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MASTER OF PROJECT MANAGEMENT

دراسة مسحية لتأثير الحوافز الوظيفية منعكسًا على أداء الموظفين في شركة وورلي

A SURVEY STUDY OF THE IMPACT OF CAREER MOTIVATION REFLECTING ON EMPLOYEE

PERFORMANCE AT WORLEY COMPANY

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ABSTRACT

This research aims to investigate the impact of career motivation on employee performance at Worley Company in Saudi Arabia's eastern province. The study aims to identify the factors that influence employee motivation and how they relate to job performance in the company, with the ultimate goal of offering recommendations for enhancing employee motivation and performance. The research will adopt a qualitative approach, incorporating a questionnaire with employees and managers in Worley Company. The study's findings will provide valuable insights into The Impact of Career Motivation Reflecting on Employee Performance at Worley Company and contribute to the existing literature on the relationship between career motivation and employee performance. The research problem is to examine the impact of career motivation reflecting on employee performance at Worley Company, and the study's importance lies in the significance of employee motivation and its positive effects on individual and organizational outcomes. The study's research questions include the factors that influence career motivation among employees in Worley Company and how the company can improve career development opportunities to enhance career motivation and employee performance. Overall, this research will help Worley Company and other organizations enhance employee motivation and improve their job performance, leading to increased organizational success.

الخلاصة

تهدف هذه الدراسة إلى التحقق من تأثير الحوافز المهنية على أداء الموظفين في شركة وورلي في المنطقة الشرقية بالمملكة العربية السعودية. تهدف الدراسة إلى تحديد العوامل التي تؤثر على تحفيز الموظفين وكيفية ارتباطها بأدائهم في الشركة، بهدف تقديم توصيات لتعزيز الحوافز والأداء للموظفين. ستعتمد الدراسة نهجًا نوعيًا، وتشمل استخدام استبيان مع الموظفين والمديرين في شركة وورلي. ستوفر نتائج الدراسة إسهامات قيمة حول تأثير الحوافز المهنية على أداء الموظفين في شركة وورلي، وستساعد في دعم الأدبيات الحالية حول العلاقة بين الحوافز المهنية وأداء الموظفين. المشكلة البحثية هي دراسة تأثير الحوافز المهنية على أداء الموظفين في شركة وورلي، ويكمن أهمية الدراسة في أهمية الحوافز للموظفين وتأثيراتها الإيجابية على النتائج الفردية والتنظيمية. تشمل أسئلة البحث العوامل التي تؤثر على الحوافز المهنية بين الموظفين في شركة وورلي وكيفية تحسين فرص التطوير المهني لتعزيز الحوافز المهنية والأداء. بشكل عام، ستساعد هذه الدراسة شركة وورلي وغيرها من المنظمات على تعزيز الحوافز للموظفين وتحسين أدائهم في العمل، مما يؤدي إلى زيادة النجاح التنظيمي.

ACKNOWLEDGMENTS

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CHAPTER1: INTRODUCTION

Employee motivation is a crucial element in enhancing employee performance, which ultimately leads to the overall success of an organization. Career motivation has been found to be a significant factor in driving employee performance in organizations. Worley Company, like other organizations, recognizes the importance of employee motivation in achieving its goals and objectives. Thus, understanding The Impact of Career Motivation Reflecting on Employee Performance at Worley Company is essential.

The purpose of this research is to investigate the impact of career motivation reflecting on employee performance at Worley Company in Saudi Arabia (eastern province). The study aims to examine the factors that influence employee motivation and how they relate to job performance in the company. Additionally, the research seeks to explore the company's existing practices related to employee motivation and their impact on employee performance. By identifying the factors that influence employee motivation and their impact on job performance, the research seeks to offer recommendations for enhancing employee motivation and performance.

The research will adopt a qualitative approach, incorporating a questionnaire with employees and managers in Worley Company. The questionnaire will collect data on employee motivation and job performance and will provide qualitative data on the company's practices related to employee motivation and their impact on employee performance.

The study's findings will provide valuable insights into The Impact of Career Motivation Reflecting on Employee Performance at Worley Company. The research will contribute to the existing literature on the relationship between career motivation and employee performance and provide practical implications for organizations seeking to improve their employee performance. Ultimately, the

research aims to help Worley Company and other organizations enhance employee motivation and improve their job performance, leading to increased organizational success.

GENERAL DISCUSSION OF CONCEPTS

The concept of employee motivation is a crucial element in enhancing employee performance, which ultimately leads to the overall success of an organization. Employee motivation is defined as the extent to which an individual is willing to put forth effort towards achieving work-related goals, and it is influenced by a range of factors, such as intrinsic and extrinsic rewards, career development opportunities, and job satisfaction (Robbins & Judge, 2021). Career motivation, in particular, has been found to be a significant factor in driving employee performance in organizations (Al-Sabaie & Al-Rumaih, 2018).

THE NEED FOR THE STUDY

Employee motivation has a significant impact on organizational outcomes, including productivity, profitability, and customer satisfaction (Ganta & Dasari, 2021). As such, understanding the factors that influence employee motivation and their impact on job performance is crucial for organizations seeking to enhance employee performance and achieve their goals and objectives. The present study seeks to investigate The Impact of Career Motivation Reflecting on Employee Performance at Worley Company in Saudi Arabia (eastern province). The study aims to identify the factors that influence employee motivation and how they relate to job performance in the company, with the ultimate goal of offering recommendations for enhancing employee motivation and performance.

RESEARCH QUESTIONS

The research questions that guide this study that we would like to answer them in our study are as follows:

How does career motivation affect the job satisfaction of employees in Worley Company?

To what extent does career motivation impact employee performance in Worley Company?

What are the factors that influence career motivation among employees in Worley Company?

What role do supervisors play in enhancing career motivation and employee performance in Worley Company?

How can Worley Company improve career development opportunities to enhance career motivation and employee performance?

RESEARCH PURPOSE

The purpose of this research is to investigate The Impact of Career Motivation Reflecting on Employee Performance at Worley Company in Saudi Arabia (eastern province). The study aims to examine the factors that influence employee motivation and how they relate to job performance in the company. Additionally, the research seeks to explore the company's existing practices related to employee motivation and their impact on employee performance. By identifying the factors that influence employee motivation and their impact on job performance, the research seeks to offer recommendations for enhancing employee motivation and performance.

DELIMITATION OF STUDY

This study is delimited to Worley Company in Saudi Arabia's eastern province, focusing on career motivation and its impact on employee performance. The study will incorporate an approach, including a questionnaire with employees and managers in the company. The questionnaire will collect data on employee motivation and job performance and will provide qualitative data on the company's practices related to employee motivation and their impact on employee performance.

CHAPTER 2: THEORY

RESEARCH PROBLEM

The research problem in this study is to examine the impact of career motivation reflecting on employee performance at Worley Company. Although employee motivation is essential in enhancing employee performance, there is a lack of research on the specific factors that influence career motivation and their impact on job performance in Worley Company. Therefore, the study seeks to identify the factors that influence employee motivation and how they relate to job performance in Worley Company. Understanding the relationship between career motivation and employee performance is crucial in developing effective strategies for enhancing employee motivation and improving job performance in the organization. Thus, the research problem in this study is to investigate the impact of career motivation on employee performance in Worley company.

RESEARCH IMPORTANCE

The importance of researching the impact of career motivation reflecting on employee performance at Worley company lies in the significance of employee motivation and its positive effects on individual and organizational outcomes. As an engineering company, Worley relies on a highly skilled and motivated workforce to ensure project success and maintain a competitive edge in the market. Therefore, understanding the factors that affect employee motivation, particularly in relation to career development and advancement opportunities, can help the company develop strategies to enhance employee performance, retention, and job satisfaction. The findings of this research can also provide valuable insights for other companies operating in the engineering industry, as well as other sectors, on how to improve employee motivation and performance.

RESEARCH OBJECTIVES

The research objectives of The Impact of Career Motivation Reflecting On The Employee Performance in Worley Company are:

- To identify the factors that influence career motivation among employees in Worley Company.
- To examine the level of career motivation among employees in Worley Company.
- To explore the impact of career motivation on the job satisfaction of employees in Worley Company.
- To investigate the relationship between career motivation and employee engagement in Worley Company.
- To determine the extent to which career motivation affects employee performance in Worley Company.
- To examine the role of leadership in enhancing career motivation and employee performance in Worley Company.
- To explore the impact of training and development on career motivation and employee performance in Worley Company.
- To identify the challenges faced by employees in achieving career motivation in Worley Company.
- To provide recommendations for improving career motivation and employee performance in Worley Company.
- To contribute to the existing literature on the relationship between career motivation and employee performance in the context of Worley Company.

LITERATURE REVIEW

Numerous studies have investigated the relationship between career motivation and employee performance in various industries. According to a study conducted by Al-Sabaie and Al-Rumaih (2018) in the Saudi Arabian context, career motivation has a significant impact on employee performance in organizations. They found that employees who were highly motivated towards their career were more likely to perform well and achieve their objectives compared to those who lacked motivation.

Impact of Career Motivation on Employee Performance: Career motivation refers to the drive and ambition of an employee to progress in their career path. Many studies have indicated that career motivation can have a significant impact on employee performance. When employees are motivated, they tend to perform better, are more engaged in their work, and show higher job satisfaction levels. In contrast, a lack of motivation can result in lower productivity and job dissatisfaction, which can ultimately lead to employee turnover (Suliman & Iles, 2000; Batool, 2016).

Discrepancy theory by Porter explains that “An employee will be satisfied if there is no difference between what is desired and his perception of reality, by measuring one's job satisfaction by calculating the difference between what should be and the perceived reality”. Next Locke said that “Employee job satisfaction depends on the difference between something earned and expected by the employee”. If the employee gets bigger than expected, then the employee will be satisfied, and vice versa.

As per Equity theory (Adam's theory of justice) shown below in figure.?? The principle of this theory is that “People will feel satisfied or dissatisfied, depending on whether they feel the existence of equity or not on a situation”. In addition to that he said: “There are four main components in this theory, namely input, outcome, comparison person and equity-inequity”. This theory posits that employee satisfaction or dissatisfaction stems from their evaluation of their own input-output ratio

in comparison to other employees' input-output ratios. When an employee perceives this comparison to be fair, they will likely experience satisfaction. Conversely, when inequities arise, two scenarios can occur: one in which the employee benefits from the injustice, and another in which comparable employees benefit from the opposite of the injustice.

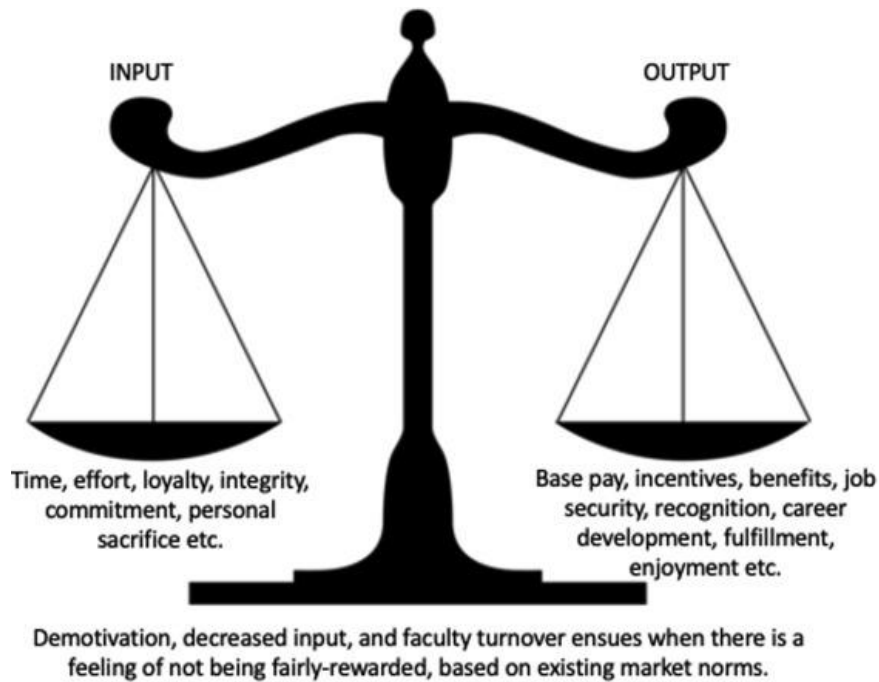


Figure.1: Equity Theory, Adams theory of justice.

Studies have shown that career development opportunities can significantly impact employee motivation and performance. A study conducted by Kassim and Bateh (2019) on the impact of career development on employee motivation in the UAE found that employees who had access to career development opportunities were more motivated and had higher levels of job satisfaction than those who did not have such opportunities. Similarly, a study by Al-Khatib et al. (2018) on the impact of career development on employee performance in Saudi Arabia found that employees who had access to career development opportunities performed better and were more committed to their organizations than those who did not.

CHAPTER 3: RESEARCH METHODOLOGY

The goal of this study is to explore how career motivation influences employee performance at Worley Company in Saudi Arabia. To accomplish this, a qualitative approach will be used, involving a survey questionnaire to collect data from employees and managers at Worley Company. This approach will guide the research design, sampling strategy, data collection method, and data analysis technique.

RESEARCH DESIGN

The research design selected for this study is a cross-sectional survey design. This design allows for data to be collected at a single point in time, making it efficient and cost-effective by using google forms. A survey questionnaire will be developed to collect data from the employees of Worley Company. The questionnaire will be designed to measure employee motivation and performance.

SAMPLING STRATEGY

The population of interest in this study is employees of Worley Company in Saudi Arabia (eastern province). The sample size will be determined using a confidence level of 95% and a margin of error of 5%. A total of 50 employees will be selected using a simple random sampling technique. The inclusion criteria for the study are employees who have been working in the company for at least one year.

DATA COLLECTION

Data will be collected using a self-administered survey questionnaire. The questionnaire will be distributed to the selected employees, and they will be given a period of two weeks to complete and return the questionnaires. The survey questionnaire will consist of two main sections. The first section will collect demographic data, while the second section will assess employee motivation and performance.

DATA ANALYSIS

Data collected from the survey questionnaires will be analyzed using descriptive and inferential statistics. Descriptive statistics will be used to summarize the data, while inferential statistics will be used to test the hypotheses. The data will be analyzed using Microsoft Excel.

CHAPTER 4: STUDY ANALYSIS

The questionnaire aims to explore various factors influencing employee performance, job satisfaction, and career motivation among Worley Company employees. The questionnaire consists of multiple-choice questions covering demographics, job level, job performance, job satisfaction, motivation, and factors affecting job performance and satisfaction.

GENDER AND NATIONALITY:

The majority of respondents (84%) were male, and 16% were female. All respondents were Saudi nationals except for 8 male respondent who was a non-Saudi national. The gender and nationality distribution of the respondents may not be representative of the overall Worley Company population. However, it may indicate that the majority of employees in the company are male and Saudi nationals.

What is your gender?
50 responses

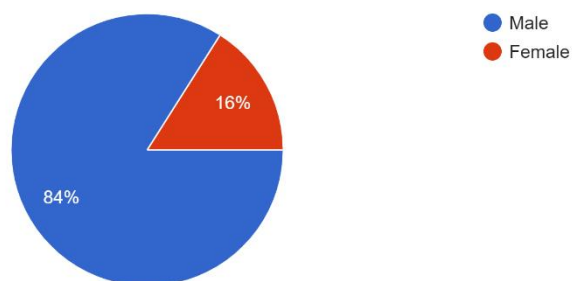


Figure.2: Gender analysis.

Your Nationality
50 responses

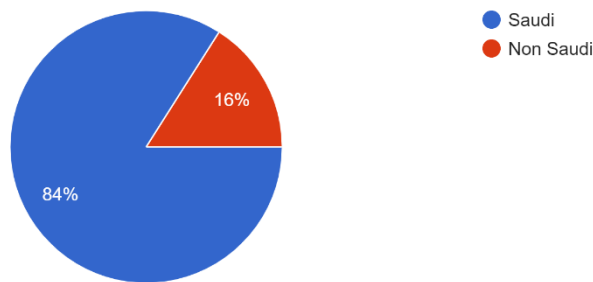


Figure.3: Nationality analysis.

AGE AND LEVEL OF POSITION:

The majority of respondents (58%) were between 31 and 40 years old, while 36% were between 41 and 60 years old, and 6% were between 25 and 30 years old. The results indicate that the majority of respondents were middle-aged or older.

What is your age?
50 responses

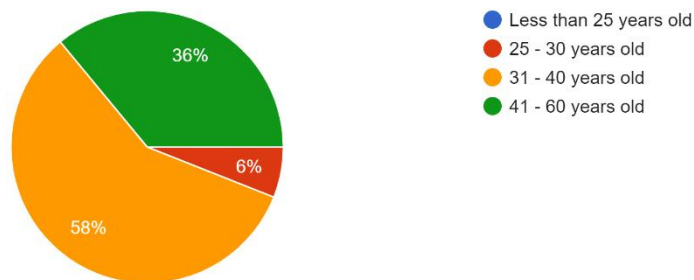


Figure.4: Age analysis.

In terms of job level, 66% of respondents held senior-level positions, 22% held mid-level positions, 8% held managerial level positions, and 4% held entry-level positions.

What is your level of position in Worley Company?

50 responses

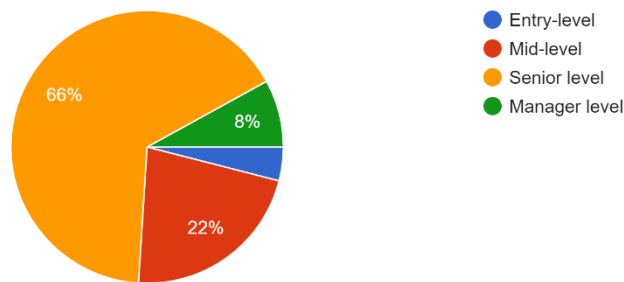


Figure.5: Level of position analysis.

JOB PERFORMANCE AND MOTIVATION:

Regarding job performance, the majority of respondents (70%) rated their job performance in the past year as high or very high. 24% rated their job performance as moderate, while 6% rated their job performance as low or very low.

How would you rate your job performance in the past year?

50 responses

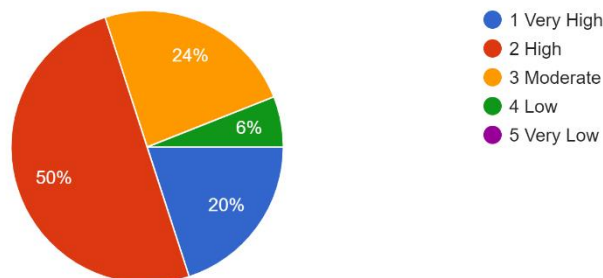


Figure.6: Job performance analysis.

Concerning career motivation, 42% of respondents were moderately motivated, 32% were slightly motivated, 16% were very motivated, and 10% were not motivated at all.

To what extent do you feel motivated to progress in your career at Worley Company?

50 responses

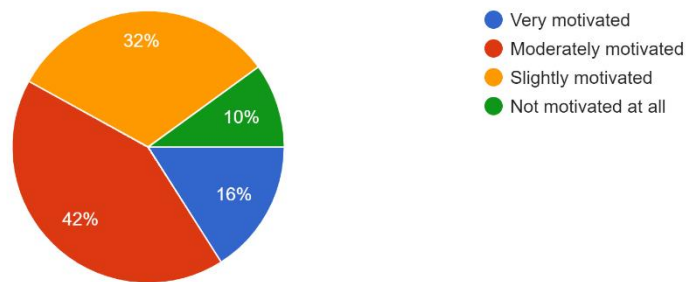


Figure.7: Job motivation analysis.

FACTORS AFFECTING JOB PERFORMANCE AND SATISFACTION:

Opportunities for growth and development were the most commonly selected factor influencing job performance (18%), followed by compensation and benefits (14%), job autonomy and flexibility (12%), supportive work environment and colleagues (6%), the compilations of all these are (50%).

What factors do you think influence your job performance?

50 responses

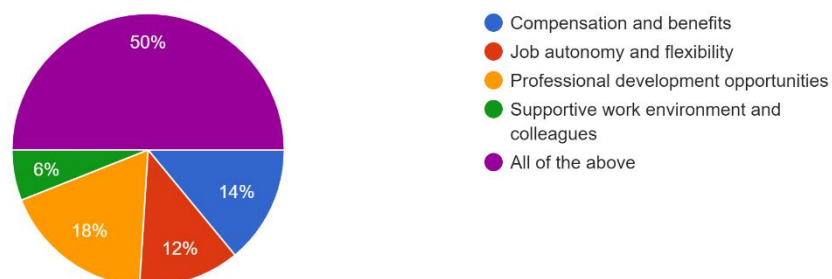


Figure.8: Factors affecting job performance analysis.

The satisfaction of the employee was 52%, while 36% we neutral, and 12% we unsatisfied. These results indicate that 52% of the employee are satisfied and 48% are between neutral and unsatisfied.

How satisfied are you with your job at Worley Company?

50 responses

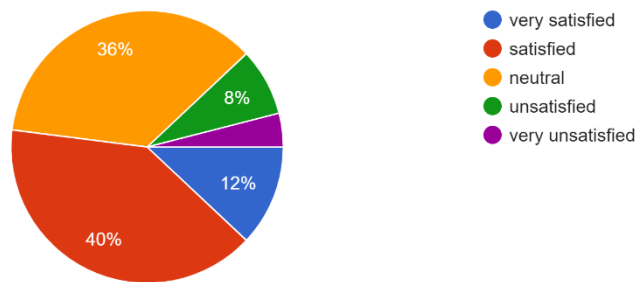


Figure.9: Level of satisfaction analysis.

Compensation and benefits were the most commonly selected factor influencing job performance (74%), followed by opportunities for growth and development (70%), good relationships with colleagues and supervisors (66%), recognition and appreciation for work (50%), job security (56%), company culture and values (38%).

What factors do you think contribute to job satisfaction at Worley Company? (Select all that apply)

50 responses

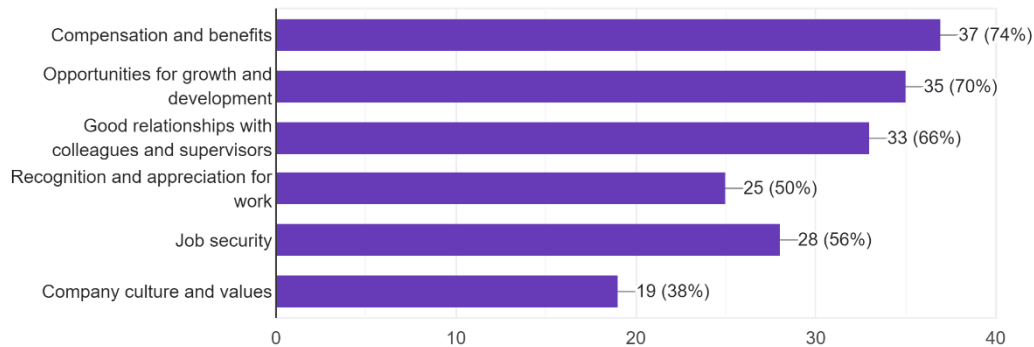


Figure.10: Factors affecting job satisfaction analysis.

TRAINING AND BENEFITS:

Most of respondents agreed or totally agreed that they would keep working for the company if they received proper training and proper benefits..

If I got a proper training, I will keep working to the company.

50 responses

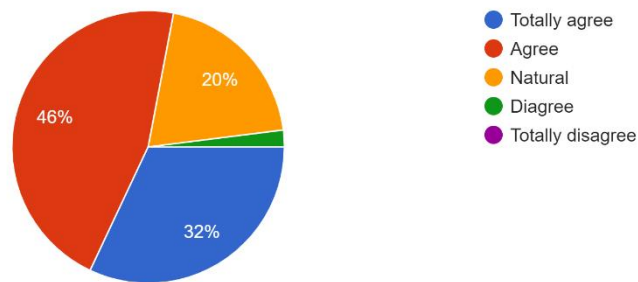


Figure.11: Training analysis.

If I got a proper benefits, I will keep working for the company.

50 responses

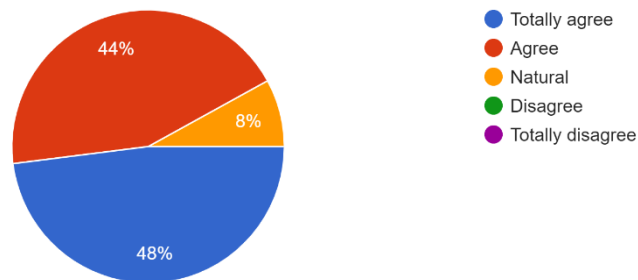


Figure.12: Benefits analysis.

IMPACT OF CAREER MOTIVATION ON EMPLOYEE PERFORMANCE:

Regarding the impact of career motivation on employee performance, the majority of respondents (58%) believed that career motivation impacts employee performance very much, while 34% believed it impacts employee performance completely, and 8% believed it impacts employee performance moderately.

How much do you believe that career motivation impacts employee performance at Worley Company?
50 responses

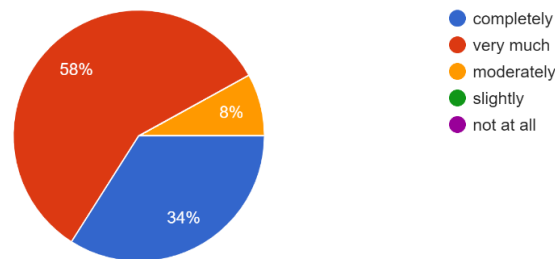


Figure.13: Impact of Career Motivation on Employee Performance analysis.

ASSESSING MOTIVATION FOR CAREER GOALS AT WORLEY COMPANY

This question is intended to assess employees' motivation to achieve their career goals within Worley Company. The responses range from "very motivated" to "not motivated at all." Out of the 50 respondents, (38%) indicated that they were "moderately motivated," (34%) were "extremely and very motivated," (20%) were "slightly motivated," and (8%) were "not motivated at all." These results indicate that the majority of employees are motivated to achieve their career goals within the Worley Company, with 72% of respondents indicating that they were either "extremely", "very" and "moderately" motivated.

How motivated are you to achieve your career goals within Worley Company?
50 responses

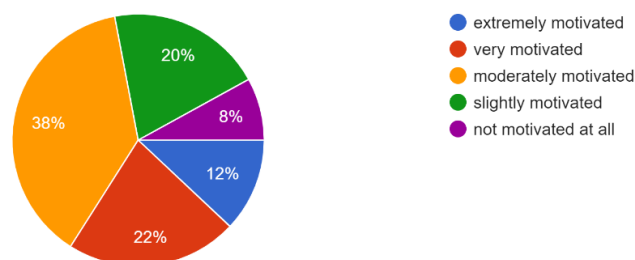


Figure.14: Assessing Motivation for Career Goals at Worley Company analysis.

IMPORTANCE OF CAREER DEVELOPMENT IN JOB CONSIDERATION

This question is designed to assess the importance of career development to employees when considering a job opportunity. The responses range from "very important" to "not important at all."

Out of the 50 respondents, 33 (66%) indicated that career development was "very important," 14 (28%) indicated that it was "moderately important," 3 (6%) indicated that it was "slightly important,"

These results indicate that career development is important to the majority of employees, with 94% of respondents indicating that it was either "very" or "moderately" important.

How important is career development to you when considering a job opportunity?
50 responses

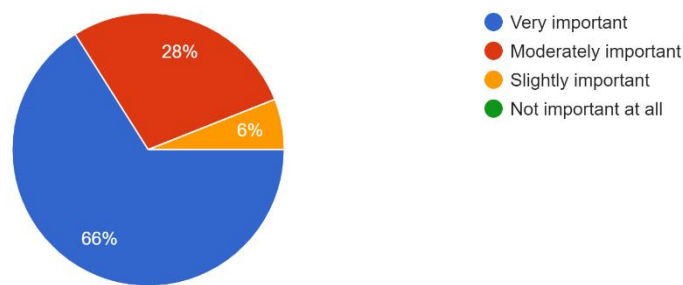


Figure.15: Importance of Career Development in Job Consideration analysis.

FACTORS INFLUENCING CAREER MOTIVATION

This question is designed to identify the factors that influence employees' career motivation. Respondents were allowed to select multiple factors from a list that included opportunities for career development and advancement, competitive salary and benefits, positive work culture and environment, good relationship with coworkers and supervisors, and recognition and rewards for good performance. Out of the 50 respondents, 40 (80%) selected opportunities for career development and advancement, 41 (82%) selected positive work culture and environment, 40 (80%) selected good relationship with coworkers and supervisors, 41 (82%) selected competitive salary and benefits, and 29 (58%) selected recognition and rewards for good performance.

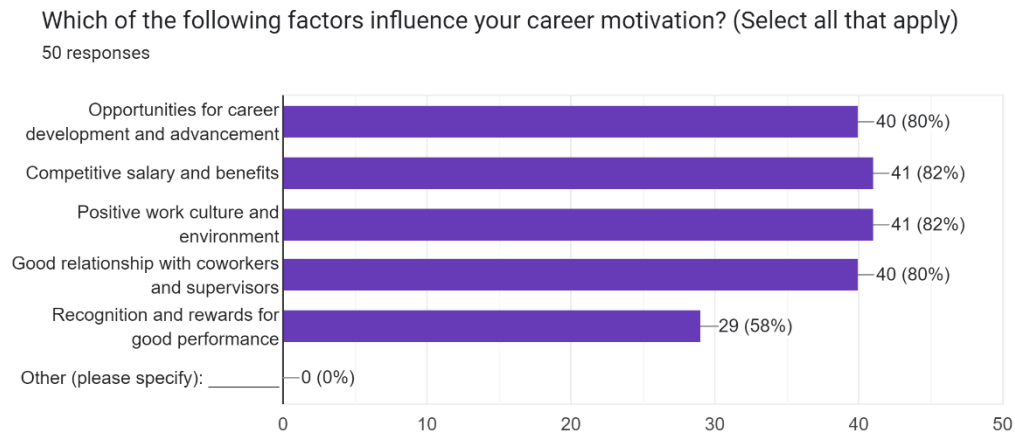


Figure.16: Factors influencing career motivation analysis.

CAREER DEVELOPMENT SATISFACTION AT WORLEY COMPANY.

This question is designed to assess employees' satisfaction with the current career development opportunities provided by the Worley Company. The responses range from "very satisfied" to "very unsatisfied." Out of the 50 respondents, 4 (8%) indicated that they were "very satisfied," 11 (22%) were "satisfied," 17 (34%) were "neutral," 12 (24%) were "unsatisfied," and 6 (12%) were "very unsatisfied."

How satisfied are you with the current career development opportunities provided by Worley Company?

50 responses

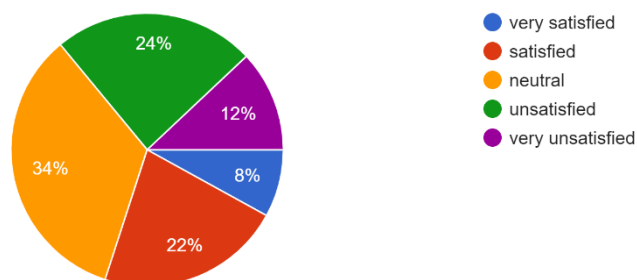


Figure.17: Career Development Satisfaction at Worley Company analysis.

EMPLOYEE DEVELOPMENT:

This question of the survey asked about the frequency of training and development opportunities provided by the company. Out of the 50 respondents, 34 (68%) stated that they receive training and development opportunities between rarely and never.

How often do you receive training and development opportunities at Worley Company?
50 responses

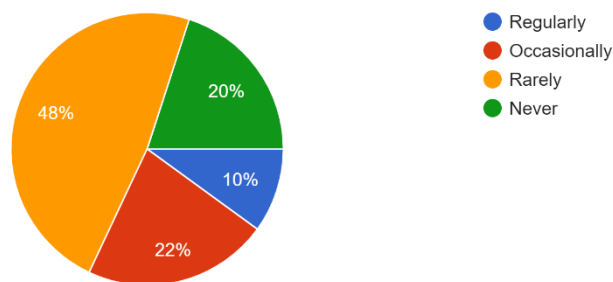


Figure.18: Employee development analysis.

CAREER DEVELOPMENT SUPPORT:

This question of the survey aimed to understand the extent of career development support provided by supervisors. Out of the 50 respondents, 9 (18%) reported full support, 10 (20%) reported significant support, while 9 (18%) reported some support, and 14 (28%) reported moderate support, and 8 (16%) reported very little support.

To what extent do you feel that your supervisor supports your career development at Worley Company?
50 responses

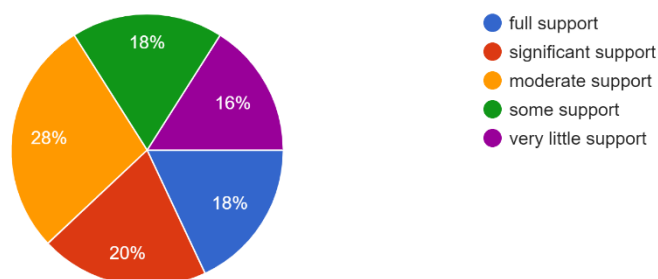


Figure.19: Career development by supervisor support analysis.

COMMUNICATION:

This question asked the respondents to rate the communication between management and employees. Out of the 50 respondents, 13 (26%) rated the communication between management and employees as high and very high,.

How would you rate the communication between management and employees at Worley Company?
50 responses

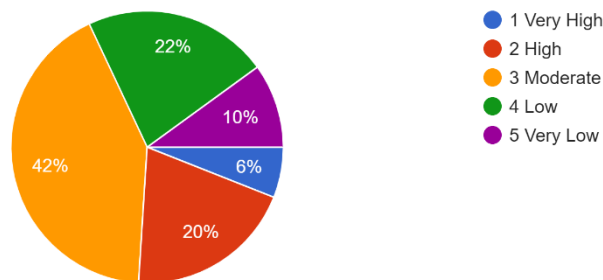


Figure.20: Communication analysis.

EMPLOYEE VALUATION:

This question aimed to understand whether the employees feel that their input is valued. Out of the 50 respondents, 26 (52%) agreed and totally agreed that their input is valued, while 20 (40%) remained neutral.

Do you feel that your input is valued at Worley Company?
50 responses

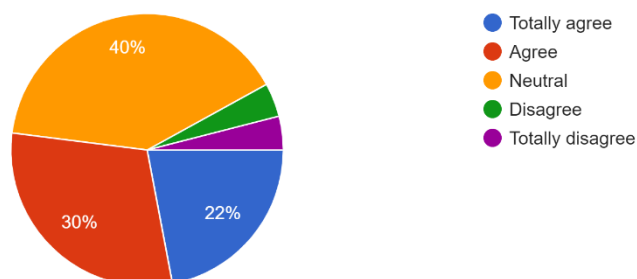


Figure.21: Valued input analysis.

LONG WORKING HOURS:

This question aimed to understand the impact of long working hours on job performance. Out of the 50 respondents, 45 (90%) agreed and totally agreed that long working hours impact their job performance. This is a concern because the percentage is very high to cause significant worry.

Long working hours is impacting my job performance
50 responses

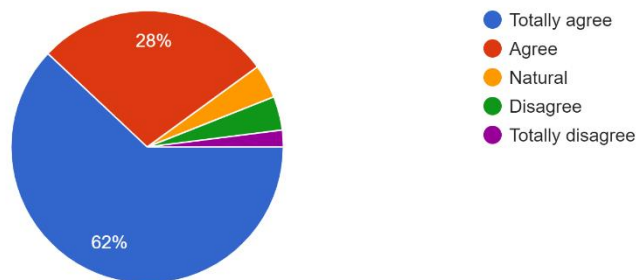


Figure.22: Long working hours analysis.

RECOGNITION AND REWARDS:

This question asked the respondents to rate their satisfaction level with the recognition and rewards provided for their job performance. Out of the 50 respondents, 12 (24%) reported being satisfied and very satisfied, 18 (36%) remained neutral, and 20 (40%) were unsatisfied and very unsatisfied.

How satisfied are you with the recognition and rewards for your job performance at Worley Company?
50 responses

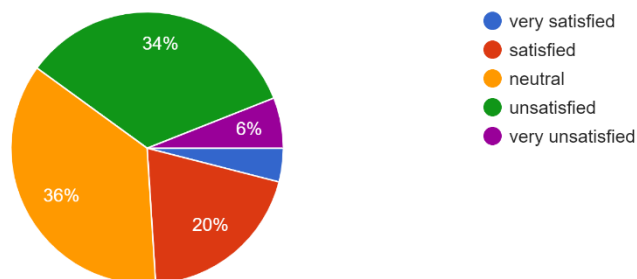


Figure.23: Recognition and Rewards analysis.

EMPLOYEE ADVOCACY:

This question aimed to understand the employees' willingness to recommend the company as an employer to their friends and family. Out of the 50 respondents, 24 (48%) stated that they were very likely and very likely to recommend the company, indicating a positive work culture and employee satisfaction and that means that big percentage of employees will recommend their family and friends but need more improvement.

How likely are you to recommend Worley Company as an employer to your friends and family?
50 responses

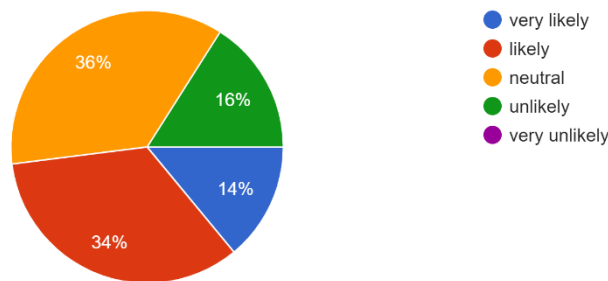


Figure.24: Employee advocacy analysis.

JOB PERFORMANCE FEEDBACK:

These two questions aimed to understand the frequency and satisfaction level with the feedback received on job performance and employees satisfaction about the feedback. Out of the 50 respondents, 9 (18%) reported receiving feedback regularly, while 31 (62%) reported receiving feedback occasionally. Regarding satisfaction, 15 (30%) reported being satisfied and very satisfied, 26 (52%) remained neutral, and 9 (18%) reported being dissatisfied and very dissatisfied.

How often do you receive feedback on your job performance at Worley Company?

50 responses

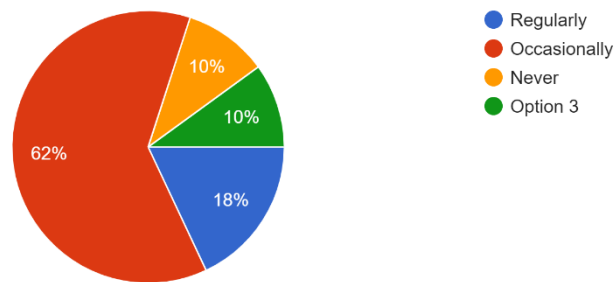


Figure.25: Job performance feedback analysis.

How satisfied are you with the feedback and recognition you receive for your job performance?

50 responses

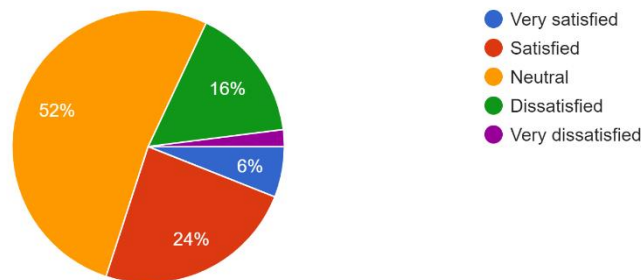


Figure.26: Feedback satisfaction analysis.

CHAPTER 5: STUDY RESULTS & RECOMMENDATIONS

STUDY RESULT

The questionnaire aimed to explore various factors that influence employee performance, job satisfaction, and career motivation among Worley Company employees. The questionnaire consisted of multiple-choice questions covering demographics, job level, job performance, job satisfaction, motivation, and factors affecting job performance and satisfaction. The survey had 50 respondents, the majority of whom were male (84%), and all respondents were Saudi nationals except for 8 male respondent who was a non-Saudi national. In terms of age and level of position, the majority of respondents were between 41 and 60 years old, and the majority of respondents held senior-level

positions. These results suggest that Worley Company has a more experienced and hierarchical workforce.

Concerning job performance, the majority of respondents (70%) rated their job performance in the past year as high or very high, indicating that the majority of employees at Worley Company are performing well in their jobs. In terms of career motivation, the majority of respondents answered that they are motivated in their job. These results suggest that there is room for improvement in career motivation among Worley Company employees.

Regarding factors affecting job performance and satisfaction, compensation and benefits were the most commonly selected factor influencing job performance, followed by opportunities for growth and development, followed by good relationships with colleagues and supervisors, in addition to recognition and appreciation for work, followed by job security, and company culture and values. These results suggest that Worley Company can improve employee retention and satisfaction by providing competitive compensation, benefits packages, opportunities for career growth, good relationships with colleagues and supervisors, in addition to recognition, appreciation for work, job security, and company culture.

All respondents agreed that they would keep working for the company if they received proper training and proper benefits, indicating that Worley Company can retain employees by providing adequate training and benefits packages.

As a result of the survey, it was found that a large proportion of respondents believed career motivation to be a significant factor in employee performance at Worley Company. Specifically, a majority believed it impacted employee performance "very much," while a significant portion believed it impacted performance "completely," and a smaller proportion believed it had a "moderate" impact. These findings suggest that career motivation is a critical factor in employee performance at Worley Company.

The results of the survey indicate that the majority of the employees at Worley Company are motivated to achieve their career goals within the company, with most respondents falling into the "moderately," "extremely," or "very" motivated categories. However, a small percentage of respondents indicated that they were only "slightly" motivated or "not motivated at all." Overall, these findings suggest that career motivation is an important factor for many employees at Worley Company.

Based on the responses of 50 employees, it was found that the majority of them consider career development to be important when considering a job opportunity. Specifically, most respondents indicated that it was either "very important" or "moderately important."

Opportunities for career development and advancement, positive work culture and environment, good relationship with coworkers and supervisors, competitive salary and benefits, and recognition and rewards for good performance are all important factors that influence employee career motivation, with the majority of employees being motivated by all of these factors.

The results indicate that a significant proportion of employees expressed dissatisfaction with the current career development opportunities provided by the company, while a smaller proportion expressed satisfaction. Moreover, a considerable number of respondents indicated a neutral stance on this issue. The results suggest that the company needs to reevaluate its career development programs and take steps to address employee concerns in this area. This could help improve employee satisfaction, increase retention rates, and promote better job performance.

The majority of respondents reported that they rarely or never receive training and development opportunities from the company, suggesting that there is a need for the company to invest in its employees' career development.

A majority of respondents feel supported in their career development by their supervisors, with varying levels of support reported ranging from "full support" to "very little support". Overall, this is a positive aspect of the company's work culture.

The majority of the respondents rated the communication between management and employees as low or average, indicating that the company needs to improve its communication channel with its employees.

A significant proportion of the employees feel that their opinions and ideas are valued by the company, indicating the importance of valuing employees' input for their satisfaction.

Many respondents agreed that long working hours have a negative impact on their job performance, indicating a cause for concern due to the high percentage of agreement.

The majority of employees remained neutral or were unsatisfied and very unsatisfied with the recognition and rewards provided for their job performance. Only a minority reported being satisfied and very satisfied. These results suggest that the company needs to focus on improving its recognition and rewards system to increase employee satisfaction.

A significant number stated that they would recommend the company, suggesting a positive work culture and employee satisfaction. However, there is room for improvement to further increase the likelihood of recommendations.

The majority of respondents reported receiving feedback occasionally rather than regularly. Regarding satisfaction, a significant proportion of employees remained neutral, while a minority reported being satisfied and very satisfied. However, some employees reported being dissatisfied and very dissatisfied with the feedback. This suggests that the company needs to improve its feedback and recognition system to increase employee satisfaction.

RECOMMENDATIONS

Based on the results of the study, here are some recommendations:

Career Development: The company should re-evaluate its career development programs and take steps to address employee concerns in this area. It could invest in its employees' career development by providing training and development opportunities. This would increase employee satisfaction, retention rates, and promote better job performance.

Communication: The company should improve its communication channel with its employees to ensure that their opinions and ideas are valued. This would increase employee satisfaction and promote a positive work culture.

Recognition and Rewards: The company should focus on improving its recognition and rewards system to increase employee satisfaction. It could consider introducing performance-based bonuses, incentives, and other rewards to motivate employees and recognize their efforts.

Feedback and Recognition: The company should improve its feedback and recognition system to increase employee satisfaction. It could provide regular feedback and recognition to employees to motivate them and ensure their job satisfaction.

Work-Life Balance: The company should consider reviewing its working hours to ensure that it does not negatively affect employee job performance. This would increase employee satisfaction and promote a positive work culture.

Employee Retention: The company should focus on providing competitive compensation, benefits packages, opportunities for career growth, good relationships with colleagues and supervisors, in addition to recognition, appreciation for work, job security, and company culture. This would help in retaining employees by providing adequate training and benefits packages.

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Foster positive work culture: The company should focus on fostering a positive work culture by promoting work-life balance, offering opportunities for career growth, recognizing and rewarding good performance, and creating a supportive work environment.

Monitor employee satisfaction: The company should monitor employee satisfaction regularly by conducting surveys or focus groups to identify areas for improvement and assess the effectiveness of its programs and initiatives. This could help the company to identify and address concerns before they become major issues and ensure that employees are satisfied and motivated to perform their best.

CHAPTER 6: CONCLUSION

In conclusion, the study aimed to explore how career motivation influences employee performance at Worley Company in Saudi Arabia. The research design used a cross-sectional survey design, and data were collected using a self-administered survey questionnaire from 50 employees of the company. The results indicate that career motivation is a critical factor in employee performance, and the majority of employees are motivated to achieve their career goals within the company. However, there is room for improvement in career motivation among Worley Company employees. The study highlights the importance of providing employees with opportunities for career development and advancement, positive work culture, good relationships with coworkers and supervisors, competitive salary and benefits, and recognition and rewards for good performance. The study also suggests that the company needs to reevaluate its career development programs and invest in its employees' career development to improve employee satisfaction, increase retention rates, and promote better job performance.

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APPENDIX A
QUESTIONNAIRE

A SURVEY STUDY OF THE IMPACT OF CAREER MOTIVATION REFLECTING ON EMPLOYEE PERFORMANCE AT WORLEY COMPANY

A STUDY ABOUT THE IMPACT OF CAREER MOTIVATION REFLECTING ON EMPLOYEE
PERFORMANCE AT WORLEY COMPANY

Section 1 of 4

Demographic Information

- What is your gender?

Male

Female

- Your Nationality

Saudi

Non- Saudi

- What is your age?

Less than 25 years old

25 - 30 years old

31 - 40 years old

41 - 60 years old

- What is your level of position in Worley Company?

Entry-level

Mid-level

Senior level

Manager level

- How long have you been working for Worley Company?

Less than 1 year

1-3 years

3-5 years

More than 5 years

Section 2 of 4

Job Performance

- How would you rate your job performance in the past year?

1 Very High

2 High

3 Moderate

4 Low

5 Very Low

- To what extent do you feel motivated to progress in your career at Worley Company?

Very motivated

Moderately motivated

Slightly motivated

Not motivated at all

- What factors do you think influence your job performance?

Compensation and benefits

Job autonomy and flexibility

Professional development opportunities

Supportive work environment and colleagues

All of the above

- How satisfied are you with your job at Worley Company?

very satisfied

satisfied

neutral

unsatisfied

very unsatisfied

- What factors do you think contribute to job satisfaction at Worley Company? (Select all that apply)

Compensation and benefits

Opportunities for growth and development

Good relationships with colleagues and supervisors

Recognition and appreciation for work

Job security

Company culture and values

- If I got a proper training, I will keep working to the company.

Totally agree

Agree

Natural

Disagree

Totally disagree

- If I got a proper benefits, I will keep working for the company.

Totally agree

Agree

Natural

Disagree

Totally disagree

- How much do you believe that career motivation impacts employee performance at Worley Company?

completely

very much

moderately

slightly

not at all

Employee Motivation

- How motivated are you to achieve your career goals within Worley Company?

extremely motivated

very motivated

moderately motivated

slightly motivated

not motivated at all

- How important is career development to you when considering a job opportunity?

Very important

Moderately important

Slightly important

Not important at all

- Which of the following factors influence your career motivation? (Select all that apply)

Opportunities for career development and advancement

Competitive salary and benefits

Positive work culture and environment

Good relationship with coworkers and supervisors

Recognition and rewards for good performance

Other (please specify): _____

- How satisfied are you with the current career development opportunities provided by Worley Company?

very satisfied

satisfied

neutral

unsatisfied

very unsatisfied

Existing Practices Related to Employee Motivation

- How often do you receive training and development opportunities at Worley Company?

Regularly
Occasionally
Rarely
Never

- To what extent do you feel that your supervisor supports your career development at Worley Company?

full support
significant support
moderate support
some support
very little support

- How would you rate the communication between management and employees at Worley Company?

1 Very High
2 High
3 Moderate
4 Low
5 Very Low

- Do you feel that your input is valued at Worley Company?

Totally agree
Agree
Neutral
Disagree
Totally disagree

- Long working hours is impacting my job performance



Totally agree

Agree

Neutral

Disagree

Totally disagree

- How satisfied are you with the recognition and rewards for your job performance at Worley Company?

very satisfied

satisfied

neutral

unsatisfied

very unsatisfied

- How likely are you to recommend Worley Company as an employer to your friends and family?

very likely

likely

neutral

unlikely
very unlikely

- How often do you receive feedback on your job performance at Worley Company?

Regularly
Occasionally
Never

- How satisfied are you with the feedback and recognition you receive for your job performance?

Very satisfied
Satisfied
Neutral
Dissatisfied
Very dissatisfied

Thank you for participating in this survey. Your responses will be kept confidential and used for research purposes only.



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