

العنوان باللغة العربية

العوامل المؤثرة على تحفيز موظفين القطاع البنكي في الرياض في المملكة العربية السعودية

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العام الدراسي:

2023

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Title in English

**Factors Affecting Employees' Motivation in Banking Sector in Riyadh in
Saudi Arabia**

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Year:2023

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Abstract

The Saudi banking industry is very crucial for the development of the economy of Saudi Arabia. Saudi banks' employees' motivation is a force that drives employees' performance toward the organizations' goals and business development. The main purpose of the research is to assess the factors that influence bank employees' motivation in Riyadh, KSA. The study focuses on work environment, salary satisfaction, leadership style, career development, rewards, and recognition as motivational factors. A literature review of these factors and employee motivation provides the basis for the research model and hypotheses. The data is obtained from 40 employees from different banks in Riyadh by using a self-administered questionnaire. Statistical analysis is applied to find the effectiveness of the above-mentioned six variables on employee motivation. Although the sample was limited to banks in Riyadh, it can be viewed as a representative case typical of many other banks in the Kingdom of Saudi Arabia. The results provide strong support for the hypothesis that is a significant and positive relationship between these factors and bank employees' motivation in Riyadh, KSA.

Keywords: motivation, bank, environment, rewards, leadership, salary.

Acknowledgments

We would like to show our gratitude to all participants of this survey. We are also deeply grateful to Dr. Walid Suliman and Dr. Fatimah Mustafa for their feedback on the earlier version of the proposal and their guidance through all the stages of the journey of this research development. We would not have been possible without their significant support.

1. Introduction

According to Srivastava and Bhatia (2013), motivation is defined as activities that can lead to human behavior and how it can be maintained to achieve a particular objective. Motivation is one of the most critical imperative matters in firms. Employee motivation significantly determines workforce productivity, human resource management, and overall organizational performance. Company leaders and managers implement different strategies to impact job performance by analyzing extrinsic and intrinsic motivation factors. Motivated employees use their knowledge and skills efficiently and contribute to the success of banking institutions. Motivation relates to activities, decisions, actions, or policies influencing employee productivity and job commitment (Reizer et al., 2019). Thus, this research will explore factors that impact employee motivation. In particular, in this investigative inquiry, the focus is to clarify the effect of salary satisfaction, work environment, rewards, recognition, career development, and leadership style on employee motivation in the banking sector in Riyadh, Saudi Arabia. What makes the subject of this research particularly relevant today is the essential role of the Saudi banking industry in the progress of the economy of the kingdom of Saudi Arabia. Recently, strengthening financial markets and boasting economic development advocate the accomplishment in Vision 2030 Saudi Arabia (Amuda et al., 2023).

2. Literature Review

2.1. Overview

The literature review is the second chapter of the research, in which a theoretical base is built. In this regard, previous studies conducted on this topic are reviewed supporting the research framework. This chapter reviews previous studies about compensation, motivation, and employee performance. First, the key concepts and definitions are reviewed. The literature was then critically reviewed. Based on previous studies, the framework is constructed in which the independent variable, dependent variable, and mediating variable are identified. Subsequently, hypotheses were constructed and studied in this research.

2.2. Motivation

2.2.1. Concept of Motivation

Motivation is derived from the word motive, which explains the meaning of wants, needs, and desires, or the internal needs of the human being. It is basically the process of acting upon the desired goals for their accomplishment. Guay et al. (2010) refer to motivation as the underlying cause of some behavior. Broussard and Garrison (2004) defined motivation as an attribute or characteristic that drives us to do something or not. Deci et al. (1999) concluded that traditionally for educators, intrinsic motivation is more desirable than extrinsic motivation in terms of a better understanding of outcomes. The psychological factors that help in the accomplishment of goals stimulate people's behavior (Zhang et al, 2009).

2.2.2. Employee Motivation

Employee motivation is a crucial factor for organizational success. Several factors can influence employee motivation, including leadership, job characteristics, management practices, environmental factors, and internal and external rewards (Yusup & Maulani, 2023; Banihashemi & Khalilzadeh, 2022). Similarly, leadership has also been found to have a positive and significant influence on employee motivation (Yusup & Maulani, 2023). The most important function in the field of management is to create willingness among workers so that they work to the best of their capabilities. Thus, the leader's role is to increase interest in the efficiency of employees in their work. The motivation process mainly comprises three steps (Bandura, 1989):

- i. The drive or need
- ii. A reaction or stimulus in which the desires become prominent
- iii. The internal satisfaction of completing the goals, when the needs were satisfied.

It is a theoretical construct that aims to explain the behavior of individuals and is used to represent the rationale of the needs, actions, and desires of individuals. It is also defined as one's direction of behavior. Motivation causes an individual to repeat his/her behavior (Covington, 2001). It prompts an individual to act or behave in a particular manner (Pardee, 1990). According to Rigoli & Pezzulo, (2022), motivation is a process through which an individual is positively stimulated to do something, and it is beyond encouragement. It is a natural urge that is developed through intrinsic stimulation to perform a certain task. It is a deep-down urge that becomes a foundation for doing something. Individuals who are motivated put substantial effort into their work. In contrast, a person without motivation has no urge to put effort into doing work (Rigoli & Pezzulo, 2022).

According to Ryan and Deci (2000), there are two types of motivation i.e. intrinsic and extrinsic. Intrinsic motivation is about self-desire associated with seeking out new challenges, gaining new knowledge, trying new things, and analyzing one's capacity. The driver of intrinsic motivation is the interest or

enjoyment associated with the task itself. It is not driven by external pressures such as rewards. According to Wilson and Lassiter (1982), extrinsic motivation is driven by the desire to attain some outcome. It is influenced by external pressures that are outside of an individual. It is used to achieve those outcomes that cannot be achieved through intrinsic motivation. External factors can also influence employees' motivation. For example, situational factors, such as task difficulty and happiness, can influence employee motivation (Kurniawati & Wisesa, 2021). Additionally, the presence of motivational factors such as rewards and recognition, professional identity, and advancement opportunities can contribute to employee motivation (Banihashemi & Khalilzadeh, 2022).

It is important for organizations to understand and address the factors that influence employee motivation to improve their performance and achieve organizational goals. Strategies such as creating effective incentive programs, providing career development opportunities, and creating a conducive work environment can help improve employee motivation (Muthuswamy & Sharma, 2022).

2.2.3. Motivation Theories

Employee motivation consists of needs and incentives. Maslow's theory of motivation states that the five human needs are physiological, security, social, self-esteem, and self-realization. Alderfer's ERG theory classified Maslow's five human needs into three groups such as existence, relationship, self-esteem, and self-actualization. Employee motivation depends on employee expectations, instrumentality, and valence. Expectation refers to an employee's expectation of rewards that compels them to demonstrate a high level of performance. Instrumentality refers to a reliable relationship between giving rewards for satisfactory performance and valence refers to the value or importance of rewards in the mind of the employee (Oosthuizen, 2001). In this case, the expectation theory of motivation forms the basis of this problem. For doctors, there is a lack of expectations, and there are no compensation tools and valences present, but these needs are not met by the government.

According to the research work of Robbins (2005) two theories linked with pay and benefits are expectancy theory and ERG theory. Direct compensation, skill-based pay, benefits, bonuses, and pay are also included. Two of these theories are discussed in detail in the forthcoming paragraphs.

In 1969, Alderfer modified the need hierarchy theory which was derived from Maslow's hierarchy need theory. The five levels were shortened to three levels namely; existence, relatedness, and growth. Existence needs are related to the existence as well as the survival of an individual and safety and psychological needs are included in this level. The next level is relatedness. Relatedness focuses on the relationship with the environment, and it incorporates affiliation, love, and meaningful interpersonal relationships. Growth needs are related to the development of a person. It was suggested by Alderfer (1969) that the progress of an individual follows a sequence of existence needs, relatedness, and to growth needs. The need which is activated is two in number according to Alderfer and therefore in his suggestion, the needs were not hierarchical rather they were in a continuum (Mullins, 2005). In contrast to this, expectancy theory focuses on the employee's expectation for rewards and benefits. The greater the benefits, the better the performance of a job (Mullins, 2005). Concerning the employees in the banking sector of Saudi Arabia, it is imperative that the employees may have high motivation to perform well.

2.3. Factors Affecting Employees' Motivation

2.3.1. Work Environment

The work environment includes the design and layout of the workplace (McGuire, & McLaren, 2009). A well-designed workplace increases employees' performance by up to 10 percent (Brill, 1992). So, it is likely to have a significant impact on employee motivation (Al-Kazlah, & Badkook, 2022). Extant Literature accentuates that the work environment has positive effects on employee motivation, engagement, performance, and job satisfaction (see. e.g., Al Doghan, & Albar, 2015; Ashlan & Bahri, 2023; Pangabea et al., 2022; Sabil et al., 2021; Setiawan & Hapsari, 2022). These findings indicate that employees feel more comfortable and motivated when the work environment is clean, safe, and equipped with adequate facilities. Therefore, a positive work environment contributes to enhanced employee performance.

2.3.2. Salary Satisfaction

Salary satisfaction is defined as the degree to which employees are content with their pay or earnings on the job. While salary satisfaction may be driven by salary size, other factors such as recognition, flexible job design, organizational justice, and job security also contribute to it. The relationship between salary satisfaction and employee motivation has been a topic of interest for organizational behavior scholars. Several studies have investigated this relationship and substantiated arguments about the impact of salary satisfaction on employee motivation (see e.g., Al Doghan, & Albar, 2015; Ewool et al., 2021). Similarly, Chiu, R. K., Luk, and Tang, (2002) highlighted the positive influence of salary perceptions on employee motivation. The study reported that when employees perceive their salary as per their expectations, their work motivation increases. This suggests that salary, as a form of motivation, can contribute to job satisfaction and subsequently impact employee motivation and performance. It is noteworthy that other factors can also influence employees' motivation, such as leadership style,

rewards, and recognition. Thus, employee motivation is likely to be influenced by various contextual factors.

2.3.3. Supportive Leadership Style

Supportive Leadership Style (SLS) refers to the extent to which a leader actively supports employees by being involved in resolving difficult situations and maintaining fair, transparent, and honest interactions (Bakker & Demerouti, 2007). Besides, SLS is also believed to have beneficial effects on the health and well-being of managers, as those who have continuous direct interaction with their employees are better equipped to respond to signs of stress, identify stressors, and mitigate them (Bakker & Demerouti, 2007). Supportive leadership style has a significant influence on employee motivation which influences employees' job satisfaction (Almaslukh, Khalid, & Sahi, 2022). A large cache of studies has examined this relationship. This stream of research highlights the positive effects of a supportive leadership style on employee engagement, trust, and performance. For example, c reported that supportive leaders who encourage and support innovative ideas and initiatives can enhance employee motivation and contribute to a more innovative work environment. Similarly, Simbolon et al. (2020) conducted a study on the impact of leadership style and motivation on employee performance and found that leadership style significantly influenced employee performance.

2.3.4. Career Development

Career development is defined as a dynamic process that affects an individual's internal career identity alongside advancing his/her external career significance through interactive growth (Hoekstra, 2011). Career development opportunities provide employees with a sense of growth, advancement, and progress that can enhance their motivation and engagement in the workplace. The relationship between career development and employee motivation has been tested in many studies, providing evidence of the impact of career development on employee motivation. Saks (2006) conducted a study on employee

engagement and found that career development was an important factor in fostering employee engagement and motivation. Tims et al. (2013) suggested that if employees have control over their career development and are able to shape their job to align with their aspirations and goals, it positively influences their motivation. In the same vein, another study by Sumarmi et al. (2022) found that career development contributes to employee performance by providing a stimulus and work motivation. When employees perceive that their organization supports their career development and provides growth opportunities, this enhances their motivation and performance.

2.3.5. Rewards

The extant literature shows that there is a relationship between rewards and employee motivation (see e.g., Bhatti, & Alnehabi, 2023; Elrayah, & Semlali, 2023; Jehanzeb, Rasheed, & Rasheed, 2012). In a meta-analysis of 128 studies, Deci et al. (1999) found the impact of extrinsic rewards on intrinsic motivation. In addition to this, non-financial rewards have been found to have a positive impact on employee motivation. These rewards increase employees' motivation to work by raising their self-esteem and satisfaction. Similarly, in another study, Ansori et al. (2022) found that both intrinsic and extrinsic rewards significantly affected employees' job satisfaction, thereby positively influencing their motivation.

2.3.6. Recognition

Previous research has well established the relationship between recognition and employee motivation. For instance, Okon et al. (2023) investigated the relationship between employee recognition and employee performance. The findings of the study reported that recognition positively influenced the performance of non-academic staff, indicating that recognizing employees' contributions is a powerful means of motivating and directing their attention within the organization. There is sufficient evidence

that employee recognition programs positively influence employees' job satisfaction and thereby enhance employees' motivation to perform (see e.g., Zin et al., 2022; Sudhakar & Rao 2023).

3. Methodology

The goal of this study is to get a view on the most important factors that affect employees' motivation in banking sector in Riyadh in Saudi Arabia. The data and information were collected from 40 employees from different banks in Riyadh based on random sampling technique. An online survey questionnaire was designed based on the hypothesis and literature reviews. In the structured questionnaire, 23 statements built in likert-scale style and the response was recorded based on 5 points. The employees were asked to rate statements from 1 to 5, where 1 means the strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 indicates strongly agree with the statement. The survey questionnaire contains two sections. The first section consisted of demographic information of the participants. The second section consisted of 19 questions on 5 points on Likert-scale that related on the motivating factors and employee's motivation. The six factors are: workplace environment, salary satisfaction, leadership style, career development, and reward and recognition. The Statistical Package for the Social Sciences (SPSS) was used to collect and analyze data.

4. Results

In this chapter analysis of data has been done to determine the results this study. For the analysis part, we used SPSS 27 for the preliminary preparation of data file and screening like missing values and normality analyses, correlation, and regression analyses.

4.1 Data screening

We analyzed the data with SPSS 27. Different tests were performed, however, before initiating the analysis, the preliminary data screening was done. Since the data was collected with an online link in Google Forms, so there were no missing values. Thus, we did not perform any test for treating the missing values.

4.1.2 Data coding

To enter the data in SPSS 27 specific codes were given to demographic variables that we used in the current study. To perform the analysis, three questions were coded according to their responses. The codes for each question in demographics are given in the Table 4.1.

Table No. 4.1 Data Coding in SPSS	
Demographic Items	Codes
Gender	[1] Male
	[2] Female
Age Groups	[1] 20-25
	[2] 26-30
	[3] 31-35
	[4] 36-40
	[5] 40 Above

Qualification

[1] Associate Diploma

[2] Bachelor's Degree

[3] Master's Degree

[4] Doctoral Degree

4.2 Sample Characteristics

A total of 40 responses were received for the survey link created through Google Forms. The demographics of the respondents who were engaged in the research are Gender, Age and Qualification.

The demographics statistics are shown in upcoming tables:

4.2.1 Gender

The table depicts that out of 40 respondents 20 (50 percent) were male and 20 (50 percent) were females.

Table No. 4.2 Gender of Respondents

		Frequency	Percent
Valid	Male	20	50
	Female	20	50
	Total	190	100.0

4.2.2 Age

The age of the respondents working in the banks was separated in 5 different age groups. Majority of the respondents of the study fall in the range of 31-35 makes a big share with 37.1% in total respondents. Mostly the people of this age group belong to the mid-level of their career. The second

highest age group was 36-40 which makes 27.5 % of whole. Moreover, 10% of the respondents belong to each age groups of 20-25 and 40 above with and 15% respondents belong to age of 26-30.

Table No. 4.3		Age of Respondents	
		Frequency	Percent
Valid	20-25	04	10
	26-30	06	15
	31-35	15	37.5
	36-40	11	27.5
	40 Above	04	10
	Total	190	100.0

4.2.3 Qualification

The qualification of the respondents working in the banks was measured in different levels of attained education. Most of the employees of our sample were possessing the bachelor's degree with response rate 67.5%. The second group was of master's degree holders having 20%. The respondents also contain Associate Diploma and Doctoral Degrees representing 7.5% and 5%, respectively.

Table No. 4.4		Qualification	
		Frequency	Percent
Valid	Associate Diploma	03	7.5
	Bachelor's Degree	27	67.5
	Master's Degree	08	20
	Doctoral. Degree	02	5
	Total	40	100.0

4.3 Reliability Analysis

Reliability analysis assesses the coherence among items within variables. The Cronbach alpha reliability test is widely regarded as the most suitable method for gauging instrument reliability. In the context of interpreting reliability tests, Sekaran's guidelines for the field of social sciences were employed. A higher value of Cronbach's alpha coefficient, nearing 1.0, indicates a stronger internal consistency among the items in the measurement.

To provide clarity on the scale of reliability, the following thresholds are often considered:

$\alpha \geq 0.80$ = indicates a strong scale

$\alpha \geq 0.70$ = signifies an acceptable scale

$\alpha \leq 0.60$ = suggests a weak scale

Upon examining the results of the analysis, it becomes apparent that the reliability of the all variable fall within the acceptable range as shown the table below. Cronbach alpha reliability scores for Work Environment is .84, Supportive Leadership is .91, Salary Satisfaction is .92, Career Development is .83, Reward Satisfaction is .95, Recognition is also .95 and Motivation is .97. These scores indicate an acceptable level of reliability, as demonstrated in the table below.

Table No. 4.5		Reliability Statistics	
Variables	Cronbach's Alpha	No. of Items	
Work Environment	.84	3	
Supportive Leadership	.91	3	
Salary Satisfaction	.92	3	
Career Development	.83	3	

Rewards	.95	3
Recognition	.95	2
Motivation	.97	2

4.4. Descriptive Statistics

Descriptive Statistics were used to measure characteristics of the sample in a simple way. The values of all the research variables are shown below in the table.

Table No. 4.5		Descriptive Statistics			
	N	Minimum	Maximum	Mean	Std. Deviation
WorkEn	40	1.3	5.0	3.108	.9349
SupLead	40	1.0	5.0	3.533	1.2330
SalSat	40	1.0	5.0	3.042	1.1844
CareerD	40	1.0	5.0	3.083	1.0148
Reward	40	1.0	5.0	3.025	1.2087
Rec	40	1.0	5.0	3.225	1.3726
Motiv	40	1.0	5.0	3.738	.8548

4.5. Correlation Analysis

The measurement of correlation among all research variables was carried out using SPSS 27. Correlation is used to examine the relationship between two variables to assess the degree to which they change together. Pearson's correlation analysis is well known for its reliability, so, we used for this for measuring correlation between variables. The results of the correlation analysis are presented in Table below.

The table 4.5 shows noteworthy correlations, such as the correlation between rewards and recognition is the highest $r = .777$, $p < 0.01$, while supportive leadership and rewards is lowest $r = .354$, $p < 0.01$. However, none of the factor has significant relationship with the motivation which dependent variable of our study.

Table No. 4.5		Correlations						
		1.	2.	3.	4.	5.	6.	7.
1.	WorkEn	1						
2.	SupLead	.208	1					
3.	SalSat	.235	.306	1				
4.	CareerD	.516**	.244	.540**	1			
5.	Rewards	.494**	.354*	.497**	.730**	1		
6.	Rec	.310	.498**	.749**	.658**	.777**	1	
7.	Motiv	.234	.286	.087	.302	.180	.194	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.6. Regression Analysis for Factors Affecting Motivation.

Regression analysis has been done to know the affect various factors on motivation of employees working in the banking sector. For the analysis, all the six independent variables were regressed on the dependent variables that is, motivation. The results as reported in the table 4.7 shows that overall, the model is insignificant ($F = 1.186$, $p = .338$). Moreover, table 4.8 is showing that none of our independent variables significantly influence the dependent variable that is, motivation of employees in the banks who participated in our study.

Table 4.6 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421 ^a	.177	.028	.8428

a. Predictors: (Constant), Rec, WorkEn, SupLead, CareerD, SalSat, Reward

Table 4.7 **ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.054	6	.842	1.186	.338 ^b
	Residual	23.440	33	.710		
	Total	28.494	39			

a. Dependent Variable: Motiv

b. Predictors: (Constant), Rec, WorkEn, SupLead, CareerD, SalSat, Reward

Table 4.6 **Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.488	.609		4.086	.000
	WorkEn	.097	.178	.106	.547	.588
	SupLead	.182	.129	.263	1.408	.169
	SalSat	-.128	.181	-.178	-.708	.484

CareerD	.328	.214	.389	1.528	.136
Reward	-.158	.217	-.224	-.728	.472
Rec	.050	.231	.081	.218	.829

a. Dependent Variable: Motiv

5. Discussion

Research studying employee motivation has long been considered important for organizational success. So, it has widely attracted the attention researchers (see e.g., Yusup & Maulani, 2023; Banihashemi & Khalilzadeh, 2022). However, scholars and practitioners are still working to identify the key factors for an engaged and productive workforce.

The current study was done to check the impact of various factors such as Work Environment, Supportive Leadership, Salary Satisfaction, Career Development, Rewards, and Recognition, on the motivation levels of employees within the banking sector of Riyadh, Saudi Arabia. The results of the study showed interesting understandings into the complexity of the nature of employee motivation. The study suggested that the commonly proposed factors may not be universally applicable and significant in influencing the motivation of the sample employees who participated in our study. We found that none of the above-mentioned factors significantly impact the motivation of employees working in the participating banks in Riyadh. The possible explanation for these results could be that motivation is a subjective construct and each employee may consider different factors that drive him/her towards motivation (see e.g., Reza, Mintarti, & Adhimursandi, 2022). Moreover, motivation may come from within an individual and not due to any external factors. So, keeping workforce motivated as a difficult task for organization.

In addition to the above, another possible explanation could be that in the post-COVID-19 scenario employees might have considered other factors more important than the conventional wisdom about motivation of employees (see e.g., Setiawan, 2020). In this respect, employees might have more inclination towards flexible work schedule or work from home options. Additionally, they might have more desire to balance work/life for showing high performance on the job (Jones, Fan, Thomas-Olson, Zhang, & McLeod, 2023).

However, few factors established positive and significant relationship with each other (please see Table 4.5). Concerning this, The lack of significant correlations between these factors and employee motivation leads to a re-evaluation of the traditional understanding of motivational factors. One explanation of these findings is that the complex relationship of factors influencing employee motivation cannot be adequately captured by the factors examined in this study alone. Motivation is a multidimensional variable resulting from a dynamic combination of internal and external forces. Therefore, it cannot be accurately predicted or influenced by considering only isolated factors.

5.1. Theoretical Implications

The findings of our study have few implications. The findings of our study are multi-faceted and need a careful consideration. Firstly, the results highlight the nuanced nature of employee's motivation, thereby indicating that it does not merely depend on external factors. Together these findings suggest we can create favorable conditions to motivate employees such as work environment, leadership, rewards, and recognition system. However, yet it could not be guaranteed that employees would get motivated. Given these complexities, the participating Banks in Riyadh need to acknowledge that employees' motivation is a subjective and complex relationship among many internal and external factors.

In addition to above, our results show that each employee is unique individual and may have different preferences for motivation. So, we can say that employees are not a uniform group, and their desires and motivational factors can vary greatly. For example, one employee might find work environment to be the primary driver of motivation, another might be more focused on supportive leadership. This suggests the need for a customized and flexible approach in framing the motivation strategies within the banking sector of Riyadh.

5.2 Applications

For the banks in Riyadh (who participated in the study), these findings underscore the value of a focused, comprehensive, and well-versed approach towards employee motivation. These findings preclude one-size-fits-all solutions in motivating employees with conventional factors like work environment, leadership, and rewards are undeniably important, they should not be treated as. Instead, the banks should dig deep to understand and develop a comprehensive plan for motivating their employees.

6. Limitations and Future Research

The results of our study maybe considered with some limitations. First, the research was conducted within a specific context that is banking sector of Riyadh. Second, it utilized a very small sample size i.e., 40 respondents only. There were some difficulties in collecting samples as it was only limited to bank sector in Riyadh. In addition, the survey was only conducted in English and some people find it difficult to answer. Owing to these reasons, the number of the respondents were fewer than expected. Therefore, the results cannot be generalized to all citizens whom work in banks in Saudi Arabia, However, it could give a general overview of the factors that motivate employees. Third, the study has a limitation by virtue of its cross-sectional methodology. Future research could investigate employee motivation across various other industries and regions of Saudi Arabia to assess the generalizability of these findings.

Additionally, investigating the impact of cultural factors on employee motivation within Riyadh's banks could provide a more nuanced understanding.

7. Conclusion

The results of our study highlight the complex nature of employee motivation in the context of participating banks in Riyadh, Saudi Arabia. While common factors that have been conventionally considered important for motivation like Work Environment, Supportive Leadership, Salary Satisfaction, Career Development, Rewards, and Recognition may not significantly impact motivation across the board. It is not to mean that banks should not work on such motivational factors, but they can create conditions conducive to motivation by adopting personalized, flexible, and holistic approaches to fostering employee satisfaction and engagement.

8. Recommendation

Based on the research findings, there are some recommendations to the managers in banking sector in the kingdom of Saudi Arabia especially those working in the capital city of Riyadh. Managers should focus on the most important factors to motivate employees and improve their performance such organizational environment, salary, leadership style, skills development, reward, and recognition. The research found that hiring an effective democratic leader who can implement team work and give employees a chance to participate, and understand employees' needs and desires could improve motivation and impact the work performance straightforwardly. Skills development and training are major advantages to upskill team members, help them feel more confident and competent in their work which boost productivity and improve work quality. Managers should also comprehend the significance

of monetary motivation, by offering higher pay rates to their employees to attain a better work execution. It is also imperative to improve benefits and rewards system to attract good employees and retaining the profoundly experienced ones. Likewise, the research showed that good physical work conditions and environment enable the employees to perform their jobs effectively. Additionally, providing recognition which make the employee performance feels valued, is a vital way for boosting company morale, productivity, and success.

9. Appendix

Questionnaire

As part of our Master of Management research thesis at Mid Ocean University, College of Management, we are conducting a survey titled "Factors affecting employee motivation in banking sector in Riyadh in Saudi Arabia". We will appreciate if you could carefully read and answer the questions accordingly. Any information you provide remains confidential and is used for research purposes only. Thank you for your time and participation.

Sincerely,

Section A

Your Bank Name: _____

Gender*

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Your Age*

- ☐ 21-25

- ☐ 26-30
- ☐ 31-35
- ☐ 36-40
- ☐ Above 40

Your Education *

- ☐ Associate Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctoral Degree

Section B

5-point Likert Scale

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

1- Motivating Factors

Physical Environment Scale adapted from Sprigg et al. (2003)

1. I am satisfied with the amount of my allocated workspace
2. There is adequate space between me and my nearest colleague
3. I am very satisfied with the overall layout of the workspace

Supportive Leadership Scale adapted from Copenhagen Psychosocial Questionnaire (COPSOQ)

(2006)

1. My manager treats us with kindness and consideration

2. My manager supports us in difficult situations
3. My supervisor deals with us in a truthful and fair manner

Salary Satisfaction adapted from Heneman III and Schwab, (1985)

1. I am satisfied with my take-home pay
2. I am satisfied with my benefit package
3. I am satisfied with the company's pay structure

Career Development Scale, Reward and Recognition Scales Adapted from Spector (1985)

Career Development Scale

1. There is really too little chance for promotion on my job
2. Those who do well on the job stand a fair chance of being promoted
3. I am satisfied with my chances for promotion

Rewards Scale

1. There are adequate rewards for those who work in this bank
2. The benefit package we have is equitable
3. I feel my efforts are rewarded the way they should be

Recognition Scale

1. When I do a good job, I receive the recognition for it that I should receive
2. I feel that the work I do is appreciated

2- Employees' Motivation

Motivation Scale adapted from Gagné et al., (2015)

1. I put efforts in my current job to manager's approval
2. I put efforts in my current job because what I do in my work is exciting

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