

الموضوع

Motivation and Job Satisfaction Affected by Reward: A
Comparative Analysis in the Kingdom of Saudi Arabia

أسم الطالب

لما عدنان بلوزير

الرقم الجامعي

2021201255

مشروع تخرج- 1

كلية الإدارة- جامعة ميدأوشن

إشراف

د. منى مصطفى العشري

عضو هيئة التدريس- كلية الإدارة- جامعة ميدأوشن

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الشكر والتقدير

بسم الله الرحمن الرحيم

I want to thank Allah, family and my dearest friends Sarah and Raghad.

الإهداء

I gave this to my dad for believing in me .

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Abstract

An employee's motivation has a big impact on how their performance changes over time. It has grown in popularity across the globe among practitioners as well as researchers, and as a result, the subject of human resources management is one that is frequently discussed. Employees can be motivated in a variety of ways, the majority of businesses and employers use rewards programs. The purpose of this study is to compare how rewards affect employees' motivation and job satisfaction in Saudi Arabia's governmental and private sectors.

This study is significant because it aims to comprehend how the two industries differ in terms of employee motivation and job satisfaction in relation to the reward system. A survey was utilized in the research, with 50 individuals from the public and private sectors participating. The results showed that employees in Jeddah, Saudi Arabia, working in the public and private sectors differed somewhat in terms of their job satisfaction, motivation, and reward structure. In terms of motivation and work satisfaction,

private sector employees are paid more than those in the public sector.

Key words: employees, job satisfaction, motivation, private, public, reward system.

1. Introduction

1.1 Background Information

To compete with their opponents and, more significantly, to remain in the market, most firms in the modern world strive for success. Since they are valuable assets to the company, their retention methods center on keeping the staff members. According to Maurer and Lippsteu (2006), they increase the company's profitability. In order for employees to be highly motivated and content with their work and to perform effectively in order to increase the efficacy and efficiency of the business, they must be treated well. The driving force behind employees' constant rotation and unwavering dedication to their task is motivation. According to Moran (2013), an employee that is motivated exhibits a strong will to carry out and complete the tasks assigned to them, as well as excitement and interest towards their work. Nguyen (2017) states that "achieving goals leads to a feeling of satisfaction and enjoyment for the employees and creates a positive working attitude in the workplace." Various organizations use various strategies to inspire their workforce. "Knowing what your employees need and applying the right incentives to meet those needs can help boost motivation levels," stated Gleeson (2016). According to Nguyen (2017), some people are motivated by intrinsic factors, while others are motivated by extrinsic factors, and in other organizations, a combination of the two is used. "Competitions, appraisals, external rewards, or punishment" were among the extrinsic motivators mentioned by Dewani(2013). This study will focus on elements of the reward system that will improve motivation and bring about a rise in the output of labor

performed by Saudi Arabian workers in the public and private sectors.

1.2 Problem Statement

When they receive recognition for their contributions to the organization, employees are often happy and motivated. This study will compare the private and public sectors in Saudi Arabia in an effort to gain a thorough understanding of the influence of rewards on workers' levels of motivation and job satisfaction. The following query is raised by the research:

Q) How does Saudi Arabia's compensation system impact employees' motivation and job satisfaction in both the public and private sectors?

1.3 The study's aim and objectives:

The following are the research's objectives:

1. Explain and emphasize the ideas of motivation, reward, and job satisfaction.
2. Relationships between these ideas.
3. Draw attention to the disparities in employee rewards between the public and private sectors in terms of their impact on job satisfaction and motivation.

1.4The significance of the study:

This study will add to the body of knowledge on the subject and aid in understanding the differences in the job satisfaction and reward systems of private and public employees in the various organizations in Saudi Arabia .

1.5 Research Methodology:

Methodology for quantitative research: Surveys and questionnaires will be used in this study. A sample consisting of 50 employees from the public sector and 50 from the commercial sector will be administered a standard questionnaire. After that, the gathered data will be entered and examined using GRAPHS for statistical analysis and regressions.

1.6 Sections of the study:

The introduction is the initial section of the study. The research design and methodology are presented in the second section after the literature review. The survey results are presented in the fourth section, and the conclusion and discussion, which includes closing thoughts regarding the study, its shortcomings, and ideas and recommendations for further research, is the final section.

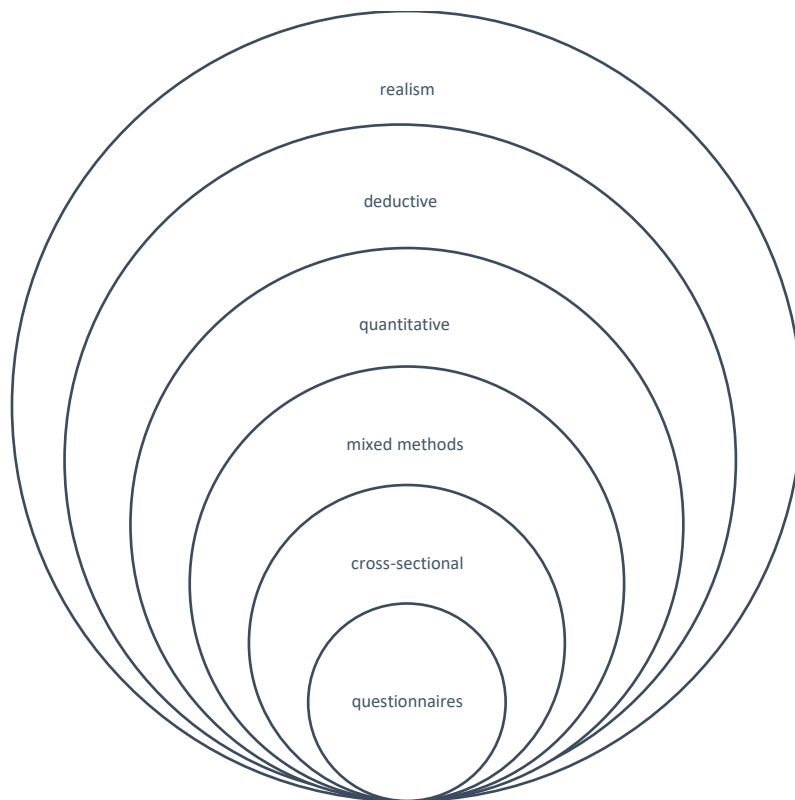


Fig0:

2. Review of the Literature:

The definition of various terms and concepts, their relationships, and an analysis of the effects of reward differences between the public and private sectors on employee motivation and job satisfaction are the next steps in the literature review for this study.

2.1 Motivation:

2.1.1 Concept of motivation:

It is always necessary to have motivation, whether it is for academic research or practical application in an organization. One of the main focuses of human resources management is motivation. The organization's most valuable resource is its workforce, which must be developed in order for them to perform better and for the firm as a whole.

This subject has received a lot of attention in an effort to meet the needs and demands of workers, who are becoming more demanding due to technology advancements and globalization, and who also want the organization to provide them with motivational benefits.

Therefore, it is necessary to inspire employees to perform their jobs effectively and efficiently in order for them to be productive. Along with the importance of work comes the willpower and drive to see it through to completion. The quality of the work being done and the employee's level of satisfaction are important factors to consider because they affect both the performance of the employees and the companies.

thankfully employees are happy with what they are doing or doing at work, they can accomplish both personal and organizational goals. Because it creates a desire to work, commitment and devotion also become components of motivation, and this is only achievable if workers in all professions are completely satisfied with their current place of employment.

2.1.2 Definition of motivation:

This phrase is defined differently by each researcher and practitioner. "Motivation is a zest, drive, and determination with a kind of excitement that leads one to persevere to reach greater heights, in no matter what avenue of their life; be it personal or professional and may come from an internal or external source" , according to (Singh and Tiwari (2011)). "Motivation refers to the entire class of drives, desires, needs, wants and such other forces" (Nderitu (2013)) says.

Another definition is that "motivation is basically a psychology theoretical contract, conceptualized along three measurements: direction, passion, and determination," and when viewed through an employment perspective, it is considered an important measure to understand the significance it has on the employees and employers. Each of them will look at it differently, resulting in differences in understanding and comparing it to performance" (Bakhtawar 2016).

2.1.3 Theories of motivation:

A number of theories are considered in connection with motivation. The hierarchy of needs proposed by Maslow is the most widely used and discussed theory in the field of motivation. McGregor's Theory X and Theory Y, which explained two sets of employees with varying actions and attitudes toward their work, were among the other hypotheses addressed. Another theory of motivation that addressed the issue of justice at work in the company was equity theory. Nderitu (2013). Furthermore, the theory of motivation included a discussion of Herzberg's two-factor approach (Abbasinia et al., 2014).

The Maslow's hypothesis, which is based on the requirements of the employees that motivate them to work comfortably in the organization, is explained in the diagram below. As long as all of their requirements are satisfied, it aids in the achievement of both internal and external motivation. However, it is evident that an employee can meet other wants and is not required to adhere to

Maslow's hierarchy. But once their wants are met, people experience self-actualization, or a feeling of value.

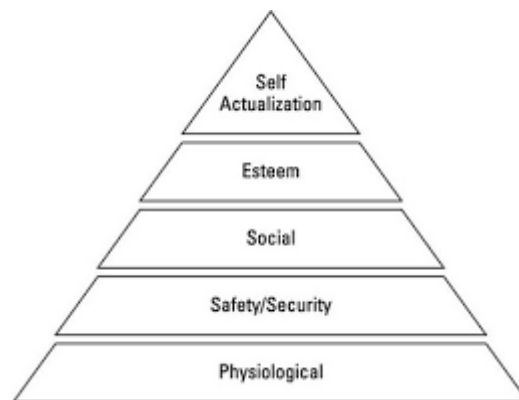


Fig1: Maslow's Theory of Hierarchy

2.1.4 Reward system:

The incentive system is one of the most significant sources of motivation; by ensuring that individual goals and organizational goals are aligned, it improves employee performance and increases employee drive. For various employees in various firms, there are various systems.

“The most important individual motivational reward for blue-collar employees is paid holidays and for frontline employees, retirement plans in addition to the inclusion of the fringe benefits that are further divided into sick leave and housing loans” (Arnolds & Venter, 2007).

“Rewards have a positive significance on the overall motivation which leads to higher job satisfaction among employees”, (Jehanzeb et al., 2012). “Rewards must be adjusted as per the needs and requirements of the employees so that they remain satisfied which will further help in achieving organizational goals and will also boost employees’ motivation in order to sustain their performance for higher productivity and efficiency”, (Bakhtawar, 2016).

2.2 Job satisfaction:

Researchers have also conducted extensive research on the concept of job satisfaction, which can also benefit workers in the workplace. The performance of any firm and the positive engagement of its employees are significantly influenced by job satisfaction. According to (Thakor and Joshi (2005)), it is beneficial for improving motivation, attaining new job skills, physical and mental health, performance, and organizational liability.

As per Davis and Newstrom (2002), job satisfaction may be characterized as an affective attitude resulting in a sensation of relative likeness or hate towards something. It can also be viewed as a collection of positive or negative attitudes and emotions that employees have towards their work. "The degree of fulfillment employees derive from their occupations and associations is referred to as job satisfaction," is another description. Workers that are happy in their jobs are more likely to meet goals, take on challenging tasks, and contribute positively to the company (Bakhtawar, 2016).

"Job satisfaction can be measured through three ways: how much an emotional attachment one has with their job and vice versa, how the job meets expectation versus actual characteristic of the job, and how it can be compared with colleagues and others in the field", (Tella et al.,2007). "Job satisfaction describes how content an individual is with his /her job.

An individual is said to be more fulfilled if they are content with their work. Although there is an obvious correlation between job happiness and motivation and aptitude, they are not the same. Individuals who are happy in their jobs are happier in life. Studies indicate that an individual who maintains motivation and is content with their job at work is more likely to fulfill their other responsibilities as a member of the community, which include engaging with others in different ways (Nderitu, 2013).

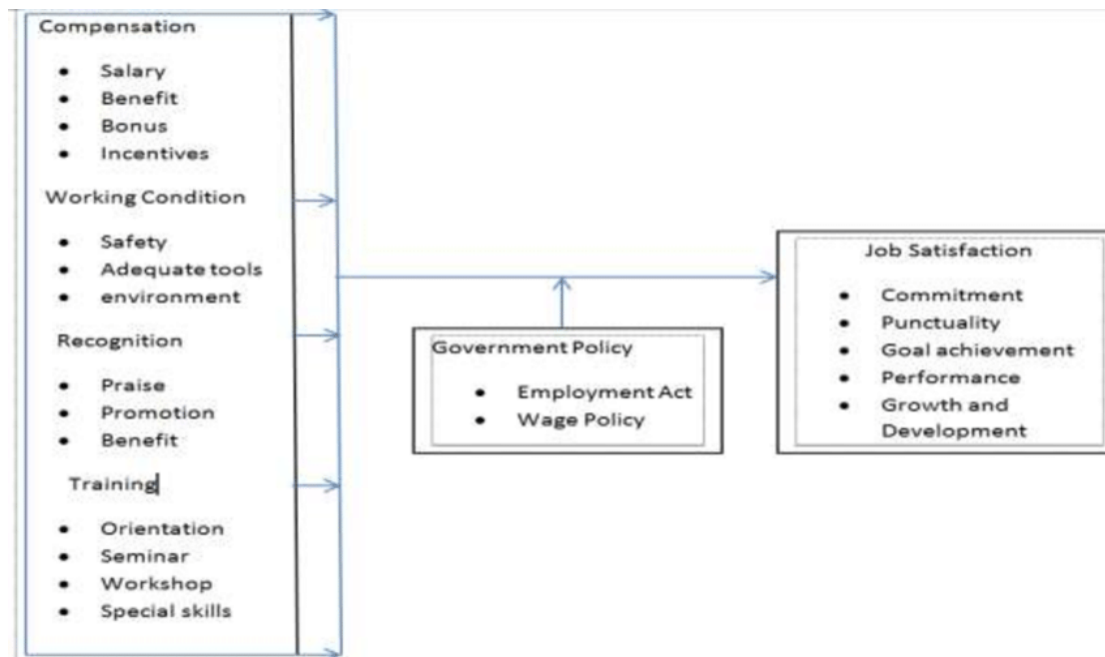


Fig 2: Conceptual framework of job satisfaction

2.3 Relationship between motivation and job satisfaction:

Numerous scholars have made contributions to the investigation of the connection between job satisfaction and motivation. Almost all of the cases they have taken on to fully understand the relationship have shown them to have a favorable influence on one another.

Studies have shown a direct correlation between work motivation and job happiness. Workplace motivation does have a significant impact on job satisfaction, which in turn raises productivity and efficiency and boosts organizational profitability. This makes companies a great option for employees looking to further their careers and stay with their employers. In order to increase job happiness, employees should cultivate a balance among the motivational variables (Bakhtawar, 2016).

"Organizational commitment, job involvement, and job satisfaction are the three aspects of work motivation," according to Singh and Tiwari (2011). This study will focus specifically on job satisfaction and motivation at work. "There is a positive relationship between job satisfaction and motivation, meaning that as job satisfaction rises, so does motivation. According to Singh and Tiwari (2011), motivation is a function of job satisfaction and changes in the value

of satisfaction have an impact on its value. In other words, motivation improves when job satisfaction increases and vice versa.

Many organizational psychologists have examined the relationship between work motivation and job satisfaction on the same dimensions because it is known that the availability of various motivational drivers, such as compensation, bonuses, benefits, and encouragement, affects how satisfied employees are with their jobs (Golshan et al, 2011). All of these kinds of incentives have contributed to the definition and analysis of the connection between these two variables.

yet another investigation asserted that there was a positive correlation between the two variables—motivation and job satisfaction. He also discussed the source of inspiration that improved his level of job happiness at work.

According to employees, the biggest motivator for job happiness was money. The greatest asset in every firm is its workforce, and their motivation and job happiness are crucial for it to meet its productivity goals. The Nderitu (2013).

According to Nelson et al. (2011), "Employees were positively motivated by the application of the motivation," benefiting from financial incentives."Higher job satisfaction can lead to higher levels of motivation at work, as work motivation is the most important factor affecting human performance in carrying out task activities" (Ritz, 2009).

"Work motivation and satisfaction are related to job characteristics including skill variety, task identity, task significance, autonomy, and job-based feedback", (Oldham & Hackman, 2010).

"Motivation and job satisfaction are managerial issues, which take a great deal of time, energy and money in any organization. Low motivation and poor job satisfaction enhance job burnout and turnover", (Abbasinia et al., 2014). "Jobs that are high in motivating potential can result in high job satisfaction", (Faraji O, et al., 2008).

"There is an effective dynamics of work motivation and job satisfaction of the employees. It analyzes the effectiveness of psycho-social, economic, organizational and managerial tools over individuals' motivation in terms of maintaining the motivation and

job satisfaction of the employees in the business. The economics tools by employee are positively and significantly related to the level of motivation increase perceived by the employee”, (Oraman, 2011).

graphical representation of the correlation between motivation and satisfaction

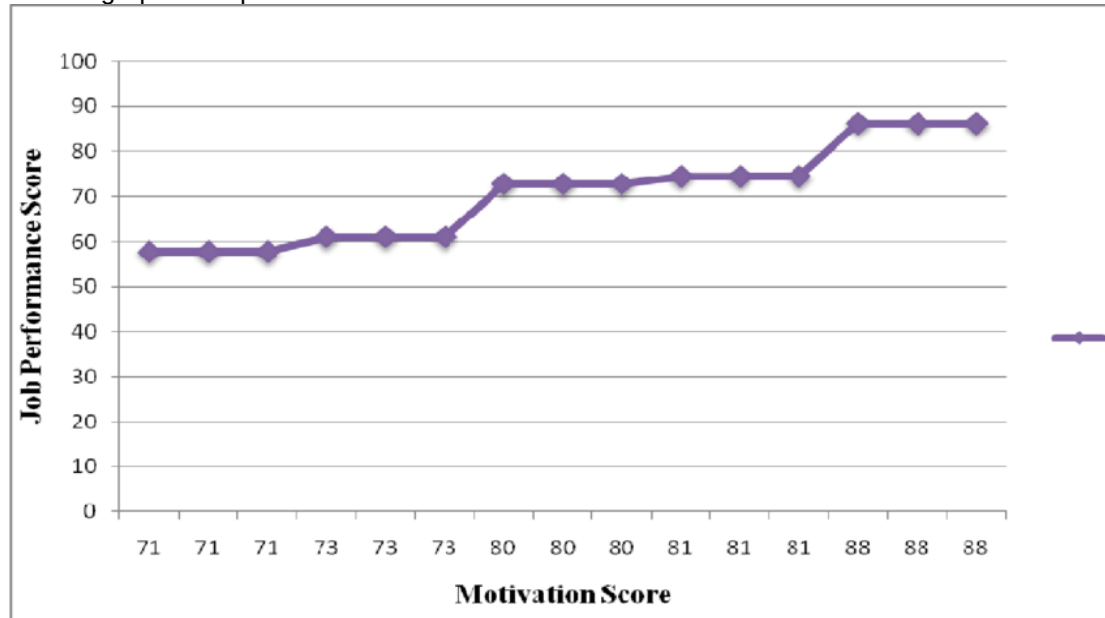


Fig 3: Relationship between Motivation and Satisfaction

2.4 Difference of this relationship in public and private sector:

Researchers and practitioners have defined the relationship between motivation and job satisfaction in a number of different ways. This relationship in the private sector was explained by one of the researchers. As a result, it is believed that two important and correlated factors that determine the effectiveness of government departments are motivation and job satisfaction. Employers will be able to implement the necessary positive strategy adjustments, such as modifying their strategic human resource and government departmental development planning, provided they have a solid grasp of the nature and important sources of employee happiness and motivation (Nderitu, 2013).

When it comes to the organizational atmosphere, public employees are more satisfied with their jobs than private ones. According to DeSantis and Durst (1996), their findings also show that, for private employees, work satisfaction is highly correlated with monetary compensation and individual traits like educational

attainment, whereas job significance and organizational climate were more significant for public employees.

However, the contrary was asserted by other studies. Research on both public and private sector workers revealed conflicting results when it came to workers' job satisfaction. They discovered that certain research that predicted lower work satisfaction levels for public sector employees actually discovered the contrary, with significantly lower work satisfaction levels reported by private sector employees (Baarspul & Walderom, 2011).

"Compared to workers in the private sector, public sector employees appear to place a higher priority on how companies create and administer their benefit and compensation plans. Compared to employees in the private sector, public employees typically exhibit higher levels of work satisfaction when they view organizational reward systems favorably. (Borges and Mote (2016)).

This kind of research can help managers understand the psychological effects of working in both the public and private sectors, which will help them improve employee performance. The primary reason why private sector employees are happier than their public sector counterparts is organizational practices. Managers from private firms should be aware of this and focus more on job-related aspects. Since new hires and employees with short tenure tend to be less satisfied with their positions, managers of public organizations should give these groups greater attention. (Davis, 2013). As can be observed in both public and commercial enterprises, the figure below illustrates the impact that rewards have on job satisfaction and, in turn, highlights the significance of motivation and its influence.

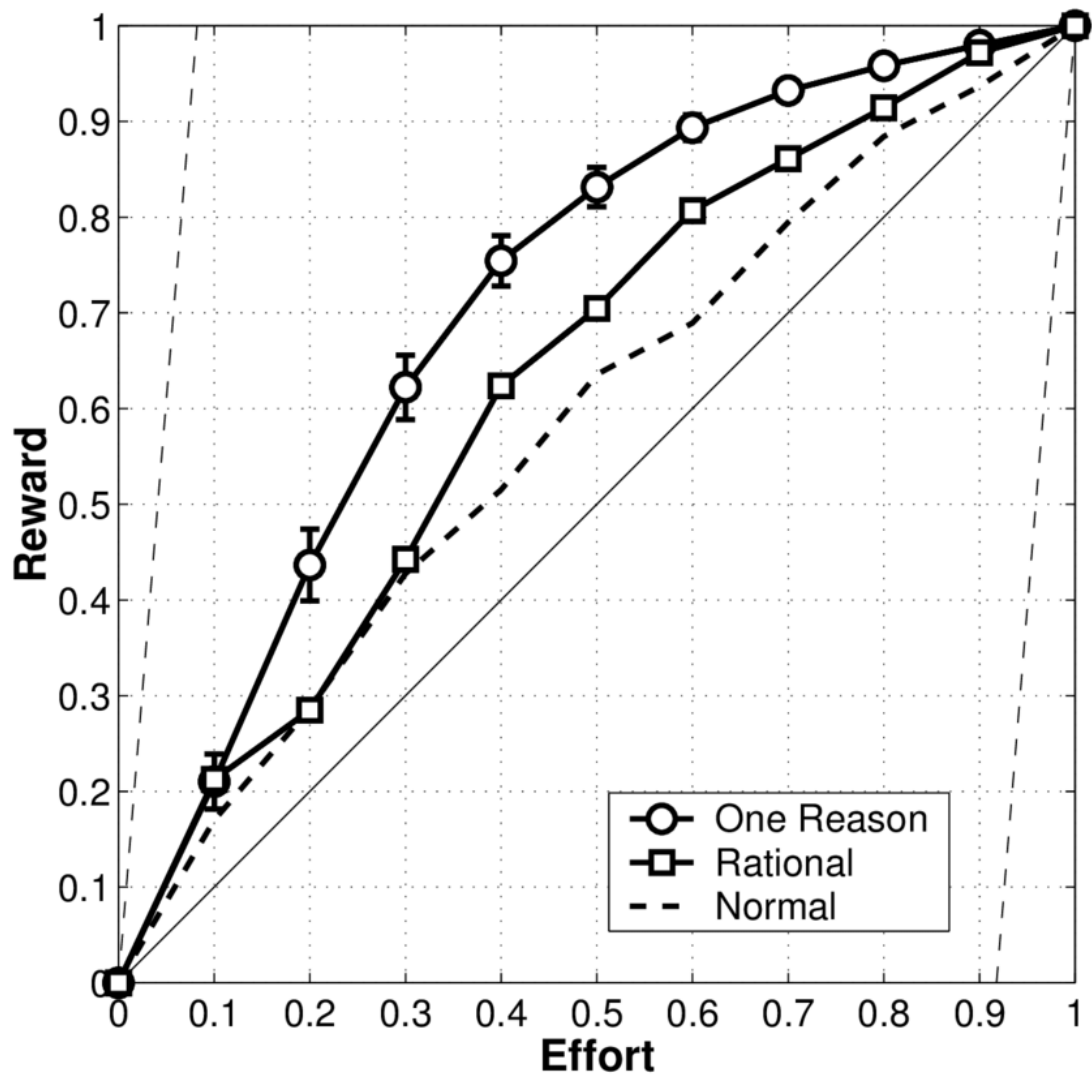


Fig 4: Relationship of reward on work satisfaction

2.5 Chapter Summary

The notion of motivation was essentially covered in this chapter, along with a number of definitions and ideas that are widely debated by scholars and professionals worldwide. Furthermore, the study of reward systems was conducted as a means of providing motivation. Another phrase that was utilized as a variable in the study was "job satisfaction," which fulfilled its intended role of completing the association between it and "job motivation." It is claimed that the overall job satisfaction and motivation are influenced by the reward system. The two factors, motivation and job satisfaction, were found to be positively correlated. Numerous research that were undertaken produced varying conclusions about the significance of this link in a variety of contexts, notably the public and private spheres.

3. Methodology

In order to obtain data and learn more about the topic of the investigation, methodology is used in the exploration. It also describes the methods used in the investigation in order to learn more about the topic and find answers to research questions that will organize and practicalize the investigation.

It is a collection of regulations, norms, and standards pertaining to the approval and establishment of social event information regarding the subject or matter. A methodology is a crucial component of any scientific endeavor, inquiry, and discovery regarding any subject. While literature can provide context and facts on the subject, philosophy is the main area of study that will provide the path to these kinds of assurances. approach will show how the data was acquired, why it was collected, who was involved in the search, how several approaches were used to provide assistance, and the innovative method used to approve the data. We may also anticipate that a technique consists of a collection of guidelines dictating how something should be done in this direction. Most of the features and measurements of the approach will be formed in light of that arrangement of standards.

Thanks to innovation, we now have tools that allow us to gauge people's levels of information. The ability to obtain information about a subject from individuals has been made possible by the use of online platforms, devices, and services. People are creating inquiries and posting them online through a website or tool. Anyone else who can provide them access will receive an invitation. There will be questions throughout the survey to which respondents must respond. Additionally, the respondent has the option to select numerous possibilities or just record the correct response.

Most of the time, the decision is provided in numerical form, which facilitates the assembly of a numerical result. Online summaries occasionally take the form of voting pools where users must cast their votes in support of a certain cause, issue, or choice.

3.1 Overview of research methodology types:

Qualitative, quantitative, and mixed approaches are the three categories of research methodologies. The descriptions of each of these techniques in tabular form are provided below.

Criteria	Qualitative method	Quantitative method
Scientific method	Exploratory or bottom up. The researcher generates a new hypothesis and theory from the data collected .	Confirmatory or top-down. The researcher test the hypothesis and theory with data.
Most common research objectives	Explore, discover and construct .	Describe , explain and predict .
Nature of observation	Study behavior in a natural environment.	Study behavior under controlled conditions; isolate casual effects.
Final method	Narrative report with description and direct quotation from research participants.	Statical report with correlations and comparison of means and statistical significance of findings.

Fig 5: able for differentiating quantitative and qualitative (Khwateeb, 2017)

3.2 Ethical Consideration:

You have the option to revoke your consent at any time, and this undertaking is entirely voluntary. The data acquired for this investigation could be used to illustrate research discoveries.

3.3 Research methodology used in this research:

The present research examined the association between job satisfaction and work motivation for employees in Jeddah, Saudi Arabia, in both the public and private sectors.

The variables studied are:

- ✚ Work motivation.

- ✚ Reward system.

- ✚ Job satisfaction.

4. Results:

The impact of reward on motivation and job satisfaction is the subject of this study, which examined a variety of factors in research for both public and private companies. They were questioned about their sources of motivation and whether the rewards system itself contributes to their job happiness.

4.1.1 I am satisfied with my salary:

In terms of salary satisfaction, the following groups of persons are represented: 30% highly agree (17 private, 13 public), 20% agree with the statement (10 public, 10 private), 10% are neutral (10 public), 30% disagree (11 public, 19 private), and 10% strongly disagree with the statement (7 public, 3 private).

4.1.2 I am satisfied with my work:

Of those surveyed, 50% strongly agree (15 private, 35 public), 40% agree (23 public, 17 private), and only 10% disagree (8 private, 2 public). These individuals are happy with their work.

4.1.3 My manager appreciates efforts I make in my work:

According to the data, 30% of respondents strongly agree (18 public, 12 private), 10% agree with the statement (9 public, 1 private), 20% are neutral (15 private, 5 public), 30% disagree (10 private, 20 public), and 10% strongly disagree (8 private, 2 public). The respondents' managers are appreciative of their work efforts.

4.1.4 My colleagues appreciate efforts I make in my work:

30% strongly agree (15 private, 15 public), 60% agree (46 private, 14 public), and 10% are ambivalent (4 public, 6 private) with their coworkers' appreciation of their efforts at work.

4.1.5 There are rewards for good performance in my workplace:

20% strongly disagree (15 public, 5 private), 30% agree (22 private, 8 public), 40% disagree (30 public, 10 private), and 10% highly agree (6 private, 4 public). These individuals believe that there are rewards for good performance in their company.

4.1.6 There are upgrades, allowances and other incentives (such as training, housing, transportation) in a workplace:

Around 20 percent of respondents strongly agree (12 private, 8 public), 30 percent agree (24 public, 6 private), 10 percent are neutral (7 private, 3 public), and 40 percent disagree (32 public, 8 private) with the statement regarding improvements, allowances, and other incentives at work.

4.1.7 Salaries affect employee satisfaction levels and increase their enthusiasm:

40 percent of respondents agree with the statement (25 private, 15 public), and 60 percent strongly agree (45 public, 15 private) that incomes have an impact on people's levels of satisfaction and heightened excitement.

4.1.8 Financial rewards are very important in the motivation process:

All survey respondents (50 percent public and 50 percent private) really agree that financial incentives play a significant role in the process of motivation.

4.1.9 I can work in a place that has a bad environment with high rewards:

Twenty percent of respondents agree (15 public, 5 private), twenty are neutral (13 private, 7 public), twenty percent disagree (16 private, 4 public), and forty percent strongly disagree (18 private, 22 public) with the statement. These respondents believe they can operate in a difficult atmosphere with big incentives.

4.1.10 There is a positive correlation between rewards and job satisfaction:

50% strongly agree (35 private, 15 public) and 50% agree with the statement (28 public, 22 private) among those who believe there is a good association between rewards and job happiness.

4.1.11 There is a positive correlation between rewards and motivation:

Of those surveyed, 70% strongly agree (45 public, 25 private), 20% agree (11 public, 9 private), and 10% are neutral (7 public, 3 private). These respondents believe that rewards and motivation grow together.

4.3 Chapter Summary:

The findings covered the assessment of the effect of reward as a metric of motivation on job satisfaction among employees in the public and private sectors in Jeddah, Saudi Arabia.

Employees in the private sector: approximately fifty percent of workers in this area are content with their wages and jobs. Since the workers' efforts go unrecognized, they take issue with the managers' expression of appreciation for them. Most workers believe that their coworkers, not their superiors, are the ones who value their labor. They acknowledge that their employer uses incentives to keep them motivated to work. However, they are not given incentives or training, two key factors that can increase their level of pleasure. Most of them think that employee motivation is greatly increased by salary and benefits, which they feel have an impact on employees' job satisfaction, tenacity, and degree of contentment.

That being said, they believe it is not the only factor to consider when examining job happiness. They contend that incentives, motivation, and work satisfaction all positively correlate with one another.

Public employees: Both their pay and their work are satisfactory to the public employees. They feel that their coworkers value their

work as much as they do, and the supervisors' response to their work is a neutral one. They contest, nevertheless, the existence of incentives and prizes for excellent work in their place of employment. They do think that pay has an impact on employees' excitement at work and that receiving money is crucial for motivation. Even though the incentives are great, they refuse to work in a poor setting. The majority of them think that incentives and job satisfaction are positively correlated, as is the case with rewards and motivation.

5. Conclusion

In order to assist people grow in their work successfully and efficiently, motivation is a critical factor. Given that employees are finding it difficult to handle the demands of their jobs and the competitive labor market, all firms should embrace the idea of employee motivation. To help employees stay focused on their work and perform better, various company methods should be established. It gives the workers in the company a sense of purpose. A system of rewards that will encourage staff members can help achieve this.

Previous studies have shown that motivation contributes to job satisfaction. The incentive that follows from the awards and increased job satisfaction improves the employee's performance. Employees view financial incentives such as salaries and other forms of compensation as one of the primary sources of motivation, thus their employers offer them as rewards.

The results of this study show that there is a favorable correlation between the:

- ✚ reward and motivation

- ✚ reward and job satisfaction.

This study supports the favorable correlation between rewards, motivation, and job satisfaction, as demonstrated by earlier studies, and it is consistent with the research. But in terms of rewards, there are differences in the degree of satisfaction between public and private employees. Whereas workers in the public sector believe they are underappreciated at work, those in the private sector feel differently.

Employees in both industries also think that benefits like pay and other compensation encourage employees to work with passion and contribute to their job happiness. Employee performance is increased as a result, which raises organizational performance as well.

5.1 Limitations of the research

The research is subject to limitations pertaining to time constraints and the duration of the study period. Furthermore, incorporating statistical analysis into the research would have allowed for the presentation of more sophisticated knowledge. In order to determine the influence of the factors on one another, there is comparatively less data for both public and private personnel.

5.2 Recommendations of the research:

To obtain accurate results, future researchers should concentrate on multiple cities within a country, hence boosting the sample size of employees. Furthermore, statistical analysis needs to be done in order to determine the association between the variables. In addition, they ought to place special emphasis on the various facets of job satisfaction while thoroughly examining intrinsic and extrinsic motivation in connection to the reward structure. A healthy amount of compensation should also be provided to employees in order to encourage them and make them happy in their roles.

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7. Appendix:

The objective of this questionnaire is to gain an in-depth understanding of the impact of reward on employee motivation and satisfaction, and to provide a comparison between the private and public sectors in Saudi Arabia.

[appendix.htm](#)