

MIDOCEAN UNIVERSITY

COLLAGE OF MANAGEMENT

MASTER OF HEALTH ADMINISTRATION

**Adopting effective motivational strategies to drive employee satisfaction
and overall organizational success of Saudi Arabia**

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1. Introduction

Motivation of employees has been noted as one of the most important factors that define an organization performance and success. The current competitive business world has seen organizations heavily depending on employee motivation as part of delivering strategic objectives, high productivity and overall performance by the organizations (Hassnain, 2022). There are two broad categories of motivation in the workplace namely intrinsic and extrinsic motivation. Intrinsic motivation is defined as internal motivation and is the desire to do something to satisfy oneself, grow, or achieve something whereas extrinsic motivation is defined as external motivation that includes the salary, rewards, or recognition (Fishbach & Woolley, 2022; Susanto et al., 2023). The optimal interaction and efficiency of these motivational factors is vital knowledge that any organization that aims at maximizing employee performance and satisfaction must understand (Romaniuc & Bazart, 2026).

As it relates to Saudi Arabia, economic diversification, the adoption of the Vision 2030, and globalization have caused rapid changes in the labour market of Saudi Arabia (Olaopa & Alsulhaibany, 2023). Companies are under growing pressure to retain their best employees, enhance employee engagement and develop a culture of productivity in the workplace (Adriyanto, 2023). Although the role of motivation is widely acknowledged, there are numerous organizations within the region that are unable to adopt the strategies which can effectively take care of the intrinsic and extrinsic motivation requirements (Rezai et al., 2025). Research has opined that employees can develop dissatisfaction, lack of engagement and commitment without specific motivational strategies, something that could adversely influence the success of the organization (Anno, 2025).

Employee satisfaction is a very important mediator in this relationship as the motivational strategies can be associated with the real organizational results (Fardiansyah et al., 2025). Happy workers tend to have better performance, innovation as well as loyalty levels, which all lead to organizational success. Hence, to develop effective human resource practices in Saudi Arabia, research on the effect of intrinsic and extrinsic motivational strategies on employee satisfaction and consequently success in the organization are needed. This research seeks to offer practical proofs regarding the success of motivation strategies in the Saudi Arabian society. The study aims to offer some practical findings on the importance of understanding the specific differences between intrinsic and extrinsic motivation and their

effects on employee satisfaction (Mori et al., 2025), provided that they can be applied to the organizations interested in improving productivity and attaining sustainable success (Chen et al., 2025). Finally, the research will also be relevant to the scholarly community and the business realm in terms of bringing forth the strategies that could align the motivation of the employees with organizational goals.

2. Research Problem

Although the importance of employee motivation as an essential element in organizational success has been increasingly appreciated over the years, the organizations in Saudi Arabia are still struggling with the challenges of how to plan and execute good motivational strategies (Aldhobaib, 2025). Although global research highlights the need to balance both the intrinsic and extrinsic motivation, only a few empirical studies have been done to investigate the role played by these variables in the Saudi working environment (Rasool et al., 2025). Most of the organizations still continue to depend on the extrinsic incentives like money or promotions without considering the intrinsic motivation factors like personal development, recognition, and meaningful work (Cai et al., 2025).

This unbalance usually results in poor employee satisfaction, disengagement and turnover that eventually affects the organizational performance. More so, the mediating role of employee satisfaction between motivation and organizational success is a scarcely investigated issue in the Saudi setting. This relationship is vital to understand because it may offer the information regarding how organizations may use the motivational strategies in strategically aligning them to increase the employee satisfaction and ensure the success in the long-term. This paper will fill this research gap by focusing on how the intrinsic and extrinsic motivation factors affect the employee satisfaction and consequently organizational success. In this way, it will offer evidence-based suggestions to organizations in Saudi Arabia to aim at designing more effective motivational practices that contribute to the well-being of employees and organizational performances.

3. Significance of the Study

This research is important both in the theoretical and practical sense. Theoretically, it adds to the developing literature of employee motivation, employee satisfaction, and organizational success, especially in the context of the Saudi Arabian society where there is

scarcity of empirical research. The study gives a more thorough insight into the impact of intrinsic and extrinsic motivation, and how satisfaction among employees mediates the impact of motivation methods on organizational performance by comparing the unique impacts of each. This adds to the organizational behavior and human resource management literature because it provides evidence-based information to apply to the Middle East workplaces. In practice, the results of the given study can be used to inform the organizational leaders, HR managers, and policymakers to develop the effective motivational strategies that would help increase employee satisfaction and performance. Knowing which motivational factors make the greatest impact, organizations are able to use resources effectively and increase employee retention, as well as create a culture of engagement and productivity. Furthermore, the research is in line with the Vision 2030 of Saudi Arabia that focuses on developing workforce, employee welfare, and sustainable organizational growth. All in all, the study provides practical suggestions that can facilitate career satisfaction of the employees and ultimate performance of the organizations in the area.

4. Objectives of the Study

The main objective of this study is to explore the role of motivational strategies in enhancing organizational success in the **Saudi Arabian corporate sector**. The study focuses on both intrinsic and extrinsic motivation and their impact on organizational outcomes.

The specific objectives are:

1. To **assess the impact of intrinsic motivation** on organizational success in Saudi Arabian organizations.
2. To **assess the impact of extrinsic motivation** on organizational success in Saudi Arabian organizations.
3. To **examine the mediating role of employee satisfaction** between intrinsic and extrinsic motivation and organizational success in Saudi Arabian organizations.

5. Research Questions

Based on the study objectives, the key research questions are:

1. What is the impact of **intrinsic motivation** on organizational success in Saudi Arabian organizations?
2. What is the impact of **extrinsic motivation** on organizational success in Saudi Arabian organizations?
3. Does **employee satisfaction** mediate the relationship between intrinsic motivation and organizational success in Saudi Arabian organizations?
4. Does **employee satisfaction** mediate the relationship between extrinsic motivation and organizational success in Saudi Arabian organizations?

6. Previous studies and Research Hypotheses

6.1. Intrinsic Motivation and Organizational Success

The concept of intrinsic motivation describes internal motivation which pushes the employees to work in order to experience personal fulfilment, self-accomplishment, self-development, or appraisal as opposed to extrinsic motivation (Setrojoyo et al., 2023). Highly intrinsically motivated employees will tend to be more inclined to dealing with problems in an innovative way, be committed to the organizational objectives as well as remain highly productive (Wang et al., 2024).

The past research has proven the beneficial impact of intrinsic motivation on the performance of the organization. Indicatively, Setrojoyo et al. (2023) noted that intrinsically motivated employees are more innovative and committed and this improves the overall organizational performance. Aldabbas et al. (2023) discovered that the intrinsic motivation positively affects the engagement and performance of employees in the long-term, especially in industries that are fast transforming as part of the Vision 2030 programs. These results indicate that intrinsic motivation should be encouraged by companies, which want to achieve sustainability.

H1: Intrinsic motivation positively influences organizational success

6.2. Extrinsic motivation and Organizational Success

Extrinsic motivation entails extrinsic rewards like salary, bonuses, promotions, recognition, and other material rewards that motivate the employees into performing (Bénabou & Tirole, 2003; Iqbal et al., 2023). Extrinsic factors may improve the morale as well as the

short-term performance but their impact may not be so effective unless the intrinsic needs are met. The studies have shown that extrinsic motivation has a positive effect on job satisfaction and organizational performance (Ravesangar & Fauzi, 2022). Ndudi et al. (2023) had reported that financial rewards and recognition boost productivity and minimize turnover. Al-Ansi et al. (2023) highlighted that organized reward systems improve employee performance and efficiency in the organization in the Gulf region. Nonetheless, excessive dependence on extrinsic rewards might not be effective in the long-term engagement, which is why a balanced method including intrinsic factors has to be mentioned.

H2: Extrinsic motivation positively influences organizational success

6.3. Mediation of Employee Satisfaction

Employee satisfaction is the positive mood caused by the meeting of the working experiences and expectations. Satisfied workers are more likely to show greater involvement, devotion and output and serve as one of the main routes in which the motivation is transformed into the success of the organization (Aljumah, 2023). Research indicates that intrinsic motivation cannot be solely effective in ensuring organizational success unless it helps in promoting employee satisfaction in order to produce the actual benefits (Gheitani et al., 2019). According to Mardanov (2021), intrinsic motivation is associated with organizational outcomes through employee satisfaction, which is a mediator in Saudi organizations. The intrinsic motivation is associated with better organizational performance as employees with satisfaction concerning meaningful work are more committed, innovative, and productive (Setrojoyo et al., 2023).

H3: Employee satisfaction mediates the relationship between intrinsic motivation and organizational success in Saudi Arabian organizations.

The extrinsic motivation plays an indirect role in the organizational success, as it leads to employee satisfaction (Mardanov, 2021). On the one hand, rewards, recognition and promotions provide employees with incentive to work however; on the other hand, satisfaction dictates whether such incentives will result in long term involvement and gain to the organization. Empirical studies have shown that extrinsic rewards are best when they enhance perceived satisfaction and well-being in the employees (Riasat et al., 2016). The Saudi case of employee satisfaction as a mediator between extrinsic motivation and performance outcomes

is observed by Iqbal et al. (2023), and other study materials. Valued and satisfied employees will be more inclined into the conversion of external rewards into increased productivity, reduced turnover, and greater organization commitment (Putri et al., 2025).

H4: Employee satisfaction mediates the relationship between extrinsic motivation and organizational success in Saudi Arabian organizations.



Figure 1: Research Model

Source: Author Generated

7. Theoretical Framework of the Study

The basis of the theoretical foundation of the given study is based more on the Motivation Theories and Organizational Behaviour Models. The investigation is guided by two major theories, namely Herzberg Two-Factor Theory and Self-Determination Theory (SDT) (Alshmemri et al., 2017; Deci & Ryan, 2012). The Two-Factor Theory by Herzberg separates hygienic factors and motivators. Hygiene factors, as salary, policies and working conditions prevent dissatisfaction but do not invariably lead to an improvement in motivation whereas motivators such as recognition, achievement and growth opportunities are the motivating factors that drive intrinsic motivation and employee satisfaction (Herzberg, 1966). This theory

is also in line with the interest of the study concerning intrinsic and extrinsic motivation strategies and their impacts on organizational success.

In this theory, Self-Determination (SDT) focuses on the motivation and satisfaction of employees based on their needs of autonomy, competence and relatedness (Deci and Ryan, 2000). The SDT offers a framework of intrinsic motivation and its reasons as to why employees would be more effective in their efforts when they feel that the task is meaningful, it offers them a chance to grow as well as offers personal fulfilment. Organizational Success Models are also used in the study and they imply that employee satisfaction mediates the correlation between motivation and organizational performance (Harter et al., 2002). Through the integration of these frameworks, the study focuses on the role of intrinsic and extrinsic motivation in driving employee satisfaction, which subsequently results in outcomes in the organization. Overall, the Two-Factor Theory by Herzberg offers a perspective on the importance of motivators and hygiene factors, SDT helps to understand the internal factors that drive the engagement of the employees, and Organizational Success Models helps to realize the mediating nature of employee satisfaction. The combination of these theories supports the conceptual framework of the current study and directs the development of the hypotheses.

8. Methodology and Research Methods

8.1. Research Design

The research will be quantitative in nature in that it will investigate the links between intrinsic and extrinsic motivation, employee satisfaction and organizational success in Saudi Arabia organizations. The cross-sectional research design will be used since it will be used to gather data on a huge sample within a given time point, and the data obtained will be used to establish the correlation and causation relationship between the variables.

8.2. Sample and Population

The research is aimed at employees in medium to large-size organizations of all sectors in Saudi Arabia. It has both the managerial and non-managerial staff. Purposive and convenience sampling method will be applied to ensure sample representation in various departments, job levels and types of organizations. A sample of about 300-400 employees is suggested as the sample size to attain enough statistical power in testing of the hypothesis.

8.3. Data Collection

Data collection will be done by using a structured questionnaire, which will involve the use of validated scales. The questionnaire will be in 5-point Likert scale that would be between Strongly Disagree and Strongly Agree.

8.4. Research Instruments and Research validity

The questionnaire will be pilot tested using a small sample of the employees to make it clear, reliable and valid. Internal consistency of the scales will be tested by the use of the alpha of Cronbach whereas the construct validity will be established using factor analysis.

8.5. Data Analysis

SPSS will be used to analyze the obtained data with the help of the structural equation modelling. The demographic data will be summarized using descriptive statistics, whereas correlation analysis and regression analysis will be used to determine the direct impact of the intrinsic and extrinsic motivation on the organizational success. The mediation analysis will be done to determine how employee satisfaction contributes to motivation association with organizational outcomes.

8.6. Ethical Considerations

The study will be voluntary and all the respondents will obtain informed consent. The study will be conducted anonymously and confidentially, and will not be used in any other purpose. Using this approach, the research will seek to generate empirical findings that are strong on the effects of motivational strategies on individual employee satisfaction and organizational performance within Saudi Arabian organizations.

Table 1: Methodology Summary

Section	Key Details	Notes / Measures
Research Design	Quantitative, cross-sectional	Examines links between intrinsic & extrinsic motivation, employee satisfaction, and organizational success

Population & Sample	Employees in medium-to-large Saudi organizations; managerial & non-managerial	Stratified random sampling; sample size 300–400
Data Collection	Structured questionnaire	5-point Likert scale (Strongly Disagree–Strongly Agree)
Research Instruments & Validity	Pilot testing; Cronbach’s alpha; factor analysis	Ensures clarity, reliability, and construct validity
Data Analysis	SPSS; SEM, correlation & regression, mediation analysis	Descriptive stats for demographics; hypothesis testing for relationships
Ethical Considerations	Voluntary participation, informed consent, anonymity, confidentiality	Ensures responsible data handling
Questionnaire Design	29 items (3 demographics, 26 study constructs)	Items adapted from previous studies, tailored to context

9. Study Instruments

Designing the questionnaire will be grounded in the nature of research, whether it is quantitative or exploratory. Since the current study is quantitative in nature, a structured questionnaire with closed-ended option-based statements will be used. The first section of the questionnaire will be used to collect demographic information from the respondents, and the second section used a 5-type Likert scale so that the responses related to the study variables can be collected from the respondents. The questionnaire will be based on a total of 29 items, of which 3 were demographic and 26 were used for the purpose of measuring the research constructs. All of these items will be the measures adopted from past studies and have been rewritten and readjusted according to the context of the current study. The table 2 maps the variables to the number of items, the items, and the sources of each scale.

Table 2: Measurement Instruments with Items

Variable Name	Number of Items	Sources
Intrinsic Motivation (IV1)	6 items	(Hyun & Oh, 2011)
Extrinsic Motivation (IV2)	4 items	(Hyun & Oh, 2011)
Employee Satisfaction (Mediator)	7 items	(Chen et al., 2022; Ibáñez et al., 2006)
Organizational Success (DV)	9 items	(Yadav & Rsmt, 2014)

10. Limitations of the Study

Although this research may offer precious information on the role of intrinsic and extrinsic motivation on employee satisfaction and the success of an organization in Saudi Arabian contexts, numerous shortcomings should be noted. To begin with, the study has assumed a cross-sectional research design, which only records information at the point of time. This restricts causality and the changes in motivation, satisfaction and organizational success and overtime. Longitudinal research would give a better detail of the dynamics of such variables. Second, the research is based on self-reported information that was gathered using questionnaires. The method can also cause biases, including social desirability bias or response bias, due to the tendency of participants to exaggerate their motivation and/or satisfaction and/or perceptions of organizational success. Third, the study considers employees working in medium and large-sized organizations in Saudi Arabia which could constrain the application of the research results to small organizations, other fields, and other cultures. Lastly, although validated measures will be utilized, there might be certain context-related aspects in Saudi Arabian workplaces, which might not be well studied by the established measures, which will influence the validity of the outcome. Irrespective of these shortcomings, the study offers a useful basis of learning motivational strategies, employee satisfaction, and the success of an organization, as well as provides an indication on future research and managerial practice in Saudi Arabia.

The timeline of the proposed study is presented in the following gantt chart

Tasks	Month 1	Month 1	Month 2	Month 2	Month 3	Month 3
Literature search						
Research question refinement						
Development of interview guide						
Interpretation of interview questions						
Ethical approval						
Pilot test						
Data Collection						
Survey and Data Screening Finalization						
Result analysis & report writing						
Submission						

Figure 2: Gantt Chart Timeline of the Study

Source: Author Generated

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Questionnaire

Title: Adopting Effective Motivational Strategies to Drive Employee Satisfaction and Organizational Success in Saudi Arabia

Dear Participant,

This questionnaire is a part of a research study that aims to investigate the impact of motivational approaches on employee satisfaction and organizational success in Saudi Arabian organizations. The research study is based on two different aspects of motivation: intrinsic motivation, which is driven by personal satisfaction and growth, and extrinsic motivation, which is driven by external rewards such as money, promotions, and recognition. The research study also aims to explore the role of employee satisfaction as a mediator between motivation and organizational success.

Your answers to this questionnaire will help determine the most effective motivational approaches that can increase employee satisfaction and organizational success. The findings of this research study may offer important insights to organizational leaders and human resource managers in Saudi Arabia to develop approaches that can increase employee engagement, retention, and overall performance.

Please be assured that all your answers are confidential and anonymous, and there are no right or wrong answers. Your honest feedback is greatly appreciated and will help increase understanding of how organizations can support their employees and achieve long-term success. We appreciate your cooperation in taking the time to complete this questionnaire.

Section A: Demographic Information

Please provide some information about yourself by selecting the appropriate option:

1. Age

- 20–30
- 31–40
- 41–50
- 51 and above

2. Gender

- Male
- Female
- Prefer not to say

3. Work Experience

- Less than 1 year
- 1–5 years
- 6–10 years
- More than 10 years

4. Job Level

- Entry Level
- Middle Management
- Senior Management

5. Department

- HR
- Finance
- Marketing
- Operations
- Other (please specify)

Section B: Main Study Variables

Please indicate your agreement with the following statements on a scale of **1 to 5**:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

B1. Intrinsic Motivation

Statement	1	2	3	4	5
My job provides me the chance to do something that makes use of my abilities.					
My job provides me a feeling of accomplishment and independence.					
My job provides me the chance to try my own methods of doing a task.					
My job enables me to do things that do not go against my conscience.					
I have the freedom to use my own judgment at the workplace.					
I get praised for doing a good job.					

B2. Extrinsic Motivation

Statement	1	2	3	4	5
I feel empowered by the way organization policies are put into practice.					
I feel empowered by the way my co-workers get along with each other.					
The physical environment where I work is empowering.					
My job provides chances to advance.					

B3. Employee Satisfaction

Statement	1	2	3	4	5
I am satisfied with my current salary compared with others.					
I am satisfied with the company's welfare policy.					
I am satisfied with the company's dormitory environment.					
I am satisfied with my position.					

I am satisfied with my job match.					
I am satisfied with the company's work safety and security.					
The company's systems reflect fairness and justice.					

B4. Organizational Success

Statement	1	2	3	4	5
The net profit after tax was positive in the past year.					
Increase in market share was observed in the past year.					
Return on investment was positive in the past year.					
Return on assets was positive in the past year.					
Sales growth was positive in the past year.					
Total revenue was positive in the past year.					
New services/product success was positive in the past year.					
Average annual occupancy rate was positive in the past year.					
Brand image in the marketplace was positive in the past year.					

Thank you For your Valuable Time!!