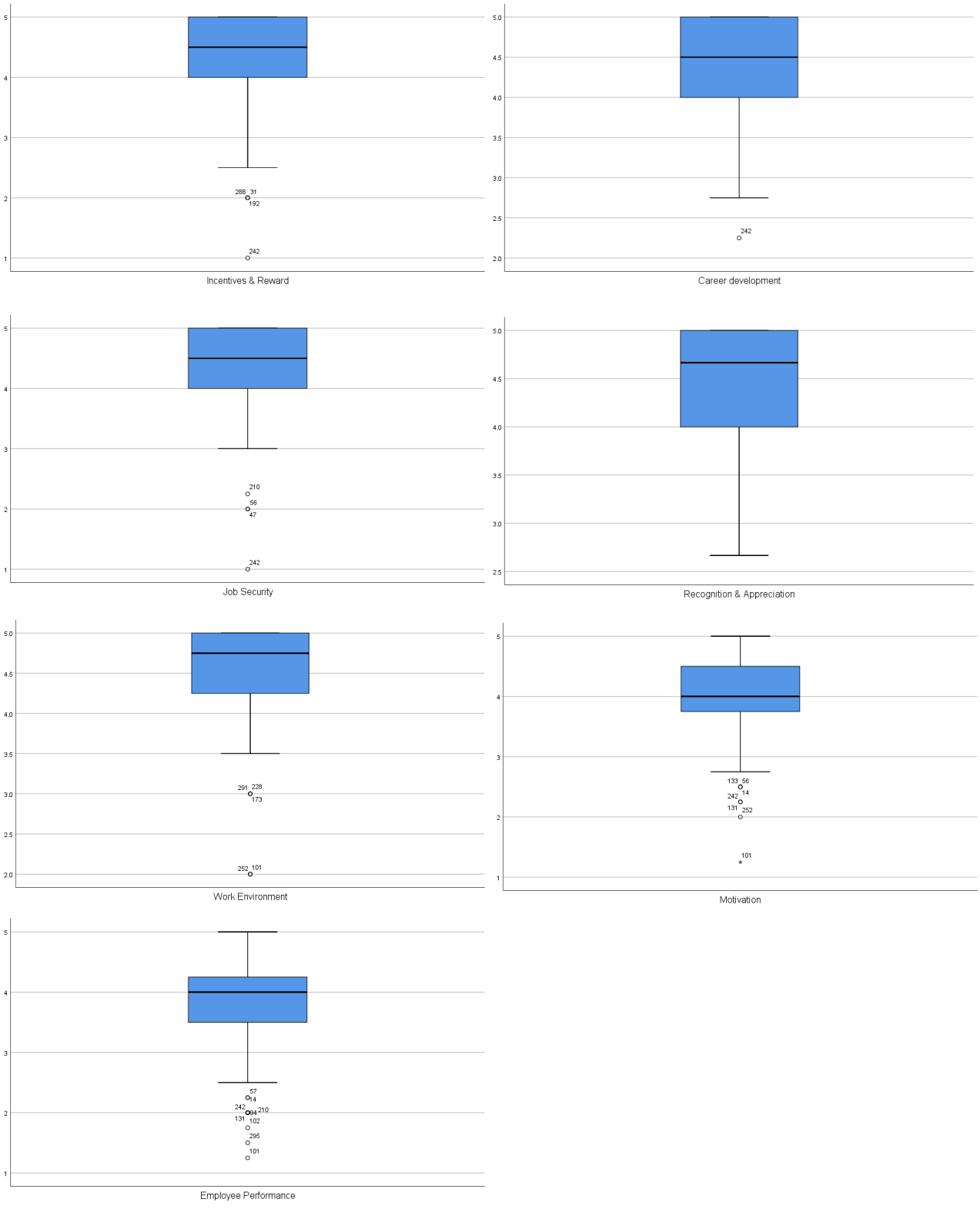
	Kolmogorov-Smirnov Normality test[a]		
	Statistic	df	p-value
Incentives & Reward	.218	260	.000**
Career development	.184	260	.000**
Job Security	.171	260	.000**
Recognition & Appreciation	.203	260	.000**
Work Environment	.179	260	.000**
Motivation	.141	260	.000**
Employee Performance	.154	260	.000**
a. Lilliefors Significance Correction			

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

4.6.5. Outliers Checking

The final statistical preparation in this research is related to outliers checking. Outliers are odd values that are different from most of the data values. Outliers (also called extreme values) may give misleading results in some cases. It is vital to check for outliers in the studied composite variables. When there are outliers, the examination will then be how much sever these outliers influence the distribution of the data and accordingly to decide on what strategy to deal with them. Box plots were used to detect outliers and to check the extent of any outliers found graphically.

Figures 4-6 box plots for all studied composite variables



Careful examination of the box plots reveals two categories: variables with no outlier or only one outlier and variables with more than one outlier found. There was no outlier found in Recognition & Appreciation and only one outlier found in Career Development. On the other side, few outliers were found in the different studied variables. The outliers found were in the range of 3 to 9 cases. These few outliers found out of the total sample size seems not to severely influence or cause a severe shift in the distribution of the studied variables. Thus, it was decided to ignore the outliers since the inferential analysis would not mislead with these few outliers.

4.7. Bivariate Analysis for Demographic Effect

In this section, the inferential tests are presented to examine the statistical significance of two or more factors. These bivariate results are based on the non-parametric tests Mann-Whitney or Kruskal-Wallis. Mann-Whitney was applied when the demographic variables have only two categories, while Kruskal-Wallis is used when the demographic variables have three or more categories. In both tests, Mann-Whitney and Kruskal-Wallis, the null hypothesis is that no statistically significant effect was found on the studied variable due to the demographic variable. Worthy to note that for all inferential analyses performed, the statistical significance considered were:

- Significant at 5% significance level when the p-value computed from the inferential test is less than 0.05. In this case, the null hypothesis was rejected, and the alternative hypothesis was concluded and generalized at the population level. This statistically significant result is denoted by one star (*).
- Significant at 1% significance level when the p-value computed from the inferential test is less than 0.01. In this case, the null hypothesis was rejected, and the alternative hypothesis was concluded and generalized at

the population level. This statistically significant result is denoted by two stars (**).

The inferential analysis is not statistically significant when the p-value computed is equal to or greater than the 5% significance level. There is no star denoted, and the null hypothesis was not rejected. To explain any statistically significant effect found due to the demographic variable.

The demographic variables effects assessed included the following:

- Gender effect
- Age Group effect
- Qualification effect
- Job Category effect, and
- Job Experience effect

4.7.1. Gender Effect

According to the test, gender significantly affected the study variables. However, only two of them were found to have no significant effect.

Table 0-18 Mann-Whitney test for the gender effect

Composite variables	Mann-Whitney test[a]			
	Mann-Whitney U	Wilcoxon W	Z	p-value
Incentives & Reward	7934.500	21137.500	-2.063	.039*
Career development	7573.500	20293.500	-2.370	.018*
Job Security	8064.500	20467.500	-1.424	.154
Recognition & Appreciation	6790.000	18571.000	-3.197	.001**
Work Environment	7081.000	18862.000	-2.483	.013*
Motivation	6734.500	18059.500	-2.774	.006**
Employee Performance	7578.500	18903.500	-1.365	.172
a. Grouping Variable: Gender				

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

Table 0-19 shows that males had a higher level of the statistically significant variable when compared to females.

Table 0-19 Summary statistics of gender for statistically significant variable only

	Gender			
	Female		Male	
	Mean	Median	Mean	Median
Incentives & Reward	4.27	4.50	4.36	4.50
Career development	4.41	4.50	4.55	4.75
Recognition & Appreciation	4.39	4.33	4.56	4.67
Work Environment	4.47	4.50	4.58	4.75
Motivation	3.96	4.00	4.14	4.25

4.7.2. Age Group Effect

The Kruskal-Walli test revealed that four of the seven studied variables had a statistically significant effect on employees at 5% or 1% significance levels.

Table 0-20 Kruskal-Wallis test for age effect

Composite variables	Kruskal Wallis Test[a]		
	Kruskal-Wallis H	df	p-value
Incentives & Reward	3.992	3	.262
Career development	7.114	3	.068
Job Security	13.708	3	.003**
Recognition & Appreciation	10.036	3	.018*
Work Environment	5.592	3	.133
Motivation	13.497	3	.004**
Employee Performance	10.082	3	.018*
a. Grouping Variable: Age Group			

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

Table 0-21 shows that generally, the age of more than 45 years (old ages) had a higher level of the statistically significant variable when compared to other age groups (younger generations).

Table 0-21 Summary statistics of age for statistically significant variable only

Composite variables	Age Group							
	≤23 years		24-34 years		35-44 years		≥45 years	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Job Security	4.21	4.25	4.27	4.25	4.45	4.50	4.63	4.88
Recognition & Appreciation	4.38	4.67	4.39	4.33	4.51	4.67	4.63	5.00
Motivation	3.93	4.25	3.91	4.00	4.12	4.00	4.33	4.38
Employee Performance	3.82	4.00	3.75	4.00	3.95	4.00	4.18	4.25

4.7.3. Qualification Effect

Table 0-22 below shows that based on Kruskal-Wallis's test; three studied variables were found to have a statistically significant effect due to age at a 1% significance level. In comparison, the remaining four variables: Incentives & Reward, Job Security, Motivation, and Employee Performance, were found to have no statistically significant effect at the 5% significance level (p-value > 0.05).

Table 0-22 Kruskal-Wallis test for qualification effect

Composite variables	Kruskal Wallis Test[a]		
	Kruskal-Wallis H	df	p-value
Incentives & Reward	4.221	4	.377
Career development	24.794	4	.000**
Job Security	9.328	4	.053
Recognition & Appreciation	16.934	4	.002**
Work Environment	13.585	4	.009**
Motivation	8.666	4	.070
Employee Performance	9.105	4	.059
a. Grouping Variable: Qualification			

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

Table 0-23 shows that generally, the qualification of PhD degree had a higher level of the statistically significant variable compared to other qualification levels.

Table 0-23 Summary statistics of qualification for statistically significant variable only

Composite variables	Qualification									
	High school		Diploma		Bachelors		Masters		PhD	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Career development	4.67	4.75	4.29	4.25	4.43	4.50	4.58	4.75	4.90	5.00
Recognition & Appreciation	4.56	4.33	4.41	4.67	4.41	4.33	4.52	4.67	4.88	5.00
Work Environment	4.83	5.00	4.40	4.50	4.51	4.75	4.51	4.50	4.87	5.00

4.7.4. Job Category Effect

Table 0-24 below shows that based on Kruskal-Wallis's test, all studied variables were found to have a statistically significant effect due to job category at a 1% significance level. In comparison, the remaining two variables, namely: Motivation and Employee Performance, were found to have no statistically significant impact at a 5% significance level (p-value > 0.05).

Table 0-24 Kruskal-Wallis test for job category effect

Composite variables	Kruskal Wallis Test[a]		
	Kruskal-Wallis H	df	p-value
Incentives & Reward	14.667	3	.002**
Career development	31.102	3	.000**
Job Security	13.471	3	.004**
Recognition & Appreciation	40.869	3	.000**
Work Environment	24.034	3	.000**
Motivation	4.572	3	.206
Employee Performance	5.402	3	.145
a. Grouping Variable: Job Category			

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

Table 0-25 shows that generally, the medical staff job category had a higher level of the statistically significant variable when compared to other job categories.

Table 0-25 Summary statistics of job category for statistically significant variable only

Composite variables	Job Category							
	Administration Staff		Allied Health		Nursing Staff		Medical Staff	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Incentives & Reward	4.42	4.50	4.30	4.50	4.12	4.00	4.51	4.50
Career development	4.56	4.75	4.48	4.50	4.25	4.25	4.72	5.00
Job Security	4.37	4.50	4.43	4.50	4.26	4.25	4.59	5.00
Recognition & Appreciation	4.61	4.67	4.45	4.67	4.20	4.00	4.76	5.00
Work Environment	4.65	4.75	4.52	4.75	4.31	4.25	4.72	5.00

4.7.5. Job Experience Effect

Table 0-26 below shows that based on Kruskal-Wallis's test, all studied variables were found to have a statistically significant effect due to job experience at a 1% significance level.

Table 0-26 Kruskal-Wallis test for job experience effect

Composite variables	Kruskal Wallis Test[a]		
	Kruskal-Wallis H	df	p-value
Incentives & Reward	10.933	2	.004**
Career development	12.703	2	.002**
Job Security	12.701	2	.002**
Recognition & Appreciation	12.540	2	.002**
Work Environment	9.107	2	.011*
Motivation	12.328	2	.002**

Employee Performance	10.927	2	.004**
a. Grouping Variable: Job Experience			

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

Table 0-27 shows that generally, the more than 10 years of job experience had a higher level of the statistically significant variable when compared to other job experience lower levels.

Table 0-27 Summary statistics of job experience for statistically significant variable only

Composite variables	Job Experience					
	≤ 4 years		5-10 years		≥ 10 years	
	Mean	Median	Mean	Median	Mean	Median
Incentives & Reward	4.11	4.00	4.43	4.50	4.31	4.50
Career development	4.32	4.25	4.43	4.25	4.57	4.75
Job Security	4.22	4.25	4.31	4.50	4.52	4.75
Recognition & Appreciation	4.32	4.33	4.39	4.33	4.59	4.67
Work Environment	4.44	4.63	4.43	4.50	4.62	4.75
Motivation	4.00	4.00	3.86	4.00	4.20	4.25
Employee Performance	4.01	4.00	3.65	3.75	4.01	4.00

4.8. Relation between Motivational Factors and Employee's Performance

The relation between motivation factors and employee's performance were assessed using:

- Correlational Analysis
- Regression Analysis

4.8.1. Correlational Analysis

This sub-section reports the correlation test results. In the correlation test, the null hypothesis was that: there was a statistically significant linear correlation (or association) between two variables. Only when there is a

statistically significant correlation found between a pair of variables, then the correlation coefficient that is computed by the correlational analysis assesses two specifications: 1- the strength (weak or strong) of the correlation and 2- the direction of the association (upward/positive or downward/negative). In theory, a strong correlation is found when the numeric value of the computed correlation coefficient is close to 1 (or -1). On the other hand, a correlation coefficient close to zero suggests a very weak correlation. Moreover, the sign (+ or -) of the correlation coefficient determines if the correlation pattern is upward/positive when it has a positive value (+) or downward/negative when it has a negative value (-).

The correlational analysis was performed using the non-parametric Spearman correlation method. The results of the correlation test are shown in Table 4-28. In this research, the main focus is on the relations between motivational factors and employee's performance (EP).

Table 4-28 shows that there was:

- There was no statistically significant correlation between Incentives & Rewards and employees' performance at 5% significance levels since the p-value was more powerful than 0.05.
- A statistically significant positive correlation was found between Career Development and employee's performance at 1% significance levels (Spearman correlation coefficient = 0.324**). The statistically significant positive correlation found implies that the strength was fairly weak. Thus, as the Career Development level increases, the employee's performance level increases.
- A statistically significant positive correlation was found between Job Security and employee's performance at 1% significance levels (Spearman correlation coefficient = 0.288**). The statistically significant positive correlation found implies that the strength was fairly weak. Thus, as the Job Security level increases, the employee's performance level increases.

- A statistically significant positive correlation was found between Recognition & Appreciation and employee's performance at 1% significance levels (Spearman correlation coefficient = 0.328**). The statistically significant positive correlation found implies that the strength was fairly weak. Thus, as Recognition & Appreciation level increases, the employee's performance level increases.
- A statistically significant positive correlation was found between Work Environment and employee's performance at 1% significance levels (Spearman correlation coefficient = 0.239**). The statistically significant positive correlation found implies that the strength was weak. Thus, as the Work Environment level increases, the employee's performance level increases.
- A statistically significant positive correlation was found between Motivation and employee's performance at 1% significance levels (Spearman correlation coefficient = 0.631**). The statistically significant positive correlation found implies that the strength was fairly moderate. Thus, as the Motivation level increases, the employee's performance level increases.

In addition, there was a statistically significant positive correlation found between respondents' age and employee's performance at 1% significance levels (Spearman correlation coefficient = 0.177**). The statistically significant positive correlation found implies that the strength was weak. Thus, as respondents' age level increases, the employee's performance level increases. However, no statistically significant correlation was found between the other demographic variables (qualification, job category and job experience) and employee's performance at 5% significance levels since the p-value was more significant than 0.05.

Worthy of highlighting that correlational analysis results showed a statistically significant correlation among the motivational factors. This might indicate (and might not) multi-collinearity that may distort the regression analysis. Therefore, it is better to perform simple regression and compare it with multiple regression analysis. This will be presented in the following sub-section.

Table 0-28 Spearman correlation matrix results among studied variables

		EP	1	2	3	4	5	6	7	8	9	10
Employee Performance (EP)	Correlation Coefficient	1.000	.080	.324**	.288**	.328**	.239**	.631**	.177**	-.067	.014	.060
	p-value	.	.197	.000	.000	.000	.000	.000	.004	.281	.827	.337
1. Incentives & Reward	Correlation Coefficient	.080	1.000	.359**	.418**	.396**	.292**	.232**	-.013	.119*	-.058	.110
	p-value	.197	.	.000	.000	.000	.000	.000	.825	.048	.335	.068
2. Career development	Correlation Coefficient	.324**	.359**	1.000	.489**	.621**	.547**	.396**	.156**	.254**	-.059	.214**
	p-value	.000	.000	.	.000	.000	.000	.000	.010	.000	.330	.000
3. Job Security	Correlation Coefficient	.288**	.418**	.489**	1.000	.527**	.485**	.388**	.223**	.077	.069	.215**
	p-value	.000	.000	.000	.	.000	.000	.000	.000	.208	.259	.000
4. Recognition & Appreciation	Correlation Coefficient	.328**	.396**	.621**	.527**	1.000	.588**	.475**	.190**	.179**	-.092	.213**
	p-value	.000	.000	.000	.000	.	.000	.000	.002	.003	.132	.000
5. Work Environment	Correlation Coefficient	.239**	.292**	.547**	.485**	.588**	1.000	.421**	.115	.129*	-.089	.179**
	p-value	.000	.000	.000	.000	.000	.	.000	.063	.036	.146	.003
6. Motivation	Correlation Coefficient	.631**	.232**	.396**	.388**	.475**	.421**	1.000	.214**	-.024	-.043	.172**
	p-value	.000	.000	.000	.000	.000	.000	.	.000	.703	.486	.005

		EP	1	2	3	4	5	6	7	8	9	10
7. Age Group	Correlation Coefficient	.177**	-.013	.156**	.223**	.190**	.115	.214**	1.000	.087	.110	.722**
	p-value	.004	.825	.010	.000	.002	.063	.000	.	.128	.056	.000
8. Qualification	Correlation Coefficient	-.067	.119*	.254**	.077	.179**	.129*	-.024	.087	1.000	.044	.194**
	p-value	.281	.048	.000	.208	.003	.036	.703	.128	.	.442	.001
9. Job Category	Correlation Coefficient	.014	-.058	-.059	.069	-.092	-.089	-.043	.110	.044	1.000	-.012
	p-value	.827	.335	.330	.259	.132	.146	.486	.056	.442	.	.841
10. Job Experience	Correlation Coefficient	.060	.110	.214**	.215**	.213**	.179**	.172**	.722**	.194**	-.012	1.000
	p-value	.337	.068	.000	.000	.000	.003	.005	.000	.001	.841	.

* Significant at 5% significance level (p-value < 0.05); ** significant at 1% significance level (p-value < 0.01)

4.8.2. Regression Analysis

In this sub-section, regression analysis was performed to assess the research hypotheses. Regression analysis models a dependent variable and one or more independent variables. The null hypothesis tested in the regression analysis is that: there is no effect of the independent variable on the dependent variable. When the regression coefficient is statistically significant, it is concluded that the independent variable associated with it affects the dependent variable. The effect is interpreted by the regression coefficient estimated. In detail, the impact might be positive or negative, which is determined by the sign of the regression coefficient. The regression coefficient is interpreted as the percentage of change expected to result on the dependent variable due to one unit of change in the independent variable.

As per the research hypothesis, the dependent variable is Employee's Performance, which was modelled with the independent variables of

the Motivational Factors: Incentives & Reward, Career development, Job Security, Recognition & Appreciation, Work Environment and Motivation. This is to test hypotheses.

The regression analysis was performed at simple regression where only one independent variable is analysed.

The P-P normality plots of the performed regression models showed close to a normal distribution, which shows no departure of normality assumption for the regression models. The regression analysis results are shown in Tables 0-29.

Table 0-29 shows that:

- Simple regression results show that Motivation was found to have a statistically significant positive effect on Employee's Performance at a 1% significance level ($\beta = 0.807^{**}$). Thus, when Motivation improves by one unit, the dependent variable Employee's Performance increases on average by 80.7%. This statistical evidence supports H1.
- Simple regression results show that Incentives & Reward was found to have no statistically significant effect on Employee's Performance at a 5% significance level since the p-value was more powerful than 0.05. Therefore, this statistical evidence fails to support the research hypothesis H1a.
- Simple regression results show that Career Development was found to have a statistically significant positive effect on Employee's Performance at a 1% significance level ($\beta = 0.465^{**}$). Thus, when Career Development improves by one unit, the dependent variable Employee's Performance increases on average by 46.5%. This statistical evidence supports $H1_b$.
- Simple regression results show that Job Security was found to have a statistically significant positive effect on Employee's Performance at a 1% significance level ($\beta = 0.370^{**}$). Thus, when Job Security improves by one

unit, the dependent variable Employee's Performance increases on average by 37.0%. This statistical evidence supports $H1_c$.

- Simple regression results show that Recognition & Appreciation was found to have a statistically significant positive effect on Employee's Performance at a 1% significance level (β = 0.468**). Thus, when Recognition & Appreciation improve by one unit, the dependent variable Employee's Performance increases on average by 46.8%. This statistical evidence supports $H1_d$.
- Simple regression results show that Work Environment was found to have a statistically significant positive effect on Employee's Performance at a 1% significance level (β = 0.399**). Thus, when Work Environment improves by one unit, the dependent variable Employee's Performance increases on average by 39.9%. This statistical evidence supports $H1_e$.
- Additionally, multiple regression results revealed only Incentives & Rewards and Motivation were found to have a statistically significant effect on Employee's Performance at 5% or 1% significance levels (β = -0.139** and 0.823**, respectively). In contrast, other motivational factors (career development, job security, recognition & appreciation and work environment) were found to have no statistically significant effect at a 5% significance level since the p-value was more critical than 0.05. Thus, when Incentives & Reward improves by one unit, the dependent variable Employee's Performance decreases on average by 13.9%, holding other variables constant. Similarly, when Motivation improves by one team, Employee's Performance increases by 82.3%, keeping other variables consistent.

Comparing simple to multiple regression findings implies an effect of the multi-collinearity that resulted in a different conclusion in the multiple regression models where all motivational factors were entered. Thus, the simple

regression results would be the ones that are not affected by multi-collinearity, and the multiple regression results should be taken with caution. The multiple regression shows a decrease in Employee's Performance due to an increase in Incentives & Rewards, which cannot be in line with facts in motivation literature. In contrast, it shows a solid positive increase in Employee's Performance due to Motivation (82.3%), higher than the simple regression results when Motivation is the only independent variable considered (82.7%), which is worthy to note.

In short, five research hypotheses were statistically supported out of six research hypotheses. Thus, the results of the regression analysis support H1 to a great extent.

Table 0-29 Simple and multiple linear regression analysis to assess Role stressors effect

Constant & Independent variable	**Dependent variable: Employee Performance**						
	Model1	**Model2**	**Model3**	**Model4**	**Model5**	**Model6**	**Model7**
Constant	3.582**	1.797**	2.261**	1.788**	2.080**	.619**	.907*
Motivation						.807**	.823**
Incentives & Reward	.068						-.139*
Career development		.465**					.138
Job Security			.370**				.089
Recognition & Appreciation				.468**			.000
Work Environment					.399**		-.166
Goodness of fit indicators:							
R^2	.004	.093	.096	.109	.076	.481	.498

R^2 adjusted (Only for multiple regression model, i.e., model 7)	-	-	-	-	-	-	.487
Adequacy test (F-value)	.920	26.751**	27.627**	31.853**	21.418**	240.875**	41.910**

* Significant at 5% (p-value < 0.05); ** significant at 1% (p-value < 0.01)

4.9. Summary

This chapter presented the findings and findings of the study that describe the respondents' perceptions of the motivational factors. It also revealed their performance as employees. After taking care of the critical statistical preparations, the inferential analysis results and findings were reported. The inferential analysis is the bivariate analysis based on performing Mann-Whitney and Kruskal-Wallis tests used to determine if there was statistically sufficient evidence to conclude any demographic effects. In addition, regression analysis was utilized to uncover the impact of the motivational factors being independent variable on the Employee's Performance being the dependent variable.

4.9.1. Descriptive Summary

4.9.1.1. Demographic Profile

The design of this research utilized the primary instrument (structured questionnaire), which captured the respondent's demographic profile variables. It is concluded that the surveyed sample responses were collected randomly with no intentional bias, as all employees in the population were requested to participate freely. It is also supposed that the studied sample of respondents was representative of the studied population in terms of gender, age, qualification, job category and job experience.

The respondents can be categorized as male or female, with varying levels of education and experience. They can also be asked about their preferred job titles.

4.9.1.2. Incentives & Rewards Summary

Interpreting the mean value based on the 5-point scale revealed that the surveyed sample perception of Incentives & Rewards set of questions ranged between 'Agree' to 'Strongly Agree', 4 to 5 out of 5. This may indicate a good incentives & rewards system and practice as viewed by the sampled respondents on average.

4.9.1.3. Career Development Summary

It was revealed that the surveyed sample perception of Career Development set of questions had a mean value ranging all within 'Strongly Agree', which is 5 out of 5. This indicates a high level of career path perceived by the sampled respondents on average.

4.9.1.4. Job Security Summary

It was revealed that the surveyed sample perception of Job Security set of questions mean value ranged all within the 'Strongly Agree' which is 5 out of 5. This implies that the sampled respondents had an average high perception of job security.

4.9.1.5. Recognition & Appreciation Summary

It was revealed that the surveyed sample perception of Recognition & Appreciation set of questions mean value ranged between 'Agree' to 'Strongly Agree', which is 4 to 5 out of 5. This indicates a reasonable perception by the sampled respondents on recognition & appreciation, and there is an area for further improvement on the present perceived level in this motivational factor.

4.9.1.6. Work Environment Summary

It was revealed that the surveyed sample perception of Work Environment set of questions mean value ranged all within 'Strongly Agree',

which is 5 out of 5. This implies a high perception of the sampled respondents on the work environment existing at the time of this research.

4.9.1.7. Motivation Summary

It was revealed that the surveyed sample perception of Motivation set of questions mean value ranged between 'Agree' to 'Strongly Agree', which is 4 to 5 out of 5. This implies that the current sampled respondent's motivation perception might be further enhanced.

4.9.1.8. Employee's Performance Summary

It was revealed that the surveyed sample perception of Employee's Performance set of question mean value ranged between 'Agree' to 'Strongly Agree', which is 4 to 5 out of 5. This indicates a good level of perceived employee's performance with an area for further improvement on the current level.

4.9.1.10. Composite Measures Summary

After combining the set of questions designed to measure each studied variable and computing the composite measure, the mean value ranged from 'Agree' to 'Strongly Agree', 4 to 5 out of 5. Comparing the mean value of the composite variables revealed that the relative lowest sample respondent's perception was found for Employee's Performance. In contrast, the close highest sample perception was found for Work Environment.

4.9.2. Inferential Summary

4.9.2.1. Demographic Effects

Bivariate analysis revealed that job experience had the most significant impact on the seven composite factors analysed. The other demographic factors had partial consequences.

It was revealed that males had higher perception levels when compared to females on five composite variables. They were: Incentives & Rewards, Career development, Recognition & Appreciation, Work Environment and Motivation.

It was revealed that old age respondents in the age group of more than 45 years had higher perception levels when compared to younger ages on four composite variables. They were Job Security, Recognition & Appreciation, Motivation and Employee Performance.

It was revealed that PhD degree holders among the sampled respondents had higher perception levels when compared to lower qualification levels on 3 composite variables. They were Career development, Recognition & Appreciation and Work Environment.

It was revealed that medical staff among the sampled respondents had higher perception levels when compared with other job categories on 5 composite variables. They were Incentives & Rewards, Career development, Job Security, Recognition & Appreciation and Work Environment.

It was revealed that long job experience of 10 years or more had higher perception when compared with other lower job experience categories on all 7 composite variables: Incentives & Reward, Career development, Job Security, Recognition & Appreciation, Work Environment, Motivation and Employee Performance.

4.9.2.2. Pairwise Correlational Summary

Correlational analysis revealed positive correlations between all motivation factors and employee's performance except for one motivational factor, Incentives & Rewards, which did not correlate. Moreover, there was a positive correlation between age being a demographic variable with employee's performance, while other demographic variables did not correlate.

4.9.2.3. Regression Analysis Summary

Simple regression analysis where the motivational factor is modelled as the independent variable regressed on employee's performance is the dependent variable revealed a positive effect due to all motivational factors except Incentives & Rewards with varying levels. Sorting the positive results found due to the motivational factors were as follows: Motivation (80.7% increase), Recognition & Appreciation (46.8%), Career Development (46.5%), Work Environment (39.9%), and Job Security (37.0%).

The multiple regression results revealed that Motivation had a positive effect (82.3%) higher than what was found in the simple regression (80.7%), holding other motivational factors constant. However, and reversed to what is established in the motivation literature and stylized facts, multiple regression found a negative effect due to Incentives & Rewards, holding other motivational factors constant.

4.9.3. Research Hypotheses Testing Summary

Based on simple and multiple regression analysis used to test these research hypotheses, the summary of the conclusions revealed is shown below.

Table 0-30 Summary of the Research Hypotheses Testing

Research Hypothesis	Statistical Test	Statistical Evidence
Hypothesis 1: H1: Motivational Factors has a positive relationship with employee performance	Simple regression & multiple regression	Supported at 1% significance level, partially
Hypothesis 1_a: $H1_a$: Incentives & Rewards have a positive relationship with employee performance	Simple regression	Not supported at 5% significance level
Hypothesis 1_b: $H1_b$: Career Development has a positive relationship with employee performance	Simple regression	Supported at 1% significance level

Research Hypothesis	Statistical Test	Statistical Evidence
Hypothesis 1_c: $H1_c$: Job Security has a positive relationship with employee performance	Simple regression	Supported at 1% significance level
Hypothesis 1_d: $H1_d$: Recognition & Appreciation have a positive relationship with employee performance	Simple regression	Supported at 1% significance level
Hypothesis 1_e: $H1_e$: Work Environment has a positive relationship with employee performance	Simple regression	Supported at 1% significance level

There was sufficient statistical evidence to support this research hypothesis 1b to 1e. No sufficient statistical evidence was found to support research hypothesis 1a. For research hypothesis 1, there was partial statistical evidence supporting it.

Chapter Five

5. Discussions & Recommendation

5.1. Introduction:

In the final chapter of this thesis, the researcher presents the readers with the conclusions elicited from this research. These conclusions are discussed in light of the findings of the previous analysis. In other words, the researcher compares and contrasts the present research findings and the findings reached by other researchers who approached the same research variables either in correlation with each other or solely. This provides the researcher and the reader's insight into how the present conclusions are consistent with or different from previous research conclusions. Some recommendations are presented for those concerned with the current research topic. This chapter also focuses on the implications and limitations of the present study.

5.2. Discussion of the Research conclusions:

Motivational factors are given due attention in King Hamad University Hospital in Bahrain. This is evident from high mean scores achieved by all the motivational factors examined in the present research. The individuals responsible for implementing these policies achieved a mean score of 4.085 and a relative weight of 81.7%. These usually include salary increments/ packages/gifts as a reward for outstanding performance. This means that the incentives and rewards given to King Hamad University Hospital employees are both concrete and abstract. This highlights the extent to which the HR department in King Hamad University Hospital understands the value that can be ripened from motivating the employees through abstract and concrete incentives and rewards. This is in line with the conclusions reached by (Aggarwal 2019); (Chang & Mills, 2013) and (Glaister et al., 2018).

The primary goal of this study conducted by (Younies, Barhem & Younis, 2007) was to rank the choices of health care workers with regards to rewards and recognitions. This study differentiates between workers' choices in

material and non-material motivational incentives. It indicates that salary (cash) ranks maximum amongst health care workers, especially the ones of Arabic origin. The study reveals that UAE health care workers choose material rewards.

Concerning career development, it is also given due care in King Hamad University Hospital. This is evident from the high mean scores that the items of this variable obtained. They ranged from 4.37 to 4.55, ensuring a firm agreement on the content clarifying the extent to which the hospital's management cares about employees' career development. The average mean score for the items making up this variable is 4.47, with a relative weight of 89.4%. The most outstanding practices that signify employee's career development in King Hamad University hospital include the training opportunities provided to the employees through which employees' skills and abilities are expected to be expanded. Also, skill development and proficiencies improvement are given due attention. Focusing on career development reflects an in-depth recognition of the value of employees' career development (AlAsbool, 2021). It is essential to develop employees to develop overall organisational performance and productivity (Chiwawa & Wissink, 2021). When employees are provided with adequate training and skill improvement programs, they grow and let the organization grow simultaneously (Dialoke & Nkechi, 2017). The study conducted by (Khan, Rajasekar & Al Asfour, 2015) in Organizational Career Development Practices concluded that effective career development program is a necessary predictor as to how well the staff use the knowledge and competence in the workplace.

One of the most significant findings in this research is those related to job security in King Hamad University Hospital. It is clear-cut from the data analysis and the findings reached in the previous chapter that employees in the Hospital enjoy a high level of job security. This is a significant source for making them feel that the Hospital is a tier second home. The average mean score for the items making up this section is 4.38, with an average weight of 87.6%. This is an indicator that the employees in the hospital feel they are secure. Employees are

ready to develop more innovative ideas for better performance since they feel safe in their jobs. This is in consistent with (Albrecht, Bakker, Gruman, Macey, & Saks, 2019). Employees will be prepared to work harder, and they ensure their readiness only to support the hospital's success. As a result, employees are in times of crisis. This is in line with the conclusions provided in the study of (Hitka et al., 2021). The case study of motivational needs for construction Industry Employees in Gulf countries by (Soliman, AlTabtabi & AlMeer, 2020) concludes in Kuwaiti construction industry security, was the most important motivational need.

King Hamad Hospital has a great recognition program that rewards and honours its employees. The average score is 4.3 out of 10. The responses of the participants show this. For good performances by the employees, there are verbal and written appreciation messages sent to the employees. Providing the employees with instant valued appreciation and recognition messages whenever they complete the task encourages them in making repeated progress (Kwon & Kim, 2020). In addition, the senior staff in King Hamad University Hospital ensures that they support their subordinates, motivating the employees to feel that their management is directly involved with them. This is a significant determinant for creating employees' satisfaction about their workplaces. This ultimately enhances levels of performance (Pigeon, Montani & Boudrias, 2017). The paper about talent management and employee recognition by (Abubakr & Nadine, 2019) examined that the willingness of the staff to improve their performance is related to the recognition the management practices.

The work environment in King Hamad University Hospital is identified to be a good work environment based on the participants' responses. The high average mean scores for all the items of this variable are evident. They range from 4.60 to 4.43. The average mean score for these items is 4.51, with a relative weight of 90.2%. One of the most significant factors about the work environment is the effective relationships established between the employees and

the management of the Hospital. It is always identified that effective relationships facilitate communication between all employees, and better performance is the result (Abdelmoteleb., 2019). Furthermore, providing the employees with a safe work environment where their well-being is cared for is a significant source for motivating them to remain in the organization and exert their utmost to improve their image (Chiwawa & Wissink., 2021). Based on the conclusion for the article job satisfaction mediate the relationship between the effects of work environment, leadership styles on the employee performance in UAE by (Alkaabi, Kudus & Albalushi., 2021), that there is a positive relationship between work environment and employee performance in the educational section in Abu Dhabi. Based on the study conducted by (Wijesundra., 2018) As per the data analysis in her study, employees were motivated to work for a longer period in their employment in the same organization provided they are provided with a good working condition/ environment and thereby increasing / affecting their productivity by 98.9%

The responses for the motivation variable in the present research show that King Hamad University Hospital is one of the organizations keen on motivating its employees to the highest possible level. This is an indicator that the HR department and the hospital management recognize the value of the employees who represent the most valuable asset. They are confined to acknowledging the importance of the employees. Still, they inform their employees that they recognize this value and are glad to have them in King Hamad University Hospital. The employees express their happiness to be part of this organization which is a real success. The most significant sources for motivation as admitted by the employees who are the respondents of the present research instrument include feeling appreciated and recognized, working in a good and safe environment, and receiving feedback from the management at the right time. An organisation's success depends on employees' motivation to obtain higher performance. These employee gains represent the actual reflection for organizational high performance and productivity (Ciner., 2019). Based on the

study conducted by (Harthi., 2015) the overall analysis, it presented the positive relationship between motivation of the employees and the level of their performance in the private sectors of the UAE.

Employee performance in King Hamad University hospital reflects all the applied strategies by its HR to motivate its employees. As a result, there is a high level of employee performance in the Hospital. The average mean score for all the items representing this high performance is 3.88, with a relative mean weight of 77.6%. The respondents ensure that the thing that contributes more to enhancing their performance is the positive feedback they receive from their management. There is no doubt that positive feedback motivates the employees to repeat the accepted behaviour and avoid non-accepted behaviour. This is reflected in the organisation's profitability (Calderwood et al., 2020). As concluded by (Samailan., 2016) employees who are satisfied do perform better and add to the success of an organization.

Concerning the relationship between the research variable, it was found that all the motivational factors are strongly and positively correlated with employees' performance apart from one motivational factor, Incentives & Rewards. Correlations between motivational factors and performance align with the findings in the study of (Aarabi et al., 2013). (Suliman & Al-Sabri., 2009) stated that the positive perception of work motivation is likely to arouse, energize, direct, and sustain behaviour and performance, i.e., to be reflected positively on employees' work outcomes, e.g., increasing quality and quantity of work.

5.3. Recommendations

The significant recommendations were derived from the previous chapters, mainly the results and findings. The recommendations are categorized into the following:

- Recommendations for HR Management

- Recommendations for Employees, and
- Recommendations for Future Researchers

5.3.1. Recommendations for HR Management

It is highly recommended to inform the HR Management of King Hamad University Hospital about the findings of this research, especially the relation and effects of the motivational factors on employee's performance, so that the HR Management's existing policies and practices can be further enhanced. Furthermore, HR Management is highly recommended to adhere to the demographic effects found on the motivational factors and employee's performance. Such demographic results suggest adopting different and various HR strategies, policies, approaches and practices since demographic products were found. Therefore, the following mentioned are a few recommendations to the HR management of King Hamad University Hospital:

- Providing Recognition & Appreciation to employees helps express the value of their work. Employees who receive appreciation & recognition feel valued, and their satisfaction and productivity increase. They will be motivated to maintain further and improve their contribution to the organization.
- Emphasis on Career Development enables employees to learn and improve their abilities to progress in their careers. This advances other aspects of their job skills and enhances the quality of their output, reflecting on the quality of services provided to patients.
- Emphasis on the Work Environment develops productivity and motivates employees to serve the organization longer because of the positivity created by the work environment, improving their work output by being more productive and helping them concentrate better. In addition, a supportive environment where an employee is permitted to express their

opinions without prejudice adapts to change and encourages teams to learn from their errors, creating a positive working environment.

- Providing Job Security results in better employee performance. When employees feel secure at their job, it will increase their confidence and create a desire to be loyal, improving efficiency and productivity. In addition, increased job security motivates the employees to consider an innovative approach and enhances their creativity which conjoins with the hospital's vision & mission.

5.3.2. Recommendations for Employees

The study delves into the various motivational factors influencing an employee's performance. This research also explores the relationship between these factors and the employee's performance. In addition, the employees are highly recommended to maintain the relatively high or good perception levels uncovered in this research. The employees are also advised to support the HR management team and the top management team to achieve enhanced levels continuously.

5.3.3. Recommendations for Future Researchers

With the hope that this research would capture future researchers' attention, it is highly recommended that this research be replicated in another hospital in Bahrain, whether a government or private hospital. Another recommendation for future studies is to investigate a more reliable measure for Incentives & Rewards as it was found close to the minimum reliability level threshold. Finally, prospective researchers are highly recommended to explore and study mediation or moderation effects that might be hypothesized, such as age and other demographic variables and characteristics of the hospital or the place where respondents are working.

5.4. Implications

5.4.1 Theoretical implications

The theoretical implications of the present research include the researcher's success in presenting all related theories to the two variables: motivational factors and employee performance. In addition, these theories are collected in the present research to provide the readers with insight into what theories explain the two variables and their relationship and help future researchers get them organised in one study in this knowledge domain.

It is also possible that all the related body of literature exhibited in the second chapter be employed by the readers better to understand the research topic and the two variables. In addition, it indicates how well the researcher demonstrates knowledge about the study domain.

5.4.2. Practical implications

The Bahrain government can use the findings and recommendations of this study to support its efforts to develop 'The Human Factor' as a significant component of its sustainable development strategies.

The Ministry of Health in Bahrain is also likely to use the present research findings. This is because the research organization is a hospital under the supervision of the Ministry of Health. Therefore, the outcomes about motivating employees can be generalized to other Healthcare institutions in Bahrain.

When simplified, the research is all about the importance of motivation. Apart from measuring the significant impact of motivation on employee performance and providing insights at King Hamad University Hospital, the research enables practice related to improving employee performance. This research can help the organization to have a better understanding on the importance and role of motivation which creates a sense of

awareness between the management and employees. The main focus of the Management of King Hamad University Hospital is to provide appreciation and recognition which enables them to build distinctive company culture and strengthen employee relationships. Emphasizing on career development leads to improved levels of efficiency among employees. Emphasis's on providing a progressive work environment improves productivity, helps retain capable employees and leads to having a steady workforce. The more employees are assured a high level of job security the more likely they are to perform their responsibilities efficiently and escalate their contribution towards the organization which results in having high levels of productivity. In conclusion all these factors reflect in the overall performance of the organization and will support in achieving the organizational vision to thrive.

In addition, specialists in the HR domain can use the research findings to learn more about the value of motivating employees within government institutions that have a distinct nature as 'King Hamad University Hospital' which belongs to the Bahraini Defence Force. The study results can identify the measures of success at military organizations compared to those at public organizations.

King Hamad Hospital is undoubtedly expected to make the best use of the present research outcomes. This is because the study offers insights into the critical practices that King Hamad University Hospital can deploy as a part of its strategies to increase employee performance. Also, this research anticipates enriching the previous literature about the motivational factors about employee's performance in Bahrain.

Private hospitals and private healthcare centers may imply the research findings. This research helps them understand how the 'motivational factors strategies can affect an employee's motivational levels and determine the significant effect of the motivational factors in an employee's performance.

5.5. Research Limitations

A fact is that no research is perfect. Therefore, there are research limitations that are associated with this research.

This research is limited geographically to Bahrain and King Hamad University Hospital. This created a limited sample on which the research instrument was circulated. Accordingly, the results and findings of this research might not be generalized to many other hospitals.

Another limitation of the association with the leading research instrument is that it was based on self-reporting and self-administered questionnaires. Such type of instrument is usually associated with sampling bias risk, accuracy risk and is limited to the understanding ability of the respondent. In addition, there could be some sort of triangulation in which interviews could have been incorporated with the questionnaire.

References list

Al-Ahmadi, A. (2002), Job satisfaction of nurses in Ministry of Health Hospitals in Riyadh, Saudi Arabia. Saudi Medical Journal: https://www.researchgate.net/publication/11303319.

Al Malki , N. (2021). The Relationship Between Organizational Behavior and Motivation of Achievement from the Perspective of Physical Education Teachers in the Stages of Education in the Schools of the Kingdom of Bahrain: A master thesis . Manama: Bahrain University .

Aljaf , N., & Sadq, M. (2015). The Impact of Employee Motivation on Organisational Performance. An Empirical Study at Hayat University . Journal for Studies in Management and Planning, 86.

Al-Omari , K., & Okasheh, H. (2017). The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. International Journal of Applied Engineering Research, 12(24), 15544-15550.

Alfandi, A. M., & Alkahsawneh, M. S. (2014). The Role of the Incentives and Reward System in Enhancing Employee's Performance" A Case of Jordanian Travel and Tourism Institutions". International Journal of Academic Research in Business and Social Sciences, 4(4), 326.

Azoulay, P., Graff Zivin, J., & Manso, G. (2011). “Incentives and creativity: Evidence from the academic lifesciences.” Rand Journal of Economics, Retrieved from: http://www.mit.edu/~manso/hhmi.pdf.

Aalmajali, D. A., & Al-lozi, M. (2019). Reviewing the Literature of The Associations among Knowledge Management, Knowledge Management Infrastructure and Job Satisfaction. Journal of Business & Management, 7, 1-15.

Aarabi, M., Subramaniam , I., & Akeel, A. (2013). Relationship between motivational factors and job performance of employees in Malaysian Service Industry. Asian Sociology Science Journal, 9(9), 301–310.

Abdelmoteleb , S. (2019). A new look at the relationship between job stress and organizational commitment: A three-wave longitudinal study. . J. Bus. Psychol, 34(2019), 321–336.

Abraham, I., & MacDonald, K. (2011). Encyclopedia Of Nursing Research: Quasi-Experimental Research. Springer Publishing Company.

Abualoush, S. H., Masa'deh, R., Bataineh, K., & Alrowwad, A. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. Interdisciplinary Journal of Information, Knowledge, and Management, 13, 279-309.

Acaps. (2012). Qualitative and Quantitative Research Techniques for Humanitarian Needs Assessment An Introductory Brief. ACAPS.

Aggarwal, P. (2019). How to motivate employees in 2019? Thrive Global. Retrieved December 11, 2019, from https://thriveglobal.com/stories/how-to-motivate-employees-in-2019/

Ahbabi, S. A., Singh, S. K., & Balasubramanian, S. (2019). Employee perception of impact of knowledge management processes on public sector performance. Journal of Knowledge Management, 23, 351-373.

Ahbabi, S. A., Singh, S. K., & Balasubramanian, S. (2019). Employee perception of impact of knowledge management processes on public sector performance. Journal of Knowledge Management, 23, 351-373.

Ajila, C., & Abiola, A. (2016). Influence of Rewards on Workers Performance in an Organisation. Journal of Social Science, 7, 8-12.

Alamri , Y. (2019). Factors influencing decisions to become involved in research: a study of pre-clinical medical students from New Zealand. Medical Sciences Education., 29(2), 489–492.

Alamri, Y., Monasterio, E., & Beckert, L. (2021). Intrinsic vs Extrinsic Motivation as Drivers for Early Engagement in Research by Medical Students. Advanced Medical Education Practice., 12(2021), 189–194.

AlAsbool, M. (2021). factors Affecting Job Satisfcation in retailing Sector in Bahrain: Master Thesis. Malysia: Arab Open University.

Alazzaz, F., & Whyte, A. (2016). Linking employee empowerment with productivity in off-site construction. Engineering, Construction and Architectural Management, 22(1), 21-37.

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2019). Employee engagement, human resource management practices and competitive advantage. Journal of Organisational Effectiveness: People and Performance, 21(1), 7-35.

Aldoseari, M. (2021). Factors Affecting Teachers Job Satisfaction in Bahrain: Master Thesis. Malysia: Arab Open University.

Ali , A., Bin , L., Piang , H., & Ali, Z. (2016). The Impact of Motivation on the Employee Performance and Job Satisfaction in IT Park (Software House) Sector of Peshawar, Pakistan. International Journal of Academic Research in Business and Social Sciences.

Ali, A. A., Selvam, D. D., Paris, L., & Gunasekara, A. (2019). Key factors influencing knowledge sharing practices and its relationship with organizational performance within the oil and gas industry. Journal of Knowledge Management, 1-32.

Ali, M. (2020). Assessing the impact of employee motivation on Organzation performance: the case of the kingdom university: master thesis . Malysia: Arab Open University .

Ali, S., & Alam, B. (2021). Motivation and job satisfaction among medical and dental college faculty in Pakistan amid the COVID-19 outbreak. national Library of Medicine, 69(2), 359-366.

Allen, M. (2017). Quantitative Research. The SAGE Encyclopedia of Communication Research Methods.

Allen, R. & Helms M. (2002). "Employee perceptions of relationships between strategy rewards and organizational performance," Journal of Business Strategies, Vol. 19, No. 2, pp. 115-139.

Al-Shaikh, S. (2017). The Impact of Compensation and Benefits on Employees' Performance: a master thesis for AMA University Bahrain . Manama: AMA .

Alkaabi, M.R., Kudus, N.B., & Albalushi, M. A. (2021). Job satisfaction mediate the relationship between the effects of work environment, leadership styles on the employee performance in UAE. Tianjin Daxue Xuebao, 54(12), doi: 10.17605/OSF.IO/TS764.

Alzghoul, A., Elrehail, H., Emeagwali, O. L., & AlShboul, M. K. (2018). Knowledge management, workplace climate, creativity and performance: The role of authentic leadership. Journal of Workplace Learning, 30(8).

Ardolino, M., Rapaccini, M., Saccani, N., Gaiardelli, P., Crespi, G., & Ruggeri, C. (2018). The role of digital technologies for the service transformation of industrial companies. International Journal of Production Research, 56(6), 2116-2132.

Armstrong, M., & Taylor, S. (2014). Human Resouce Management Practice. Kogan Page Limited.

Asiaei, K., & Bontis, N. (2019). Translating knowledge management into performance: the role of performance measurement systems. Management Research Review, 33, 1-20.

Assaf, A., & Alswalha, A. (2013). Environmental impacts of working conditions in paint factories workers in the Hashemite Kingdom of Jordan. European Scientific Journal, 9 (8).

Ayesha, I., & Yadav, R. S. (2019). Human resource information systems: a strategic contribution to HRM. Strategic Direction, 35(10), 4-6.

Baird, K., Su, S., & Munir, R. (2018). The relationship between the enabling use of controls, employee empowerment, and performance. Rahat Munir, 47(1), 257-274.

Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. Anxiety, Stress & Coping An International Journal, Volume 34, 2021 - Issue 1.

Baldoni, J. (2005). Great Motivation Secrets of Great Leaders. GovLeader.org.

Bartol, K. M. & Martin, D. C. (1998). Management, McGraw Hill

Badu, E. E. (2005). Employee Motivation in University Libraries in Ghana: a comparative analysis. Information Development, 21(1), 38-46.

Banu, G. S. (2018). Measuring innovation using key performance indicators. Procedia Manuf. 22, 906–911.

Bataineh, K. A. (2017). The Impact of Electronic Management on the Employees' Performance. Journal of Management and Strategy, 8(5), 86-100. https://doi.org/10.5430/jms.v8n5p86.

Batarlienėh, N., Čižiūnienė, K., Vaičiūtė, K., Šapalaitė, I., & Jarašūnienė, A. (2017). The Impact of Human Resource Management on the

Competitiveness of Transport Companies. Procedia Engineering, 87, 110-116.

Berglund, T., Furaker, B., & Vulkan, P. (2014). Is job insecurity compensated for by employment and income security? Econ. Ind. Democr, 165–184.

Burgers, C., Eden , A., Van Engelenburg , M., & Buningh , S. (2015). How feedback boosts motivation and play in a brain-training game. Computers in Human Behavior, 48(2015), 94–103.

Calderwood, C., Patel, A. S., Watkins, T., Gabrie, A. S., Rosen, C. C., & Brummelhuis, L. L. (2020). Employee Physical Activity: A Multidisciplinary Integrative Review. Journal of Management, Vol. 47 No. 1,, 144–170.

Caputo, F., Cillo, V., Candelo, E., & Liu, Y. (2019). Innovating through digital revolution: The role of soft skills and Big Data in increasing firm performance. Management Decision, 57(8), 2032-2051.

Carvalho, D., Riana, A., & Soares, A. D. (2020). Motivation on job satisfaction and employee performance. International Research Journal of Management, IT and Social Sciences, 7(5), 13-23.

Chahal, K. (2009). Information Systems evaluation in the public sector. Brunel University Research Archive (BURA). (AAT http://bura.brunel.ac.uk/handle/2438/4711).

Chang , C., & Mills , J. (2013). Effects of a reward system on resident research productivity. JAMA Otolaryngol Head Neck Surg., 139(12), 1285–1290.

Chaubey, A., Sahoo, C. K., & Khatri, N. (2019). Relationship of transformational leader-ship with employee creativity and organizational innovation. Journal of Strategy and Management, 12 (1), 61-82.

Cherry, K. (2020, January 15). Differences of Extrinsic and Intrinsic Motivation. Retrieved September 10, 2021, from https://www.verywellmind.com/

Chiwawa, N., & Wissink, H. (2021). Determinants of Employee Engagement in the South African Hospitality Industry During COVID-19 Lockdown Epoch: Employee Perception. African Journal of Hospitality, Tourism and Leisure. Vol 10, No 2, pp. 487-499.

Ciner, L. (2019). SETUP FOR SUCCESS: HOW TO IMPROVE EMPLOYEE PERFORMANCE. Retrieved from Walkme: https://blog.walkme.com/how-to-improve-employee-performance/

Cohen, J. (1988). Statistical Power Analysis for the Behavioral Sciences (2nd ed.). Hillsdale, New Jersey: Lawrence Erlbaum Associates. .

Cohen, L., & Maldonado, A. (2007). Research Methods In Education. British Journal of Educational Studies, 4(9), 55.

Collins, H. (2010). Creative Research: The Theory and Practice of Research for the Creative Industries". AVA Publications.

Conway, R. J. (2019). Understanding individual differences in theory of mind via representation of minds, not mental states. Psychonomic Bulletin & Review, 26:798–812.

Creswell, J. (2002). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. Lnodon, UK: Sage Publications Ltd.

Creswell, J. (2014). Research design : qualitative, quantitative, and mixed methods approaches (4th ed.). . Thousand Oaks: SAGE Publications.

Curlin , F., Yoon , J., & Tak, H. (2017). Association of Intrinsic Motivating Factors and Markers of Physician Well-Being: A National Physician Survey". Journal of General Internal Medicine., 32(7), 739–746.

Dahkoul, Z. M. (2018). The Determinants of Employee Performance in Jordanian Organizations. Journal of Economics, Finance and Accounting – (JEFA), ISSN: 2148-6697,, 6.

Daraj, A. (2021). The impact of Knowledge Management on Employee Satisfaction: Master Thesis. Malysia: Arab Open University.

Dencombe, M. (2010). The Good Research Guide for small scale social research projects. New York: Open university press.

Deci EL, R. (2013). Intrinsic motivation and self-determination in human behavior. New York.

Deckers, L. (2018). Motivation: Biological, Psychological, and Environmental. pp. 39–41. Routledge.

Denisi, A., & Pritchard, R. (2016). Performance appraisal, performance management and improving individual performance: a motivational framework. Management and organizaiton review , 2(2), 253-277.

Dhivyadeep, E. (2015). Sampling techniques in educational research. Lulu.com.
Field, A. (2018). Discovering Statistics using IBM SPSS Statistics 5th edition. SAGE Publications Ltd.

Dialoke , I., & Nkechi, P. (2017). Effects of Career Growth on Employees Performance: A Study of Non-Academic Staff of Michael Okpara University of Agriculture Umudike Abia State, Nigeria. World Journal of Entrepreneurial Development Studies, 1(1).

Dobre, O.-I. (2013). Employee motivation and organizational performance. Review of Applied Socio- Economic Research, 5(1), 53-59.

Doddy, M., & Nasution, N. (2020). The Effect of Career Development and Motivation of Employee Performance in Syariah Mandiri. Jakarta Dita Novitayanti1 : Bank Regional Office.

Donohoe, A. (2019). Employee Performance Definition. Retrieved from bizfluent: https://bizfluent.com/facts-7218608-employee-performance-definition.html

Drakes, S. (2018). “Everybody Counts” Black Enterprise 38, 58–59.

D'Souza, J., & Gurin, M. (2016). "The universal significance of Maslow's concept of self-actualization. The Humanistic Psychologist. 44 (2):, 210–214.

Ederer, F., & Manso, G. (2011). “Is pay-for-performance detrimental to innovation?” Retrieved from: http://www.mit.edu/~manso/em.pdf.

Fincham, R., & Rhodes, P. (2015). Principles of Organizational Behaviour. . Oxford, UK: Oxford University Press.

Grant, A., & Gino, F. (2010). “A little thanks goes a long way: Explaining why gratitude expressions motivate prosocial behavior.” A Little Thanks Goes A Long Way: Explaining Why Gratitude Expresses Pro Social Behavior, 98(6), 953. Retrieved from: http://www.management.wharton.upenn.edu/grant/GrantGino_JPSP2010.pdf.

Grant, A., & Singh, J. (2011). “The problem with financial incentives -- and what to do about it.” Knowledge @ Wharton, Retrieved from: http://knowledge.wharton.upenn.edu/article.cfm?articleid=2741.

Gallagher, T. (2018). “360-Degree Performance Reviews Offer Valuable Perspectives". Financial Executive 24.

Gallus, J. (2017). Fostering public good contributions with symbolic awards: A largescale natural field experiment at Wikipedia. Management Science, 63(12), 3999- 4015.

George, D., & Mallery, P. (2019). IBM SPSS Statistics 26 step by step: A simple guide and reference. Routledge

Giotopoulos, I., Kontolaimou, A., Korra, E., & Tsakanikas, A. (2017). What drives ICT adoption by SMEs? Evidence from a large-scale survey in Greece. Journal of Business Research, 81, 60-69.

Glaister, A. J., Karacay, G., Demirbag, M., & Tatoglu, E. (2018). HRM and performance - The role of talent management as a transmission mechanism in an emerging market context. Human Resource Management Journal, 148-166.

Gunjal, B. (2019). Knowledge Management: Why Do We Need it for Corporates. Malaysian Journal of Library & Information Science, 10, 37-50.

Hannah, S. T., & Lester, P. B. (2019). A multilevel approach to building and leading learning organisations. The Leadership Quarterly, 20(1), 34-48.

Hargrove, D. C., & Barros-Rivera , B. A. (2018). Putting the system into performance management systems: A review and agenda for performance management research. Journal of Management, 44(6), 2209–2245.

Harthi, F. (2015) Employee motivation and work performance in the private sector of the UAE (Master's Thesis). University of Dubai, UAE.

Hassan, H., Zhang, X., Ahmad, A., & Liu, B. (2021). Public Service Motivation and Employee Change-Supportive Intention: Utilizing the Theory of Planned Behavior. Public Personnel Management, 50(2), 283–304.

Heinicke, A. (2018). Performance measurement systems in small and medium-sized enterprises and family firms: A systematic literature review. J. Manag. Control, 28, 457–502.

Hitka, M., Lorincová, S., Potkán, M., Balážová, Z., & Caha, z. (2021). Differentiated approach to employee motivation in terms of finance. Journal of Business Economics and Management, 22(1), 118-134.

Hodgetts, R., & Hegar , K. (2015). Employee empowerment and job satisfaction in the US Federal Bureaucracy: A self-determination theory perspective. . The American review of public administration, 45(4), 375-401.

Ho, H. (2018). Are Human Resource Management (HRM) Systems Good or Bad for Employee Well-being? An Investigation of the Well-being Paradox from the Mutual Gains and Critical Perspectives.

Howard , J., Gagné, M., & Bureau , J. (2017). Testing a continuum structure of self-determined motivation: a meta-analysis. Psychol Bull, 143(12), 1346–1377.

Huang, L. C., Ahlstrom, D., Lee, A. Y., Chen, S., & Hsieh, M. J. (2016). High performance work systems, employee well-being, and job involvement: An empirical study. Personnel Review, 45, 296-314.

Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. The Leadership Quarterly, 29, 549-569.

Hwang, M. I. (2018). Relationship between Teamwork and Team Performance: Experiences from an ERPsim Competition. Journal of Information Systems Education, 29(3), 157.

Hwang, Y., Lin, H., & Shin, D. (2018). Knowledge system commitment and knowledge sharing intention: The role of personal information management motivation. International Journal of Information Management, 39, 220-227.

Ingrams, A. (2017). Transparency for Results: Testing a Model of Performance Management in Open Government Initiatives. International Journal of Public Administration 41(2):1-14.

Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. International Journal of Productivity and Performance Management, 68(3), 506-523.

Irawan, A. (2015, October). Employee S Performance Thorugh Education and Training as Well as Renumeration (a Case Study at Smk-smti Bandar Lampung). In Prosiding International conference on Information Technology and Business (ICITB) (pp. 232-237).

Jaiswal, B. (2020). Traditional and Modern Methods of Performance Appraisal. Department of Library and Information Science, Lucknow University.

Jogaratnam, G. (2017). How organizational culture influences market orientation and business performance in the restaurant industry. Journal of Hospitality and Tourism Management, 31, 211-219.

Joseph, F., Ofosu-Dwamena, E., Opoku , R., & Adjavon, S. (2021). Employee motivation and job performance: a study of basic school teachers in Ghana. Future Business Journal, 7(30).

Jyoti, J., & Rani, A. (2017). High performance work system and organisational performance: role of knowledge management. Personnel Review, Emerald Publishing Limited, 46, 1770-1795.

Kapur, R. (2020). The Significance of Performance Management in Organizations. International Journal of Humanities and Social Science, vol. 6, no. 10, pp. 197-204.

Karama, R. (2017). Job Security, Employee Motivation and Performance among Employees in Organizations. Makerere University .

Katz, R. (2015). Motivating Technical Professionals Today". Research-Technology Management. 48 (6), 19–27.

Khalili, A. (2018). Creativity and innovation through LMX and personal initiative. Journal of Organizational Change Management, 31(2), 323-333.

Khan, S., Rajasekar, J., & Al-Asfour, A. (2015) Organizational Career Development Practices: Learning from an Omani Company. International Journal of Business and Management,10(9). doi:10.5539/ijbm.v10n9p88.

Kinicki, A., & Kreitner, R. (2016). Organizational Behavior: Key Concepts, Skills & Best. New York, NY: : McGraw-Hill.

Kim, D. (2006). Employee Motivation:" Just Ask Your Employees".

Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. Business Horizons, 62(1), 65-74.

Kruglanski, A., Fishbach, A., Woolle, K., Bélanger, J., Chernikov, M., Chernikova, M., . . . Pierro, A. (2018). A structural model of intrinsic motivation: On the psychology of means-ends fusion. Psychological Review, 125(2), 165-182.

Kundu, S. C., Kumar , S., & Gahlawat, N. (2019). Empowering leadership and job performance: mediating role of psychological empowerment. Management Research Review, 42(5), 605-624.

Kuruppu, C. L., Kavirathne, C. S., & Karunarathna, N. (2021). The Impact of Training on Employee Performance in a Selected Apparel Sector Organization in Sri Lanka. Global Journal of Management and Business Research: A Administration and Management Volume 21 Issue 2 Version 1.0, 9.

Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. Human Resource Management Review, 30(2), 100-704.

Langford, P. H. (2019). Measuring organisational climate and employee engagement: Evidence for a 7 Ps model of work practices and outcomes. Australian Journal of Psychology, 61(4), 185-198.

Lambrou, P., Kontodimopoulos, N., & Niakas, D. (2010). Motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital. Human resources for health, 8(1), 26.

Lasrado, F. (2019). Fostering Creativity and Innovation. Dubai, United Arab Emirates: Palgrave Macmillan.

Lauby J. S. (2005). Motivating Employees: Information Lifeline, FL, USA: ASTD Press.

Lee, C., Huang, G., & Ashford, S. (2018). Job insecurity and the changing workplace: Recent developments and the future trends in job insecurity research. Annu. Rev. Organ. Psychol. Organ. Behav, 5(2018), 335–359.

Legault, L. (2016). Intrinsic and Extrinsic Motivation. NY, USA: Clarkson University, Potsdam,.

Lin, X., Chen, Z., Ashford, S., Lee, C., & Qian, J. (2018). A self-consistency motivation analysis of employee reactions to job insecurity: The roles of organization-based self-esteem and proactive personality. Journal of Business Reviews, 168–178.

Liraz, M. (2013). Complete Guide to Human Resource Management - A Step by Step Guide to Personnel Management Kindle Edition.

Llaci, Sh., & Koli, Z. (2011). Human Resource Management. Tirana.

Lucky, E.-I., Minai, M., & Abdul Rahman, H. (2013). Impact of Job Security on the Organizational Performance in a Multiethnic Environment. Research Journal of Business Management, 7(1), 64-70.

Franko, Bennett & Kanfer. (2002). Health sector reform and public sector health worker motivation: a conceptual framework. Social Science & Medicine Volume 54, Issue 8, April 2002, Pages 1255-1266.

Manu, C. A. (2016). The effects of work environment on employees productivity in government organizations. A case study of Obuasi Municipal Assembly (Doctoral dissertation).

Mann , A. (2016). Employee Recognition: Low Cost, High Impact. Gallup. Gallup.

Maylette , T., & Riboldi, J. (2018). "Using 360° Feedback to Predict Performance," T&D 61, 48–52.

Mehra, a., Smith, B. R., Dixon, A. L., & Robertson, B. (2016). Distributed leadership in teams: The network of leadership perceptions and team performance. The leadership quarterly, 17(3), 232-245.

Melián-González, S., & Bulchand-Gidumal, J. (2017). Information technology and front office employees' performance. International Journal of Contemporary Hospitality Management, 29, 2159-2177.

Mihail, D. M., & Kloutsiniotis, P. V. (2016). The effects of high-performance work systems on hospital employees' work-related well-being: Evidence from Greece. European Management Journal, 34(4), 424-438.

Molan , C., Arnold, R., Kelly, S., Toomy, E., & Matthews, J. (2021). An exploration of performance management processes used within Olympic sport programmes. Journal of Applied Sport Psychology .

Morgeson, F. P., & Dierdorff, E. C. (2020). Work analysis: From technique to theory. In APA handbook of industrial and organizational psychology, Vol 2: Selecting and developing members for the organization. . American Psychological Association, 3-41.

Mosley, D., Pietri, P., & Mosley , D. (2012). Supervisory Management: The Art of Inspiring, Empowering and Developing People. Thompson South-Western: Mason, OH: .

Mussie, T., Kathryn, J., & Abel , B. (2013). The Effects of Employee Recognition, Pay, and Benefits on Job Satisfaction: Cross Country Evidence,. Journal of Business and Economics, 4(1), 1-12.

Nayak, T., Sahoo, C. K., & Mohanty, P. K. (2018). Workplace empowerment, quality of work life and employee commitment: a study on Indian healthcare sector. Journal of Asia Business Studies, 12(2), 117-136.

Nadine, M., & Abubakr, S. (2019). Talent management, employee recognition and performance in the research institutions. doi: 10.2478/sbe-2019-0010

Nguyen, T. H., & Le, A. N. (2019). Promoting creativity and innovation: expected and unexpected consequences. Asia Pacific Journal of Innovation and Entrepreneurship, 1-15.

Nguyen My, L. (2017). -The impact of Employee motivation on organizational Effectiveness.

Nikpour, A. (2017). The Impact of Organizational Culture on Organizational Performance: The Mediating Role of Employee's Organizational Commitment. International Journal of Organizational Leadership, 6(3),, 65-72.

Njambi, C. (2014). Factors influencing Employee Motivation and Its Impact on Employee Performance: A Case of Amrief Health Africa in Kenya .

Chandaria School of Business. Kenya : United States International University.

Noureldin, B. (2015). Motivation and Employees' Performance. Aman, Jordan: Days Publishing House.

Obiekwe, N. (2016). Employee Motivation and Perfromance. Centria University of Applied Sciences .

Ogunrombi, S. a., & Elogie, T. A. (2015). Staff motivation and productivity in John Harris Library. University of Benin, Benin City, Nigeria. 5(2), 98.

Oliveira, H. H., & Honório, L. C. (2020). Human resources practices and organizational commitment: connecting the constructs in a public organization. RAM. Revista de Administração Mackenzie, 21(4).

Olsson, A., Paredes, K. M., Johansson, U., Roese, M. O., Ritzén, S., & Sharma, R. (2019). Organizational climate for innovation and creativity - a study in Swedish retail organizations. The International Review of Retail, Distribution and Consumer Research, 3, 243-261.

Oluoch, C. O., & Oluoch, F. M. (2019). Performance Management Practices and Employee Productivity at State Department of Labour, Kenya. Academy of Management Journal, Vol. 53, no. 3, pp. 617-635.

Orlando, J., & Bank, E. (2016). A new approach to performance management at Deloitte. People & Strategy, 39(2), 42–44.

Otundo , J., & Garn , A. (2020). Testing an Integrated Model of Interest Theory and Self-Determination Theory in University Physical Activity Classes. The Physical Educator., 77(3).

Park, S., Kong, L., & Artino, J. (2020). The Positivism Paradigm of Research. . Academic Medicine, 95(5), 690-694.

Parikh, V. (2018) Advantages and Disadvantages of McClelland Theory. https://www.letslearnfinance.com/advantages-and-disadvantages-of-mcclelland-theory.html.

Paul, W. (2016). Appreciation at Work training and the Motivating by Appreciation Inventory: development and validity. Strategic HR Review, 15(1), 20 – 24.

Paleologou, V., Kontodimopoulos, N., Stamouli, A., Aletras, V., & Niakas, D. (2006). Developing and testing an instrument for identifying performance incentives in the Greek health care sector. BMC Health Services Research, 6(1), 118.

Perry, J. L., & Hondeghem, A. (Eds.). (2008). Motivation in public management: The call of public service. Oxford University Press on Demand.

Pedraza, P., de Bustillo, R. M., & Tijdens, K. (2005). Measuring job insecurity in the WageIndicator questionnaire.

Pigeon, M., Montani, F., & Boudrias, J. S. (2017). How do empowering conditions lead to empowered behaviours? Test of a mediation model. Journal of Managerial Psychology 14(4), 535-569.

Pitchaya Phakthongsuk, M. D. (2009). Construct validity of the Thai version of the job content questionnaire in a large population of heterogeneous occupations. J Med Assoc Thai, 92(4), 564-72.

Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. Global Business Review, 17(4), 965-979.

Potnuru, R. K., Sahoo, C. K., & Sharma, R. (2019). Team building, employee empowerment and employee competencies: Moderating role of organizational learning culture. European Journal of Training and Development, 43, 39-60.

Prasetyo, Kusmaningtyas, A., & Nugroho, R. (2021). Effect of Job Involvement on Employee Performance through Work Engagement at Bank Jatim. Universal Journal of Management 9(2): 29-37.

Pulakos, E. D. (2019). Performance Management; A roadmap for developing, implementing and evaluating performance management systems. SHRM Society For Human Resource Management.

Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. Procedia Economics and Finance, 23, 717-725.

Radel , R., Pjevac , D., Davranche , K., & D'Arripe-Longuevil, F. (2016). Radel R, Pjevac D, Davranche K, d'Arripe-Longueville F, Colson SS, Lapole T, Gruet M (November 2016). "Does intrinsic motivation enhance motor cortex excitability?". Psychophysiology, 53(11), 1732–1738.

Rahadiyan, A., Triatmanto, B., & Respati, H. (2019). The Effect of Motivation and Situational Leadership Style Towards Employee Performance Through Work Satisfaction at Developer Company. International Journal of Advances in Scientific Research and Engineering, 5(4), 249–256.

Rahman, M., Mordi, C., & Nwagbara, U. (n.d.). Factors influencing E-HRM implementation in government organisations: Case studies from Bangladesh. Journal of Enterprise Information Management, 31(2), 247-275.

Raineri, A. (2017). Linking human resources practices with performance: the simultaneous mediation of collective affective commitment and human capital. The International Journal of Human Resource Management, 28(22), 3149-3178.

Ramdhani, A., Ramdhani, M. A., & Ainisyifa, H. (2017). Conceptual Framework of Corporate Culture Influenced on Employees Commitment to Organization. International Business Management, 11(3), 826-830.

Rasheed , M., Humayon , A., Awan , U., & Ahmed , D. (2016). Factors affecting teachers' motivation. Norwich, 30(1), 101–114.

Reichstein, C. (2019). Strategic IT management: How companies can benefit from an increasing IT influence. Journal of Enterprise Information Management, 32(2), 251-273.

Reizer , A., Brender-Ilan , Y., & Sheaffer , Z. (2016). Employee motivation, emotions and performance: a longitudinal diary study. Journal Management Pschology, 34(6), 415–428.

Rich, L. L., Rich, J., & Hair, J. (2018). The influence of organizational culture on how we define and pursue goals: The value of regulatory focus. Journal of Organizational Effectiveness: People and Performance, 5(3), , 259-277.

Ridlwan, M., Purwandari, A. D., & Syah, Y. T. (2021). The Effect of Situational Leadership and Organizational Culture on Employee Performance Through Job Satisfaction. International Journal of Multicultural and Multireligious Understanding.

Robbins, S. P., & Judge, T. A. (2017). Organizational Behavior, Organizational Behavior., Issue 12,. Jakarta: Salemba Empat Publisher.

Rostam, A. F. (2020). Definition of performance management. Department, Islamic Azad University Islamshahr Branch, Iran.

Rovai, A. P., Baker, J. D., & Ponton, M. K. (2014). Social Science Research Design and Statistics. Chesapeake, VA: Watertree Press LLC.

Rodlib, A., Sutarsib, S., Dewib , N., & Arif, D. (2021). Analysis of decision support system on situational leadership styles on work motivation and employee performance. Management Science Letters, 2011(21), 365–372.

Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. Contemporary Educational Psychology, 61, 101-160.

Santrock, J. (2009). Educational Psychology (4th ed.). New York, NY: McGraw-Hill

Salah, M. R. A. (2016). The influence of rewards on employees performance. Journal of Economics, Management and Trade, 1-25.

Schoeffler, B. (2005). "Employee incentive plans: Make them worthwhile." Insurance Journal, Retrieved from: http://www.insurancejournal.com/magazines/features/2005/04/18/54614.htm

Safari, S., Karimian, V. M., & Khosravi, A. (2021). dentifying and ranking the human resources management criteria influencing on organizational performance using MADM Fuzzy techniques. International Journal of Industrial Engineering Computations 4(7).

Sahlin , J., & Angelis, J. (2019). Performance management systems: Reviewing the rise of dynamics and digitalization. Cogent Bus. Manag. 6, 6.

Salah, M. R. (2016). The influence of Rewards on Employees Performance. British Journal of Economics, Managemnet & Trade, 1-25.

Salib, , M., & Giang, L. (2021). USAID/Vietnam Performance Management Principles-IMPROVE Performance Management Principles in more detail.

Samailan, A. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. Issues in Business Management and Economics, 4(1), doi: 10. 15739/IBME.16.001

Sandra, P. (2018). The relationship between the management system and organisational culture in the Latvian College of culture-efficiency of the organisational culture from. entrepreneurship type. International Journal of Innovative Technologies in Economy, 1(5 (17).

Sheldon, K. & Filak, V. (2008). Manipulating autonomy, competence and relatedness support in a game-learning context: New evidence that all three needs matter. British Journal of Social Psychology, 47, 267-283

Shields, J., Brown, M., Kaine, S., & North-Samardzic, A. (2015). Managing employee performance & reward: Concepts, practices, strategies. Cambridge University Press.

Shah, N., Irani, Z., & Sharif, A. M. (2017). Big data in an HR context: Exploring organizational change readiness.

Shah, T. A., Khattak, M. N., Zolin, R., & Shah, S. Z. (2019). Psychological empowerment and employee attitudinal outcomes: The pivotal role of psychological capital. Management Research Review, 42(7), 797-817.

Sharma. R. (1997). Industrial Labour in India, Atlantic publishers and distributors.

Shmailan, A. S. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. Issues in Business Management and Economics, 4(1), 1-8.

Shuck, M. B., & Wollard, K. K. (2018). Shuck, M. B. &Employee engagement: Motivating and retaining tomorrow's workforce. New Horizons in Adult Education and Human Resource Development, 22(1) 48-53.

Suliman & Al-Sabri (2009). Surviving Through the Global Downturn: Employee Motivation andPerformance in Healthcare Industry. The Open Business Journal, 2009, 2, 86-94.

Soliman, E., AlTabtabi, H., & AlMeer, A. (2020). Motivational Needs for Construction Industry Employees in Gulf Countries–Kuwait Case Study. Global Journal of Management and Business Research: A Administration and Management, 20(4),12.

Sisk, D. (2009). Achievement motivation. In B. Kerr (Ed.), Encyclopedia of giftedness, creativity, and talent. (pp. 13-16). Thousand Oaks, CA: SAGE Publications, Inc.

Sitohang, N. (2019). Relationship of career development with employee performance in pt hondamotor indonesia. International Journal of Research, 7(9).

Sutton. A (2015), Work Psychology in Action, Palgrave Macmillan.

Söderlund, M. (2017). 'Employee Display of Burnout in the Service Encounter and its Impact on Customer Satisfaction. Journal of Retailing and Consumer Services, 37(4), 168–176.

Soto-Acosta, P., Popa, S., & Palacios-Marqués, D. (2016). Social web knowledge sharing and innovation performance in knowledge-intensive manufacturing SMEs. The Journal of Technology Transfer, 42, 425-440.

Steers, R. , Mowday, R., and Shapiro, D. (2004). -The future of work motivation theory. Academy of management review, 29(3), 379-387.

Starner, T. (2020). Pay and performance management in the age of COVID-19. Human Resource Executive. 22(3),, 171–180.

Stewart, S., & Gruys, M. L. (2010). Forced distribution performance evaluation systems: Advantages, disadvantages and keys to implementation. Journal of Management & Organization 16(1):168-179.

Stojcic, N., Hashi, I., & Orlic, E. (2018). Creativity, innovation effectiveness and productive efficiency in the UK. European Journal of Innovation Management, 21(4), 564-580.

Susanty, A. I., Yuningsih, Y., & Anggadwita, G. (2019). Knowledge management practices and innovation performance: A study at Indonesian Government apparatus research and training cente. Journal of Science and Technology Policy Management, 10, , 301-318.

Susilawati, A., Tan , J., Bell, D., & Sarwar, M. (2013). Develop a Framework of Performance Measurement and Improvement System for Lean Manufacturing Activity. Lean Think. 4, 1–14.

Suwati, M., & Gagah, E. (2016). Influence of motivation work, career development and cultural organization on the job satisfaction and implications on the performance of employees. Journal of Management, 2(2).

Symer , M., Abelson , J., Yeo, H., Sosa , J., & Rosenthal , M. (2018). The Surgical Personality: Does Surgery Resident Motivation Predict Attrition? . Journal of the American College of Surgeons., 226 (5), 777–783.

Tahiri, A., & Kovaçi, I. (2017). Management in Tourism: Theoritical Approach, Research Centre,Peja.

Tahiri, A., Kovaçi, I., & Krasniqi, A. (2020). Human Resource Management, Performance Management and Employee Performance Appraisal by SME Managers in Kosovo. International Journal of Economics and Business Administration, Volume VIII, Issue 4, 288-298.

Tang, R., & Braver, T. S. (2021). Towards an Individual Differences Perspective in Mindfulness Training Research: Theoretical and Empirical Considerations. Department of Psychological and Brain Sciences, Washington University.

Tasya, I. A., & Gilang, A. (2020). he Influence of Motivation on Employees Performance. Almana:. Jurnal Manajemen Dan Bisnis, 4(2), 262-265.

Thao, L. T., & Hwang, C.-s. J. (2017). Factors Affecting Employee Performance–Evidence from Petro Vietnam Engineering Consultancy J.S.C. Lean Think, 34-44.

Tilahun, G. (2020). The effect of motivation on employees' performance in public sector the case of Menz Mama Midir Worda offices Amhara region, North Shoa zone, Central Ethiopia (doctoral dissertation). 66-79.

Toyama, H., & Mauno, S. (2017). Associations of trait emotional intelligence with social support, work engagement, and creativity in Japanese eldercare nurses. Japanese Psychological Research, 59(1), 14-25.

Torrington, D., Hall, L., & Stephen, T. (2008). Human Resource Management (7th ed.). Edinburg: Pearson Education Limited

Trochim, W. (2002). The research methods knowledge base. New York: Atomic Dog Publications.

Tuffaha, M. (2020). The Determinants of Employee's Performance: A Literature Review. Journal of Economics and Management Sciences; Vol. 3, No. 3, 2576-3016.

Turulja, L., & Bajgoric, N. (2018). Information technology, knowledge management and human resource management: Investigating mutual interactions towards better organizational performance. VINE Journal of Information and Knowledge Management Systems, 48(2), 255-276.

Vallerand, R. (2021). Reflections on the Legacy of Self-Determination Theory . Montréal: Université du Québec .

Van Looy, A. (2016). Shafagatova, A. Business process performance measurement: A structured literature review of indicators, measures and metrics. SpringerPlus, 5, 1–24.

Varma, D. C. (2017). Importance of Employee Motivation & Job satisfaction for organizational performanvce. 10-20.

Wa´sniewski, P. A. (2017). performance measurement system for small enterprises—A case study. Zesz. Teor. Rachun. 214.

Walden, J., Jung, E. H., & Westerman, C. Y. (2017). Employee communication, job engagement, and organisational commitment: A study of members of the Millennial Generation. Journal of Public Relations Research, 29(2/3), 73-89.

Wang , e. (2014). Organizational Career Growth and Subsequent Voice Behavior: The Role of Affective Commitment and Gender. Journal of Vocational Behavior, 84(1), 431– 441.

Weingarten, E., Chen , Q., McAdams, M., Yi , J., Hepler, J., & Albarracin, D. (2016). From primed concepts to action: A meta-analysis of the behavioral effects of incidentally presented words. Psychological Bulletin, 124(5), 472–497.

Welch, D. G. (2018). “Driving the Truth Into Performance Management,” Conference Board Review 45, 42.

Wilson, G., Shpall , S., & Piñeros , J. (2016). Action ,. Stanford : The Stanford Encyclopedia of Philosophy. Metaphysics Research Lab Stanford University.

Wijesundera, L. (2018) A study on the impact of motivation on employee performance: An exploratory case study on a Dubai based semi-government Commercial bank (Master’s thesis). Cardiff Metropolitan University, United Kingdom

Wu, L. F., Huang, I. C., Huang, W. C., & Du, P. L. (2019). Aligning organizational culture and operations strategy to improve innovation

outcomes: An integrated perspective in organizational management. Journal of Organizational Change Management, 323(2), 224-250.

Younies, H. Barhem, B. & Younis, M. (2007) Ranking of priorities in employees' reward and recognition schemes: from the perspective of UAE health care employees. International journal of health planning and management, doi: 10.1002/hpm.912.

Yow, H. (2013). How different is different: a study of the workforce generation differences in relation to employee loyalty within the call center industry in Malaysia', DBA thesis,. Lismore, NSW: Southern Cross University.

Yusuf, N., & Metiboba , S. (2012). Work environment and job attitude among employees in a Nigerian work organization. Journal of Sustainable Society, 36-43.

Zainol, S., Mohd-Hussin, S., & Othman, M. (2016). Determinants of employee engagement in hotel industry in Malaysia. A theoretical model. International Journal of Academic Research in Accounting, Finance and Management Sciences, 6(3), 1-9.

Zalaghi, H., & Khazaei, M. (2016). The role of deductive and inductive reasoning in accounting research and standard setting. Asian Journal of Finance & Accounting, 8(1), 23-37.

Zarate. C. (2006), Organizational Behavior and Management in Philippine Organizations, Rex Book Store.

Appendices

Appendix (1) Questionnaire form

Questionnaire: Evaluation of Motivational Factors Affecting Employee's Performance in Bahraini Governmental Hospital

A Case study of King Hamad University Hospital

Section 1: Incentives & Reward					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
Incentives & rewards are given based on the supervisor's recommendation of an employee's efficiency at work					
The possibility of getting a promotion influences my performance					
I will be encouraged to perform even better if I am given a salary increment/ packages/gifts as a reward for outstanding performance					
Non-monetary rewards such as compensatory leave and family medical coverage increase my will to work					
Section 2: Career development					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
'Skill Development' is important to increase my will at work					
Providing training opportunities to employees extends their range of skills and abilities					
Gaining proficiency at my job and mastering my position motivates me to do my best work					
Setting up workshops, seminars etc. is essential to motivate employees and to enhance their performance					

Section 3: Job Security					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
The importance of job security is essential to increase employee's ability to work harder					
Knowing that my job is secured, makes me develop more innovative ideas for better performance towards given tasks					
In times of economic problems assuring that my job is secure will guarantee my complete focus towards performing better at my job					
Job security encourages to create of a solid corporate culture for employee performance					
Section 4: Recognition & Appreciation					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
I believe that my job role and my contributions as an employee is appreciated at my organization.					
The supervisor's support is very important to increase my readiness to work					
Receiving recognition for outstanding employees whose efforts make a difference is essential to increase willingness at work					
Receiving verbal or written appreciation influences my will to work					
Section 5: Work Environment					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
Having an environment of trust and transparency within the organization increases my job performance					

Adequate equipment's, resources etc. play an important role in increasing my work capabilities					
Effective communication makes me feel like an integral part of the team and motivates me to do my work at best					
A good relationship with my supervisor and co-workers is essential to increase my willingness to work					
Section 6: Motivation					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
My organization shows genuine interest in motivating employees					
Achieving recognition, credit & praise motivates me to do my best work					
Getting feedback on my work further motivates me to achieve the organizational goals					
I feel motivated working at this organization; hence, I am likely to recommend a job here to my friend					
Section 7: Employee Performance					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
Positive feedback about my performance improves my quality of work					
My work is evaluated periodically in accordance with agreed annual goals and organization-wide requirements, and informal feedback is given to me					
At my organization, the promotion opportunities are fair based on an employee's performance					

At my organization, there's a performance management system that keeps me performing to full capacity					

Section 8: Demographic Questions

Gender

- Male
- Female

Age Group

- Less than 24
- 24 and less than 34
- 34 and less than 45
- 45 and above

Qualification

- High school
- Diploma
- Bachelor
- Master
- PhD

Appendix (2) Codebook

Variable Information		
Variable	Label	Measurement Level
serial	serial	Nominal
Respondent_ID	Respondent ID	Nominal
Collector_ID	Collector ID	Nominal
Start_Date	Start Date	Nominal
End_Date	End Date	Nominal
IP_Address	IP Address	Nominal
Gender	Gender	Nominal
Age_Group	Age Group	Ordinal
Qualification	Qualification	Ordinal
Job_Category	Job Category	Ordinal
Job_Experience	Job Experience	Ordinal
Incentives1	Incentives & rewards are given based on the supervisor's recommendation of an employee's efficiency at work	Ordinal
Incentives2	The possibility of getting a promotion influences my performance	Ordinal
Incentives3	I will be encouraged to perform even better if I am given a salary increment/ packages/gifts as a reward for outstanding performance	Ordinal
Incentives4	Non-monetary rewards such as compensatory leave and family medical coverage increase my will to work	Ordinal
Career1	'Skill Development' is important to increase my will at work	Ordinal
Career2	Providing training opportunities to employees extends their range of skills and abilities	Ordinal
Career3	Gaining proficiency at my job and mastering my position motivates me to do my best work	Ordinal
Career4	Setting up workshops, seminars etc. is essential to motivate employees and to enhance their performance	Ordinal
Job_security1	The importance of job security is essential to increase employees ability to work harder	Ordinal
Job_security2	Knowing that my job is secured, makes me develop more innovative ideas for better performance towards given tasks	Ordinal

Variable Information		
Variable	Label	Measurement Level
Job_security3	In times of economic problems assuring that my job is secure will guarantee my complete focus towards performing better at my job	Ordinal
Job_security4	Job security encourages to create of a robust corporate culture for employee performance	Ordinal
Recognition1	I believe that my job role and my contributions as an employee is appreciated at my organisation.	Ordinal
Recognition2	The supervisor's support is very important to increase my readiness to work	Ordinal
Recognition3	Receiving recognition for outstanding employees whose efforts make a difference is essential to increase willingness at work	Ordinal
Recognition4	Receiving verbal or written appreciation influences my will to work	Ordinal
Work_envir1	Having an environment of trust and transparency within the organisation increases my job performance	Ordinal
Work_envir2	Adequate equipment's, resources etc. play an important role in increasing my work capabilities	Ordinal
Work_envir3	Effective communication makes me feel like an integral part of the team and motivates me to do my work at best	Ordinal
Work_envir4	A good relationship with my supervisor and co-workers is essential to increase my willingness to work	Ordinal
Motivation1	My organisation shows genuine interest in motivating employees	Ordinal
Motivation2	Achieving recognition, credit & praise motivates me to do my best work	Ordinal
Motivation3	Getting feedback on my work further motivates me to achieve the organisational goals	Ordinal
Motivation4	I feel motivated working at this organisation. Hence, I am likely to recommend a job here to my friend	Ordinal
Employee_performance1	Positive feedback about my performance improves my quality of work	Ordinal
Employee_performance2	My work is evaluated periodically in accordance with agreed annual goals and organisation-wide requirements, and informal feedback is given to me	Ordinal

Variable Information		
Variable	Label	Measurement Level
Employee_performance3	At my organisation, the promotion opportunities are fair based on an employee's performance	Ordinal
Employee_performance4	At my organisation, there's a performance management system that keeps me performing to full capacity	Ordinal

Variable Values		
Value		Label
Gender	1	Female
	2	Male
Age_Group	1	≤23 years
	2	24-34 years
	3	35-44 years
	4	≥45 years
Qualification	1	High school
	2	Diploma
	3	Bachelors
	4	Masters
	5	PhD
Job_Category	1	Administration Staff
	2	Allied Health
	3	Nursing Staff
	4	Medical Staff
Job_Experience	1	≤ 4 years
	2	5-10 years
	3	≥ 10 years
Incentives1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Incentives2	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Incentives3	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Incentives4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree

Variable Values		
Value		Label
	5	Strongly Agree
Career1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Career2	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Career3	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Career4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Job_security1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Job_security2	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Job_security3	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree

Variable Values		
Value		Label
Job_security4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Recognition1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Recognition2	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Recognition3	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Recognition4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Work_envir1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Work_envir2	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Work_envir3	1	Strongly Disagree

Variable Values		
Value		Label
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Work_envir4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Motivation1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Motivation2	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Motivation3	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Motivation4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Employee_performance1	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Employee_performance2	1	Strongly Disagree
	2	Disagree
	3	Neutral

Variable Values		
Value		Label
	4	Agree
	5	Strongly Agree
Employee_performance3	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree
Employee_performance4	1	Strongly Disagree
	2	Disagree
	3	Neutral
	4	Agree
	5	Strongly Agree

KING HAMAD
UNIVERSITY HOSPITAL
مستشفى الملك حمد الجامعي

09 February 2021

TO:	**Muneera Khalifa Al Khalifa**
CO-INVESTIGATOR:	**Sh. Ateyatallah Al Khalifa**
FROM:	Institutional Review Board
PROJECT TITLE:	Evaluation of Motivational Factors Affecting Employee's Performance in Bahraini Governmental Hospitals: A case study of King Hamad University Hospital.
REFERENCE #:	**21- 399**
ACTION:	APPROVED
APPROVAL DATE:	09 February 2021
EXPIRATION DATE:	08 February 2022
REVIEW TYPE:	Expedited Review

This is to inform you that your research proposal has been reviewed by the Institutional Review Board, King Hamad University Hospital. Your application is approved as submitted. Approval is for a period of one year from 09 February 2021. If you would like to continue this research after this period, please submit for an extension (use status update form) one month prior to your expiration date of 08 February 2022.

1. Kindly note that you are expected to complete a status update report on your study every three months.
2. The Head of Scientific Research & Development should be informed in writing (email is acceptable) within twenty-four hours of any adverse event in the conduct of research involving human subjects. Please include the nature of the adverse event, the names of the persons affected, the extent of the injury or breach of security, if any, and any other information material to the situation.
3. Any aspect of your research procedure should not be changed without permission from the Head of Scientific Research & Development. Please use the status update form to request any changes.
4. Maintain all research records as detailed in the protocol.
5. Ensure that each consent form is dated and duly signed by the participant and the investigator or the designated person obtaining consent. All informed consents should also be provided to the Research Department upon completion of the study. Indicate in the header or footer of each page of your approved Informed Consent form the approval and expiration dates of the protocol as follows: "Approved from 09 February 2021 to 08 February 2022 by the KHUH IRB" (if relevant).
6. Kindly note that the KHUH IRB has the right to withhold publication of a study and/or withdraw ethical approval of a research if judged necessary.

We can assist you with data analysis and provide guidance for process of publication. Should you have any questions about the conduct of your research under this protocol, particularly about obtaining informed consent, please email: research3@khuh.org.bh.

We wish you the best of success in your research.

Yours Sincerely,

Luma E. Bashmi, MA
Head of Scientific Research & Development
Chairperson, KHUH IRB