

العوامل المؤثرة الرئيسة التي تؤثر على أداء الموظفين في القطاع الخاص في المملكة العربية السعودية: تتمركز على التحفيز والقيادة وبيئة العمل والمشاركة في صنع القرار

Exploring Key Factors Influencing Employee Performance in Saudi Arabia's Private Sector: A Focus on Motivation, Leadership, Work Environment, and Engagement in Decision-Making

الإعداد: الإعداد:

فصيل الرفاعي 221000714

فوزيه العلي 20222006076

الإشراف: د.وليد سليمان

العام الدراسي :

الفصل الدراسي الثاني لعام 2023

## Contents

|                        |   |
|------------------------|---|
| Research Proposal..... | 2 |
| 1. Introduction .....  | 2 |

|                                                      |   |
|------------------------------------------------------|---|
| 2. Research Problem .....                            | 3 |
| 3. Importance and Objectives of the Research .....   | 3 |
| 4. Research Hypotheses .....                         | 3 |
| 5. Literature Review .....                           | 3 |
| 6. Research Methodology.....                         | 4 |
| 7. Research Limits .....                             | 5 |
| 8. General Perception of the Research Structure..... | 5 |
| 1. Introduction.....                                 | 5 |
| 2. Research Problem.....                             | 5 |
| 3. Importance and Objectives of the Research .....   | 5 |
| 4. Research Hypotheses.....                          | 5 |
| 5. Literature Review .....                           | 5 |
| 6. Research Methodology .....                        | 5 |
| 7. Results and Analysis .....                        | 5 |
| 8. Discussion.....                                   | 5 |
| 9. Conclusion and Recommendations .....              | 5 |
| 10. References.....                                  | 5 |
| 9. References .....                                  | 5 |
| 10. Timeline.....                                    | 7 |

## Research Proposal

### 1. Introduction

This research aims to investigate the factors affecting employee performance in the private sector in Saudi Arabia, with a focus on motivation and leadership, working environment, training and development, and engagement in decision-making (Armstrong & Taylor, 2014; Bakker &

Demerouti, 2017; Noe, 2017; Yukl, 2013). The study will contribute to the understanding of how these factors influence employee performance and provide insights for organizations to enhance their employees' productivity and overall organizational success.

## **2. Research Problem**

Despite the importance of employee performance in the private sector, there is limited research on the factors that influence employee performance in Saudi Arabia. This study seeks to fill this gap by examining the key factors affecting employee performance in the private sector in Saudi Arabia.

## **3. Importance and Objectives of the Research**

The research aims to:

- Identify the key factors affecting employee performance in the private sector in Saudi Arabia.
- Examine the relationship between motivation and leadership, working environment, training and development, and engagement in decision-making and employee performance (Armstrong & Taylor, 2014; Bakker & Demerouti, 2017; Noe, 2017; Yukl, 2013).
- Provide recommendations for organizations to improve employee performance.

## **4. Research Hypotheses**

H1: Motivation and leadership have a positive impact on employee performance (Yukl, 2013).

H2: A conducive working environment positively influences employee performance (Bakker & Demerouti, 2017).

H3: Training and development programs enhance employee performance (Noe, 2017).

H4: Employee engagement in decision-making positively affects employee performance (Armstrong & Taylor, 2014).

## **5. Literature Review**

The literature review will cover studies on motivation and leadership (Yukl, 2013), working environment (Bakker & Demerouti, 2017), training and development (Noe, 2017), and engagement in decision-making (Armstrong & Taylor, 2014). The review will provide a comprehensive understanding of the existing research on these factors and their impact on employee performance.

**The literature review will explore the following key areas:**

- The impact of motivation and leadership on employee performance, including the role of transformational and transactional leadership styles (Bass & Riggio, 2006; Velu et al., 2017).
- The influence of work environment factors such as lighting, temperature, noise, layout, and interior design on employee motivation and productivity (Chargespot, 2022; Genzorová, 2017).
- The importance of training and development in enhancing employee performance and engagement (Maryville University Online, 2021; Ottawa University, 2021).
- The benefits of involving employees in decision-making processes, including increased commitment, creativity, and overall organizational success (Chron, 2011; HRZone, 2017).

## **6. Research Methodology**

- The research will employ a mixed-methods approach, including quantitative and qualitative data collection and analysis (Creswell & Creswell, 2017). A survey will be conducted among employees in the private sector in Saudi Arabia to gather quantitative data on the factors affecting their performance. In-depth interviews will be conducted with selected participants to gain qualitative insights into their experiences and perceptions of the factors influencing their performance (Creswell & Creswell, 2017).

**The research questions for this study are:**

- How do motivation and leadership styles affect employee performance in Saudi Arabia's private sector?
- What are the key work environment factors that influence employee performance and satisfaction?
- How does training and development contribute to employee engagement and performance?
- What is the impact of employee involvement in decision-making on organizational success?

## **7. Research Limits**

The study will focus on the private sector in Saudi Arabia, limiting the generalizability of the findings to other sectors or countries. Additionally, the research will rely on self-reported data from employees, which may be subject to biases.

## **8. General Perception of the Research Structure**

The research will be structured as follows:

- 1. Introduction**
- 2. Research Problem**
- 3. Importance and Objectives of the Research**
- 4. Research Hypotheses**
- 5. Literature Review**
- 6. Research Methodology**
- 7. Results and Analysis**
- 8. Discussion**
- 9. Conclusion and Recommendations**
- 10. References**

## **9. References**

Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Noe, R. A. (2017). *Employee training and development*. McGraw-Hill Education. Yukl, G. (2013). *Leadership in organizations*. Pearson Education Limited.

Chargespot. (2022). *Work Environment Factors That Affect Employee Performance*. Retrieved from <https://www.chargespot.com/workspaces/work-environment-factors-that-affect-employee-performance/>

- Maryville University Online. (2021). Importance of Training and Development for Employees. Retrieved from <https://online.maryville.edu/blog/importance-of-training-and-development/>
- Chron. (2011). The Advantages of Employee Involvement in Decision Making. Retrieved from <https://smallbusiness.chron.com/advantages-employee-involvement-decision-making-18264.html>
- Ottawa University. (2021). 5 Benefits of Training and Development. Retrieved from <https://www.ottawa.edu/online-and-evening/blog/january-2021/5-benefits-of-training-and-development>
- Genzorová, T. (2017). Impact of Workplace Environment on Employee Performance. Retrieved from <https://www.ispatguru.com/impact-of-workplace-environment-on-employee-performance/>
- Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership (2nd ed.). Psychology Press.
- Veliu, L., Manxhari, M., Demiri, V., & Sylá, A. (2017). The impact of leadership style on job satisfaction: A study of Kosovo institutions. *Journal of Economics and Business*, 1(1), 7-18.
- HRZone. (2017). 5 Reasons to Engage Employees in Decision Making. Retrieved from <https://www.hrzone.com/community/blogs/sashag/5-reasons-to-engage-employees-in-decision-making>
- Raimonda, A., Zhonghua, L., & Adrian, W. (2015). The impact of leadership on employee motivation in Malaysian telecommunications. *Procedia - Social and Behavioral Sciences*, 172, 563-570.
- Bushiri, M. J. (2017). Impact of employees motivation on organizational effectiveness. *European Journal of Business and Management*, 9(18), 62-71.
- Chron. (2011). The Importance of Training & Development in the Workplace. Retrieved from <https://smallbusiness.chron.com/importance-training-development-workplace-10321.html>
- Seismic. (2023). The Importance of Workplace Training and Development. Retrieved from <https://www.seismic.com/enabement-explainers/the-importance-of-training/>
- ThoughtExchange. (2021). Accelerate Decision-Making by Involving Employees. Retrieved from <https://thoughtexchange.com/blog/employee-involvement-decision-making/>
- Bushiri, M. J. (2017). Impact of employees motivation on organizational effectiveness. *European Journal of Business and Management*, 9(18), 62-71.

## **10. Timeline**

- Week 1-2: Conduct literature review and finalize research proposal.
- Week 3-4: Develop survey and interview questions, and obtain necessary approvals.
- Week 5-6: Conduct survey and interviews.
- Week 7-8: Analyze data and draft results section.
- Week 9-10: Write discussion, conclusion, and recommendations.
- Week 11-12: Revise and finalize the research paper.