

تأثير استراتيجيات التحفيز الفعالة على رضا الموظفين والنجاح التنظيمي في المنظمات السعودية

**The Impact of Effective Motivational Strategies on Employee Satisfaction
and Organizational Success in Saudi Arabian Organizations**

Prepared by: Malak Salat

Supervised by:

Dr. Al-Faisal Abdul Hamid

Dr. Fayez Jarrad

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Abstract

This study examines the effects of intrinsic motivation (IM), extrinsic motivation (EM), and organizational success (OS) while considering employee satisfaction (ES) as a mediator in the context of Saudi Arabian organizations. The business world is competitive and going through changes. Today, for sustainable success, employee motivation for improving organizational outcomes is extremely important. The present research used a quantitative research design, and the data were gathered from 276 employees of organizations in Saudi Arabia in various departments and with various positions at work. A structured questionnaire was used to measure the study with a Likert scale. Data were analysed with SPSS, which included reliability (Cronbach's alpha), descriptive statistics, correlation analysis, and multiple regression and mediation analysis using Hayes's PROCESS Macro (Model 4; 5000 bootstrap samples). The results confirmed to have significant positive effects on OS for both IM and EM positivity. This results in a higher direct effect of extrinsic motivation than of intrinsic motivation. In addition, both IM and EM were also found to be significantly mediated by ES, partial mediation in both. These outcomes are consistent with the fact that employee motivation has a significant positive influence on the success of an organization and indirectly through high employee satisfaction. The novelty of this study is due to the unique combination of the three approaches, IM, EM and ES, and the original concept of them being integrated within a unified mediation framework in the context of the Saudi Arabian Organizations in the field of organizational mediation, which is under-researched. The study builds on existing research, as it brings employee satisfaction as one of the psychological factors as a link between motivation and organizational results. The practical results provide useful information for managers to create effective motivational programs to increase employee satisfaction and the performance of an organization in line with (Saudi Vision 2030).

Keywords: Intrinsic Motivation, Extrinsic Motivation, Employee Satisfaction, Organizational Success, Saudi Arabia, Mediation Analysis, SPSS, PROCESS Macro.

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Chapter 1

Introduction

1.1. Background

In the current competitive and dynamic business world, organizations have realized the essence of human resource as an asset of sustaining competitiveness (Agustian et al., 2023). Although financial resources, technology and infrastructure are all necessary parts of organizational operation, it is always the work force that eventually dictates the effectiveness as to how the resources are being employed (Purnamasari et al., 2025). This has made organizations around the world, including Saudi Arabia to lay more emphasis on the behavior of employees, their motivation as well as the level of satisfaction they have so as to gain a long-term organizational success. The concept of employee motivation has been a key subject in the field of management and organizational behavior literature. It can be defined as the internal and external factors that induce individuals to engage in actions that can culminate personal and organizational objectives (Wijaya et al., 2023). The employees who will be motivated will be more likely to express their high level of commitment, productivity, and interest in their work. They are also more likely to do something extra than what is stated in their job roles, and this helps in creating a sense of innovation, problem solving and generally organizational performance.

Conversely, demotivation may lead to decreased performance, poor attendance, employee desertion among other things, which ultimately may have adverse effects on the organization. As such motivational strategies are the tools and practices that organizations use to motivate and maintain employee motivation. This can be divided into two general strategies, which include intrinsic and extrinsic strategies. Internal factors like personal growth, job satisfaction, recognition and sense of achievement, are some of the intrinsic motivational drives (Abdullah et al., 2023; Aljumah, 2023). Instead, extrinsic motivation depends on the external rewards: salary, bonuses, promotion and other material rewards (Nosike & Nosike, 2022). Successful organizations have learned the need of both intrinsic and extrinsic motivation strategies in order to have a conducive and interesting workplace. Motivation is closely associated with employee satisfaction, which is important in the performance of a particular organization. It describes how satisfied and job-fulfilled employees are to their job descriptions, working conditions, and corporate culture.

Employees who are highly satisfied show positive results in terms of productivity, high quality of work, improved customer service, and commitment to the organization (Agustina et al., 2024). Employee satisfaction increases employee loyalty towards their organizations, and it saves revenue gained through recruitment and training due to high turnover rates. The satisfaction and motive of the employees in the context of the organizational success determine the overall performance of the organization. Organizational success can be quantified in a number of ways such as financial performance, competitiveness in the market, operational efficiency, and meeting strategic goals (Guterman, 2023). Motivated and satisfied employees deliver a lot to these outcomes through improved individual and team performance, thereby scaffolding collaboration, and developing a positive culture of an organization.

Hence, organizations investing in competent motivating strategies are more apt to attain end-lasting success in the long run. Employee motivation and satisfaction have become a growing concern in Saudi Arabia, especially with regard to the ongoing economic transformation experienced in the nation as part of the Vision 2030. This national project will help to diversify the economy, lessen reliance on oil revenues, and to create a range of other areas, such as healthcare, education, tourism, and technology (Selim & Alshareef, 2025). With organizations in Saudi Arabia working to adjust to these changes, demand has never been greater than ever on a motivated and satisfied workforce. The Saudi Arabian work environment is a unique cultural, social, and economic setting which affects employee satisfaction and motivation (Rasool et al., 2025). Collectivism, respect to the authority and strong social relationships as culture values are a powerful determinant of the workplace dynamics. Also, the growing involvement of women in the labor force, the expansion of the private sector and arrival of expatriate laborers bring new aspects to the practice in the organization (Yorozu, 2024). All these points indicate the necessity of customized motivational techniques that are in tandem with the context of Saudi institutions. Moreover, the swift use of technology and digital transformation in Saudi Arabia also influenced employee expectations as well as work practices (Almatrodi & Skoumpopoulou, 2023). Workplace flexibility, skill development, and work environment are the new demands of employees, aiming to create a work-life balance.

Companies who do not tackle these changing demands can find it hard to retain talents and to have high employee satisfaction levels. Although more and more organizations have realized the significance of motivation and satisfaction, there are numerous challenges that have been encountered by many organizations in adopting effective motivational strategies (Oliveira et al., 2023). Others are extremely depending on economic rewards whilst overlooking on the

internal benefits like the recognition, enhancing the career outlook and empowerment of the employees. The others might not have an idea about the needs and preferences of the employees; therefore, motivational practices may not be effective or the right way. Such issues highlight the importance of a multifaceted approach that incorporates different motivational factors in order to deal with both personal and organizational requirements. In addition, empirical studies to analyse motivational strategy-employee satisfaction and organizational success in Saudi Arabian context are required (Alkandi, 2025). Although the current research has investigated these variables in other contexts, there has not been much research comparing the variables in Saudi organizations especially through quantitative methodology where variables to be measured are easy.

Knowing these relationships can also offer great information to managers and policymakers, who can develop and apply more effective approaches to improve the workforce performance and organizational performance (Park, 2025). To sum up, motivational techniques can be used successfully to influence the satisfaction of employees and the success of an organization. Amid the dynamic economic environment in Saudi Arabia, organizations should focus more on execution and establishment of motivation practices that resonate with the need amongst employees and organizational objectives. Through the creation of a motivated and satisfied workforce, organizations will be able to increase productivity, enhance performance and achieve sustainable success in an ever-competitive world.

1.2. Research Problem

Although the notion of employee motivation as a choice in improving the organizational output has gained momentum, companies still struggle to effectively design and execute motivation strategies (Zolak Poljašević et al., 2025). Although motivational styles like monetary rewards, training and development and recognition systems are very common, their efficacy in enhancing employee satisfaction and organizational performance is somewhat unpredictable, especially in other cultural and organizational settings (Francies et al., 2025; Imran et al., 2025; Irwan et al., 2025). This discrepancy underscores a very important lack of knowledge on the role of the motivational strategies on employee attitudes and organizational performance particularly in emerging economies like Saudi Arabia.

The unique socio-cultural and economic environment complicates the matter in Saudi Arabian organizations. The behaviour of employees towards the motivational strategies can be affected by traditional management practices, hierarchical organizational structure, cultural values like

high power distance and collectivism (Ergün et al., 2026; Li & Rasiah, 2025). Most organizations have the habit of heavily relying on extrinsic motivators like salaries and bonuses and fail to consider other intrinsic motivators like recognition, empowerment and a chance to learn and develop personally (Alkandi, 2025; Ozcan Turkkan et al., 2025). This unequal position can restrict the efficacy of motivation approaches to capture the satisfaction of employees. Moreover, as the economic landscape is changing very fast under the influence of Vision 2030, Saudi organizations are changing their structure and operation in a vast manner. Such changes have heightened the calls to demand a more productive, skilled and engaged workforce.

Nevertheless, in a changing world, inspirational practices of many organizations fail to match the changing expectations of employees as they currently need not just financial gain but interesting work, professional development, and discerning organizational culture (Lan et al., 2025; Li et al., 2025). Consequently, low job satisfaction, a lack of engagement, and excessive turnover rates remain common in certain industries (Andriani et al., 2023). The other pressing concern is that there is no empirical data that elucidatory describes the linkage between employee satisfaction, motivational strategies, and organizational success in the Saudi context. Even though the above variables have been studied previously on their own, few researches have been conducted to identify how they interact in an integrated system. Such a disconnect has made organizations struggle to determine the best motivational strategies to use in enhancing the level of employee satisfaction, as well as organizational performance (Obeng-Tuaah, 2025). Thus, the main research issue is the lack of knowledge regarding the impact of effective motivational strategies on the employee satisfaction and, consequently, organization success in Saudi Arabian organizations. A solution to this concern is imperative in coming up with viable and context-driven strategies, which will simultaneously boost employee well-being and performance within the organization.

1.3. Research Aim

This research will focus on investigating how motivational strategies can improve the success of organizations in the Saudi Arabian corporate world. The paper dwells upon intrinsic and extrinsic motivation and its effect on the outcomes of the organization.

1.4. Research Objectives

The specific objectives are:

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

1.5. Research Questions

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

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

1.6. Research Significance

The study is very important both in theory and practice especially in the area of management and organizational psychology. The research focuses on the role of effective motivation strategies in employee satisfaction and organizational success by analyzing the differences that motivation strategies make in the success of Saudi Arabian based organizations in a rapidly changing economic context in terms of human resource practices. Theoretically speaking, this research will contribute to the literature already available because it combines three valuable constructs, including, motivational strategies, employee satisfaction, and organizational success. Although there are other studies that have tended to study these variables individually, this study offers a more focused framework where the relationship involving these variables is studied. It emphasizes the role of the motivation techniques as a driving force that shapes employee satisfaction, which, further, leads to organizational success. This will bring some gaps in the literature and provide a more holistic view of the dynamics of an organization. The study further adds to the meagre research in the framework of Saudi Arabia. A lot of the literature on motivation and employee satisfaction is anchored on the Western nations,

something that may not even reflect the culture or organization of the nations in the Middle East. Cultural values, workplace practices, and management practices are unique to Saudi Arabia, which has the potential to affect the behaviour and motivation of employees. The study fits in the narrower context by offering insights that can be better expected to apply to local management contexts as it concentrates on the specific context, and thus offers further generalizability and relevance of management theories to non-Western contexts. In practical sense, the results of this study are very useful to the managers, policymakers, and organizational heads in Saudi Arabia. Knowledge about the best motivational strategies that increase employee satisfaction can enable organizations to develop improved human resources policies and practices. To illustrate, the organizations are able to determine the right equilibrium between the intrinsic and extrinsic motivational variables, whereby, employees do not only get financial incentives but also feel appreciated, nourish and grow professionally, as well as enjoying work environment. This may result in higher morale of the employees, higher productivity, and commitment to the organization. The study is also important in helping organisations to attain sustainable success. In the present competitive business world, organisations should not only be concerned about short-term business performance targets, but long-term sustainability. High input, satisfied workforce is key to the continuity of performance, innovation and changeability. This research, by illustrating the relationship between motivational programs and organizational achievement offers useful directions on how organizations can invest in people based practices that come with long-term gains. Moreover, the study is especially applicable to the situation in Saudi Arabia within the framework of its Vision 2030 project, which focuses on the diversification of the economy, expansion of human resources and their greater involvement in the economic process, as well as the increase in the level of participation of the sector. With organizations working towards achieving these national objectives, the management practices will be more crucial. The insights gained in this study could be used by organizations to balance their motivation strategies with overall Vision 2030 goals, including increasing employee productivity, promoting innovation, and organizational efficiency. The other critical point of this paper is that this study could lead to amelioration of the well-being of the employees. Employee satisfaction is associated with organizational performance as well as the well-being and the quality of life of the workforce. The study contributes to the creation of healthier and more positive workplaces since it determines what factors can contribute to higher levels of satisfaction.

This has the possibility of lowering stress, burnout and turnover which results in a more stable and committed workforce. The study also has potential usefulness in future research. It is a

stepping stone to more research as it comes up with important variables and relationships that can be examined in other areas or industries. Further researchers may utilize this research by adding more variables into their models including leadership styles, organizational culture or employee engagement to make more comprehensive models. In addition, the quantitative method and measurement scales that are easily accessible increases reliability and replicability of the study.

To sum up, the study is important because it aids in theory and practice by offering a whole picture relation of motivational strategies, employee satisfaction and the success of an organization in Saudi Arabian organizations. It can be of great use in enhancing management practices, national development goals, improving employee welfare, and informing the future research. Through the abilities of contributing to knowledge and practice in the area of management, the study contributes to the importance of studying a field that has a topical and timely issue.

Chapter 2

Literature Review

2.1. Introduction

This chapter is the overall review of available literature on the key variables of the study which are intrinsic motivation, extrinsic motivation, employee satisfaction and organizational success. This chapter is meant to gain a solid theoretical and empirical base underpinning the role of motivational strategies in the elevation of employee satisfaction and ultimately success of organizational objectives in the context of Saudi Arabian organizations. Motivation is a concept that has received extensive coverage in both management and organisational behavior literature as it is critical in influencing performance, attitudes, and behaviour of employees. Both intrinsic and extrinsic types of motivation can be discussed as the key factors in the impact concerned with the perception employees have of the job they do and the level of their satisfaction. Intrinsic motivation is an internal force which causes individuals to work in order to achieve personal fulfilment, interest or enjoyment, and extrinsic motivation is an external factor which forces someone to work in order to get a certain reward like a salary, bonus and promotion. It is important to learn about the equilibrium and interrelation between the two forms of motivation in order to attract improved employee performance within organizations. Another important construct that this book explores in this chapter is employee satisfaction, which is the general attitude of the employees towards their workplace and the job they have. Higher satisfaction levels have been known to be related to better performance, lesser turnover as well as greater organizational commitment. Organizational success, in its turn, is the realization of strategic objectives and the general performance; it highly depends on the outcomes and efficiency of the workforce. The connections of these variables are also discussed in this chapter with some special emphasis on the role of intrinsic and extrinsic motivation in organizational success, whether directly or indirectly, through the satisfaction of the employees. Moreover, the conceptual framework is developed upon the review of relevant theories and empirical studies to cement the conceptual framework. Last but not least, the chapter detects lacuna in the available literature, which justifies the present study and its contribution to the field.

2.2. Theoretical Framework

The foundation of this study mainly includes the Self-Determination Theory (SDT) as it describes exhaustively on how motivation leads to the organizational performance as well as to

the attitude of employees (Deci & Ryan, 2012). SDT, developed by Deci and Ryan, differentiates between intrinsic and extrinsic motivation and stresses on the importance of psychological needs covering human behaviour. According to the theory, people are inherently predisposed to growth and development but how far their potential is achieved is dependent upon whether or not the three fundamental psychological needs, namely autonomy, competence and relatedness, are met (Deci et al., 2017). These needs are viewed to be universal and necessary towards quality of motivation, health and performance. In relation to this research, intrinsic motivation can talk of working with the aim of personal satisfaction, interest or pleasure and extrinsic motivation can talk of working with the aim of gaining an external reward in the form of salary, bonuses or prestige.

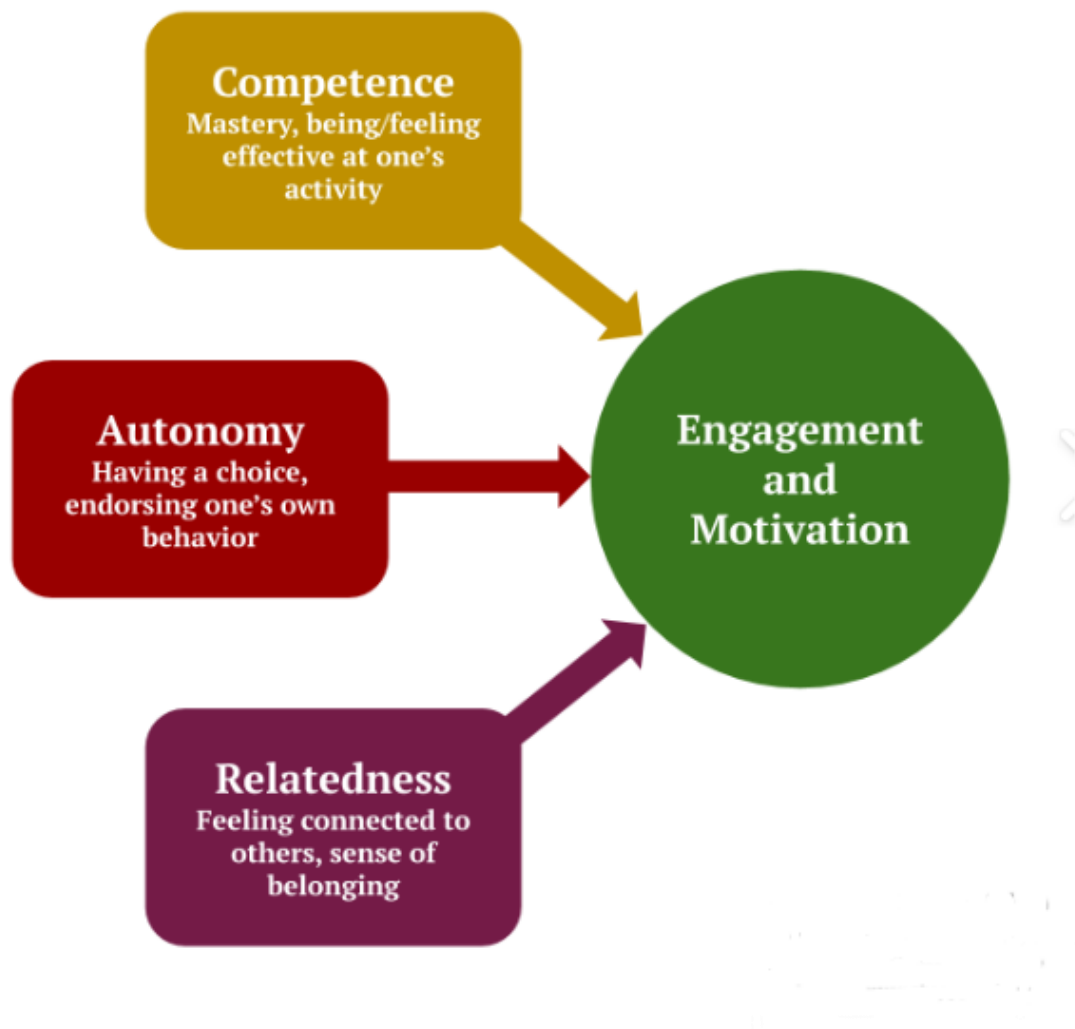


Figure 2-1: Self -Determination Theory

According to SDT employees are most likely to form intrinsic motivation in the environments that allow autonomy, improvement of competence of employees and meaningful relationships

with employees (Ryan, 2009). This, consequently, causes an increase in employee satisfaction, as people feel appreciated, competent, and involved in their workplace setting. This means that committed and satisfied employees will be more inclined to make a positive contribution to organizational success by enhancing their performance, commitment and innovation. One of the main advantages of SDT is that it helps to understand motivation in terms of quality and not quantity (Ng et al., 2012). In contrast to the traditional theories where the major idea is that an individual is driven by outside rewards, SDT refers to the significance of inner motivation as the key to attaining sustainable results. This renders the theory especially applicable in organizations that pursue long-term success because the intrinsic motivation is related to the increased persistence, creativity, and psychological well-being. Furthermore, the SDT offers a considerable framework in the comprehension of how motivation strategies can be developed in such a way that they lead to employee satisfaction in conjunction with organizational performance. But, even with a good theoretical basis, SDT has its flaws.

Another overriding criticism of the theory is that it heavily focuses on autonomy as a defining element of motivation. In cultural systems like Saudi Arabia where individualism takes a back seat to hierarchical relationships and collectivism, autonomy may not be a concept that should be valued as it is observed in the western world. In this case, employees tend to value social relations, employment security and organizational support even more than independence. This can potentially result in significant cultural factors missing in motivation and satisfaction to be properly applied in the direct application of SDT in this sense.

Also, SDT is likely to represent intrinsic motivation as intrinsically better than extrinsic motivation, which, however, might not always be realistic in the organization. Another system that is important in the incentives to motivate employees in most workplaces, especially in the developing and transitional economies, is extrinsic rewards, which include financial rewards. Disregarding of the importance of such external factors can add to the limitation to the explanatory ability of the theory, particularly where factors of economic consideration are overbearing. Regardless of these restrictions, SDT will be an effective theoretical framework in this research since it will allow an informative and systematic insight into the role of motivational strategies on employee satisfaction and organizational performance (Ryan & Deci, 2020). Using SDT in the background of Saudi Arabian organizations, this work not only applies a well-developed theory but also takes a critical look at the question of relevance and applicability of this philosophy to a non-Western culture. This method will enable us to understand motivation and its effect on the functioning of organisations in a more subtle way.

2.3. Intrinsic Motivation

Intrinsic motivation is the internal motivation that makes people want to perform something because it has certain satisfaction, interest or enjoyment by itself and not because of extrinsic reward (Fishbach & Woolley, 2022). Within the organizational context, an intrinsically motivated worker works due to its meaning, difficulty or as per his or her values. This type of motivation has been largely linked to increased creativity, perseverance and job satisfaction hence it is a very vital aspect of employee performance and organizational success (Poupard et al., 2025).

Sustainability is an important strength of intrinsic motivation. This is because intrinsic motivation can result in long-term involvement as opposed to extrinsic rewards that might only be useful in bring about short-term changes in behaviours. Intrinsically-motivated employees would tend to be more initiative-driven, proactively solve problems, and even be willing to stick to their jobs without external incentives (Fishbach & Woolley, 2022). This renders intrinsic motivation especially useful in dynamic and knowledge intensive workplace set-ups where it becomes important to be innovative and flexible. Also, intrinsic motivation is a factor that leads to employee satisfaction. The stronger the organizational commitment becomes, the higher are the chances that of feeling that a sense of accomplishment, autonomy, and personal development when people have it in their work, which, in turn, leads to having positive emotional states. This, in its turn, is able to mitigate turnover intentions and enhance the performance of the whole organization (Lindenberg, 2001). Consequently, numerous organizations wish to create intrinsic motivation through offering meaningful work, skills development and appreciation of individual contributions. Nevertheless, intrinsic motivation does not have all benefits. A significant drawback is that it might not be as applicable or practical to all types of jobs and work environments (Hennessey et al., 2015). As an example, in regular or commonplace duties, workers might not be able to extract intrinsic fulfilment and thus subsidiary rewards become more required. Moreover, intrinsic motivation is very subjective and differs among different people hence it is difficult to managers to come with universal motivational strategies.

The other weakness is associated with cultural background. Employees of collectivist society like Saudi Arabia might be more concerned with social relations, harmony in a group and job security rather than personal fulfillment and autonomy (Edward, 2003). This implies that motivation factors in western literature as conceived of under intrinsic motivation might not adequately explain motivation factors among employees in this kind of environment. Thus, the

use of intrinsic factors exclusively can result in an incomplete comprehension of the behaviour of employees (Steg, 2016). Moreover, when the intrinsic motivation is overemphasized, the organizations are likely to undermine the significance of extrinsic rewards. Incentives in form of monetary rewards, promotion, and employment security have remained the most important in motivating workers especially in the economically emerging environments. Overlook of these aspects may diminish the functionality of an overarching motivational approach. Finally, intrinsic motivation is as essential as crucial in increasing employee satisfaction and performance but cannot be considered a solution by itself (Fishbach & Woolley, 2022). To effectively motivate employees and ensure success of an organization, a balanced approach should take into account intrinsic and extrinsic factors, cultural and contextual factors.

2.4. Extrinsic Motivation

Extrinsic motivation is the motivation to engage in work tasks in hopes of earning external rewards or to escape negative implications (Morris et al., 2022). These rewards can be in the form of salary, bonuses, promotions, job security, recognition as well as any other tangible benefits that the organization can offer. Unlike intrinsic motivation, which is a self-motivation, extrinsic motivation involves outside forces that shape behaviour and performance of the employees. Extrinsic motivation in an organizational setting has long been one of the most popular methods of handling and regulating the performance of employees (Ryan & Deci, 2000). Financial incentives that in most cases are given to employees to enhance productivity include pay rises, performance bonuses based on performance and benefits which are given when an organization is trying to make employees meet the targets. These extrinsic rewards are well-defined and quantifiable devices, which can be used to effectively coordinate the behaviour of the employees and the objectives of the organization. EDM is important in offering consistency, efficiency and adherence to organizational standards, which is important in most instances, more so in organized or routine work setups (Morris et al., 2022).

Another benefit of extrinsic motivation is that it affects behaviour in the short-term. Workers tend to be more receptive to material compensation especially when material fees are directly associated with performance results (Legault, 2016; Sansone & Harackiewicz, 2000). This puts extrinsic motivation as effective, though temporary, strategy in boosting productivity and attaining certain organizational goals. It also gives one a sense of financial security and financial fixedness, which is particularly crucial in situations where economic factors or labour markets are unpredictable. Nonetheless, extrinsic motivation has a number of constraints that are essential factors that need to be taken into cognizance (Locke & Schattke, 2019). Among the

primary worries is that it lingers only on a short-term basis. The motivation of the employees can be demotivated once the external reward is either removed or diminished causing decline in performance. Such reliance on the external motivators may also hamper long-term commitment and involvement. Workers can be narrowly-minded and not think of their work quality or its significance. The other weakness is the eventual decrease in intrinsic motivation. Excessive use of extrinsic rewards can lead to less internalization of interest in their jobs by the employees, a phenomenon commonly known as the crowding out effect (Hennessey et al., 2015). As soon as people start to see their work only in connection with extrinsic gratifications, their feelings of satisfaction and pleasure can be lowered. This may adversely affect creativity, innovation and job satisfaction. Extrinsic motivation can be considered extremely relevant in the framework of Saudi Arabian organizations because of cultural and economic considerations. Cash and security are likely to be regarded as significant drivers to workers (Kuvaas et al., 2017). The success of extrinsic motivation can however differ with the organizational culture, leadership style and what the individual employee expectations are. Social recognition and organizational status might be more important to employees in certain situations, compared to money. In spite of the limitations, extrinsic motivation still remains a critical part of organizational management. Used properly and in conjunction with intrinsic motivational techniques, it may play an important part in enhancing the output of the employees and organisational performance. Balanced approach also means that employees receive a reward based on their work but, they are also satisfied and interested in their work.



Figure 2-2: Intrinsic and Extrinsic motivation factors

2.5. Employee Satisfaction

Employee satisfaction is a measure of satisfaction and good mood that employees feel about their job roles, workplace, payment, organisational policies as well as experience in the working environment (Gregory, 2011). It is a multidimensional construct which shows the perception and evaluation of historical employees in regards to different dimensions of their employer. When employee satisfaction is high, it is normally linked to positive attitudes, commitment and better performance as opposed to low satisfaction levels which are usually characterized by low levels of productivity, dissatisfaction, and increased turnover intentions (Voordt & Jensen, 2023). Employee satisfaction is regarded as a pivotal factor in both personal and organizational performance in the literature on organizational behaviour. Employees who are satisfied are able to show an increased sense of motivation, engagement, and loyalty towards their organization (Muhdar et al., 2022). They will be more inclined to extend their duties in the of the

organization, which will enhance organizational effectiveness and success. In addition, employee satisfaction is tightly connected to lesser absenteeism and decreased turnover that helps organizations have fewer recruitment and training requirements and a stable workforce.

Employee satisfaction is based on a number of factors such as pay, work conditions and environment, leadership, career progression, organizational culture as well as relationship among people at work (Memon et al., 2023). Competitive and fair compensation is essential in making the employees feel appreciated in their input. Likewise, employees are more comfortable and productive when working in a safe, supportive and well-structured working environment (Hamed et al., 2023). The leadership is also a key factor, since supportive and transformational leaders can greatly enhance the job experiences of employees with their guidance, recognition and encouragement. Employee satisfaction is also made through career and development opportunities and training programs. Employees may feel satisfied and dedicated when they feel that their organization is investing in their professional development. Moreover, a good organizational culture that fosters respect, trust and cooperation will help employees feel belonging and satisfied (Voordt & Jensen, 2023). Employee satisfaction, however, is not a fixed state of being; it is both a matter of internal and external factors and it can vary with time. Taking an example, organizational policies, workload, or changes in leadership can have a great influence on the level of satisfaction.

Moreover, personality, expectations and personal values are also individual differences which influence the perception of the job-satisfaction by the employees (Gregory, 2011). With the constant economic change and diversification of the workforce as part of Vision 2030, employee satisfaction is of particular significance in the context of Saudi Arabian organizations. The competitive labour market is forcing organizations to recruit and retain skilled employees. The cultural aspects like respect to the authority, collectivism and expectations of job security also play a role to the way satisfaction is received and measured by employees in this region. Employee satisfaction is not a sufficient factor on organizational success regardless of the importance attached to it (Chi & Gursoy, 2009). It also needs to be underpinned with effective motivational strategies and in line with organizational objectives to deliver significant outcomes. As such, it is imperative to comprehend the reasons why employees become more satisfied so as to improve their personal wellbeing as well as in general organizational performance.

2.6. Organizational Success

Organizational success could be defined as the degree to which an organization can attain its strategic objectives, be competitive and can be sustained through the dynamic business environment (Pfeffer & Veiga, 1999). It is a conceptual multi-faceted notion extending further than financial results to encompass operational effectiveness, employee productiveness, customer contentment, creativity and general organizational performance. Organizational success is not only perceived as a well-measured success in both tangible and non-tangible performance measures in recent management writings; organizational success has become a balance (Nafei, 2016). Historically, the achievement of the organization was measured mainly based on the financial indicators namely profitability, increase of the revenue and the returns on the investment. Although these indicators are still essential, the contemporary trends underline the human and social aspects of the effective attainment of sustainable success. Employees are currently being seen as the key organizational performance, and their motivation, satisfaction and engagement has been viewed as the key drivers of organizational success. This change is in line with the emerging realization that organizations are unable to realize long-term success unless a determined and efficient workforce is in place (Flamholtz & Aksehirli, 2000). Operational efficiency is one of the most important dimensions of organizational success that can be defined as the capability of an organization to effectively use its resources and reduce wastage.

Organizations that are efficient are in a position to provide products and services of high quality at a cost-effective rate (Ali et al., 2025). The other key dimension is innovation that helps organizations to fit the market conditions that change and invent new solutions to satisfy the needs of customers. Motivated and satisfied employees are known to drive innovation as they are ready to participate and take initiative through providing ideas. Organizational success also is closely related to customer satisfaction. Companies which fulfil or even surpass the expectations of their customers will find it easier to keep their customers and create good market reputations (Ali et al., 2025). The performance of employees is also important in attaining high customer satisfaction as employees are directly involved in the delivery of services and dealing with customers. Besides these factors, leadership effectiveness, organizational culture, and employee well-being add to the organizational success. Good leadership will give a sense of direction, motivation of the workers and alignment with the organizational objectives (Ahsan, 2024). Positive organizational culture leads to collaboration, trust and dedication, a key ingredient towards high performance (Riza et al., 2025). Equally, employee well-being helps alleviate stress, morale, and enhance productivity. Considering Saudi Arabian organizations,

organizational success is becoming coordinated with the vision of 2030 goals of diversification of economy, the development of a private sector and the development of the workforce.

Organizations are supposed to become more efficient, more innovative and they should develop human capital in order to be competitive in the local and global markets (Khemraj, 2023). This has made the need to implement effective motivational techniques to improve the satisfaction and performance of employees significant. Nonetheless, there are no clear sail when it comes to the realization of organizational success. Resistance to change, cultural diversity, changing employee expectations, etc can be a hindering factor to performance when they are not addressed adequately (Mainali, 2025). As such, companies need to be holistic in terms of the integrated motivational strategy, employee satisfaction, and effective management practices which will ensure sustainable success.

Table 2-1: Conceptual Review of Study Variables

Variable	Key Concepts / Dimensions	Author(s)	Key Insights / Findings
Intrinsic Motivation (IM)	Autonomy, competence, relatedness, enjoyment, meaningful work, self-determination	Fishbach & Woolley (2022); Akerele (2023); Poupard et al. (2025)	IM is internally driven and enhances creativity, persistence, and job satisfaction. It leads to long-term engagement, better performance, and higher organizational commitment. However, its effectiveness depends on job type and cultural context.
Intrinsic Motivation (IM)	Employee initiative, problem-solving, psychological needs satisfaction	Kant & Asefa (2022); Lindenberg (2001); Nehra (2023)	IM increases proactive behavior, innovation, and emotional attachment to work. It improves satisfaction and reduces turnover, but may be limited in routine-based jobs and collectivist cultures.
Extrinsic Motivation (EM)	Salary, bonuses, promotion, recognition, job security, external rewards	Morris et al. (2022); Ryan & Deci (2000); Legault (2016)	EM drives performance through external rewards and is effective for short-term productivity. It ensures structure and compliance but may reduce autonomy and intrinsic interest.

Extrinsic Motivation (EM)	Reward systems, performance incentives, crowding-out effect	Locke & Schattke (2019); Kuvaas et al. (2017); Adams (2025)	EM improves goal achievement and efficiency but may create dependency and reduce long-term motivation if poorly designed or overly controlling.
Employee Satisfaction (ES)	Job satisfaction, compensation, leadership, work environment, culture, career growth	Gregory (2011); Memon et al. (2023); Hamed et al. (2023)	ES reflects employee attitudes toward job conditions and strongly influences motivation, commitment, and productivity. It reduces turnover and absenteeism while improving performance.
Employee Satisfaction (ES)	Engagement, loyalty, organizational support, well-being	Muhdar et al. (2022); Voordt & Jensen (2023)	High ES leads to better engagement, organizational loyalty, and improved performance outcomes, acting as a key driver of organizational effectiveness.
Organizational Success (OS)	Performance, innovation, efficiency, customer satisfaction, employee productivity	Pfeffer & Veiga (1999); Nafei (2016); Flamholtz & Aksehirli (2000)	OS is multidimensional, including financial and non-financial outcomes. Employee motivation and satisfaction are critical drivers of long-term sustainability and competitiveness.
Organizational Success (OS)	Leadership, culture, human capital, sustainability, Vision 2030 alignment	Ali et al. (2025); Ahsan (2024); Khemraj (2023)	OS depends on leadership effectiveness, culture, and employee well-being. In Saudi Arabia, OS is strongly linked to Vision 2030 goals and workforce development.

2.7. Intrinsic Motivation and Organizational Success

Intrinsic motivation has a great impact on organizational success because it impacts the interaction of the workers with their tasks independent of external rewards. Self-Determination Theory (SDT) states that intrinsic motivation comes about in instances where employees have a sense of relatedness, competence, and autonomy at workplace (Akerele, 2023). Through satisfaction of these psychological needs, there are greater chances of employees to have their work meaningful and engaging which translates to increased commitment, creativity and

performance (Ngala et al., 2025). These positive outcomes, in turn, lead to a better organizational success. As it refers to SDT, the intrinsically motivated employees tend to exhibit self-determined behaviour by taking the initiative without the need of continual supervision or outside pressure. Such independence fosters problem-solving skills and promotes new ways of thinking that are central to organizations that work in a competitive and dynamic setting (Kant & Asefa, 2022). More so, when workers feel that they are competent in what they are doing, they will be able to work more efficiently which will help reduce errors and enhance overall productivity. Correligacy, or the feeling of having connectedness to other people in the organization and work, also enhances team work and collaboration, among the major determinants of success in organizations.

Empirical data indicate that intrinsic motivation is highly connected with positive work results including job satisfaction, organizational commitment and performance quality (Dobre, 2013). Internally motivated employees are more intractable in accomplishing tough assignments and are unlikely to become disengaged by the challenges ahead (Nehra, 2023). The result of this continuity is even performance, which is essential in meeting long-term organizational objectives. Nevertheless, irrespective of these benefits, intrinsic motivation does not necessarily have a lineal relationship with organizational success (Maslach & Leiter, 2022). A significant shortcoming of intrinsic motivation is that it may not be as effective as it is in all types of jobs. Employees in highly structured or routine-based positions might lack the possibility to feel autonomy or creativity and so the building of intrinsic motivation is curtailed (Letsie, 2024). Consequently, pure intrinsic motivation might not cause substantial changes in organizational performance, in these situations. Also, SDT has been criticized as being overly in-focus on the internal psychological needs and not taking into account many external and contextual influences.

Extrinsic factors like financial incentives, job security and organizational policies still dominate the behaviour of the employees in many organizations and more so in developing economies such as Saudi Arabia (Anthonysamy et al., 2025). This indicates that in all situations intrinsic motivation may not be enough to bring about success to the organization. The effects of culture on intrinsic motivation are also effective. In collectivist cultures, individuals might focus on group coexistence, obedience, and employment permanency, rather than personal freedom and self-expression. This questions the cross-cultural universality of the assumptions of SDT and suggests that intrinsic motivation can function differently based on the organizational and cultural circumstances (Alkandi et al., 2023). To sum it up, even though intrinsic motivation is

a strong engine of organizational success in terms of increased engagement, creativity, and performance, its success depends on the context. The critical interpretation of SDT implies that intrinsic motivation is to be provided with corresponding extrinsic strategies and a cultural focus in order to experience the ultimate level of organizational success.

Table 2-2: Summary of Literature on Intrinsic Motivation and Organizational Success

Author(s)	Focus	Key Findings	Research Gap
Akerele (2023)	SDT and intrinsic motivation	IM arises from autonomy, competence, and relatedness, leading to meaningful work engagement and higher performance	Limited integration with organizational success models in applied contexts
Ngala et al. (2025)	IM and employee outcomes	IM improves commitment, creativity, and performance, which enhances organizational success	Lack of focus on mediating mechanisms like employee satisfaction
Kant & Asefa (2022)	IM and workplace behaviour	Intrinsically motivated employees show initiative, creativity, and problem-solving abilities	Limited empirical validation in competitive organizational environments
Dobre (2013)	IM and job performance	Strong positive relationship between IM, job satisfaction, commitment, and performance quality	Does not examine organizational-level success outcomes
Nehra (2023)	IM and task persistence	IM increases persistence and reduces disengagement in challenging tasks	Limited consideration of contextual or cultural influences
Maslach & Leiter (2022)	Limitations of IM	IM alone may not guarantee organizational success, especially in structured jobs	Need for integration with extrinsic motivation factors
Letsie (2024)	Job structure and IM	Routine-based jobs limit autonomy, reducing effectiveness of IM	Lack of generalizability across job types

Anthonyamy et al. (2025)	Contextual factors	In developing economies, extrinsic factors often dominate employee behaviour	Need for balanced motivational models
Alkandi et al. (2023)	Cultural influence on IM	Cultural values influence how IM is expressed and understood	Limited cross-cultural validation of SDT assumptions

2.8. Extrinsic Motivation and Organizational Success

Extrinsic motivation plays a significant but complex role in influencing organizational success. It refers to employee behavior driven by external rewards such as salary, bonuses, promotions, job security, and recognition. Within the framework of Self-Determination Theory (SDT), extrinsic motivation is not treated as a single uniform construct but is instead viewed along a continuum ranging from external regulation to more internalized forms such as identified and integrated regulation (Akerele, 2023). This means that extrinsic motivation can either support or undermine organizational success depending on how it is structured and perceived by employees.

From an SDT perspective, when extrinsic rewards are perceived as controlling, they may reduce employees' sense of autonomy (Aljumah, 2023). This reduction in autonomy can negatively impact intrinsic motivation, leading to lower engagement, creativity, and long-term commitment. In such cases, employees may focus narrowly on meeting minimum requirements to obtain rewards rather than striving for excellence. This behavior can limit innovation and reduce overall organizational effectiveness, particularly in knowledge-intensive environments where creativity and problem-solving are essential.

However, SDT also acknowledges that extrinsic motivation can be internalized and transformed into more autonomous forms of regulation. For example, when employees value their work outcomes and understand the importance of their contributions, external rewards can support rather than undermine motivation (Setrojoyo et al., 2023). In such cases, extrinsic motivation can contribute positively to organizational success by reinforcing desired behaviors, improving productivity, and ensuring goal alignment. This is particularly relevant in structured organizational settings where clear performance metrics and reward systems are necessary for coordination and efficiency. In practice, extrinsic motivation is often a key driver of short-term

performance improvements (Setrojoyo et al., 2023). Financial incentives and performance-based rewards can effectively increase employee effort and focus, especially in routine or task-oriented roles. However, the over-reliance on extrinsic rewards presents several limitations. One major concern is the “crowding-out effect,” where excessive focus on external rewards diminishes intrinsic interest in work. Over time, this can lead to dependency on rewards and reduced internal commitment, which negatively affects sustainability of performance.

In the context of Saudi Arabian organizations, extrinsic motivation remains particularly important due to economic expectations and cultural values that emphasize job security and financial stability. Employees often view compensation and benefits as primary indicators of organizational fairness and appreciation (Asamani et al., 2025). However, if organizations rely too heavily on extrinsic rewards without addressing psychological needs such as autonomy and relatedness, employee satisfaction and long-term engagement may decline.

Critically, SDT highlights that extrinsic motivation is most effective when it supports rather than controls behavior. Reward systems that are perceived as fair, transparent, and linked to meaningful performance outcomes are more likely to enhance organizational success (Adams, 2025). Conversely, poorly designed incentive systems may create competition, reduce collaboration, and weaken organizational culture.

In conclusion, extrinsic motivation can significantly contribute to organizational success, but its impact is highly dependent on how it is implemented and internalized (Kalogiannidis et al., 2025). A balanced approach, consistent with SDT principles, is necessary to ensure that extrinsic rewards enhance rather than undermine employee motivation and organizational performance.

Table 2-3. Summary of Literature on Extrinsic Motivation and Organizational Success

Author(s)	Focus	Key Findings	Research Gap
Akerele (2023)	SDT continuum of extrinsic motivation	Extrinsic motivation ranges from external regulation to internalized forms, influencing work behaviour differently depending on level of internalization	Limited empirical testing in organizational success models

Aljumah (2023)	Extrinsic motivation and autonomy	Controlling rewards reduce autonomy and may weaken intrinsic motivation, lowering long-term engagement	Lacks focus on combined effect on organizational success
Setrojoyo et al. (2023)	Extrinsic motivation and performance	External rewards improve productivity and goal achievement, especially in structured settings	Limited exploration of sustainability and long-term outcomes
Asamani et al. (2025)	Extrinsic motivation in Saudi context	Compensation and job security are key drivers of employee satisfaction and fairness perception	Few studies link these factors to organizational success directly
Adams (2025)	Reward system design	Fair and transparent rewards enhance motivation and organizational outcomes	Need for empirical validation in developing economies
Kalogiannidis et al. (2025)	SDT and reward systems	Balanced extrinsic motivation enhances performance, while poor design reduces collaboration and culture	Lack of mediation models including employee satisfaction

2.9. Mediation of Employee Satisfaction

Employee satisfaction is considered to mediate the relationship between motivational strategies (both the intrinsic and extrinsic) and organizational success (Putri et al., 2025). Employee satisfaction is conceptualized in this study as the psychological and emotional reaction of the employees to the job, working conditions and organizational environment. It becomes a significant process where motivation strategies determine the result of an organization. That is to say that there are no direct ways that motivation strategies to organizational success can work, instead, the success of any such strategy can rely and be relayed through the satisfaction rate of the workers (He et al., 2026). Based on the Self-Determination Theory (SDT), employee

satisfaction is directly connected with satisfaction of primary psychological needs, i.e., with autonomy, competence, and relatedness (Priya & Christopher, 2025). Employees are better placed to have increased satisfaction when these needs are tirelessly supported by motivational strategies. As an illustration, the intrinsic motivational strategies, in the case of meaningful work and autonomy, increase internal satisfaction, whereas extrinsic strategies, like fair compensation and recognition, may also help to increase the level of satisfaction, as long as they are perceived as supportive and not as the methods of control (Asamani et al., 2025). SDT thus indicates that satisfaction is not only a result of rewards but also an expression of the adequacy with which organizational practices meet the psychological needs.

The use of employee satisfaction as a mediator is significant as it clarifies the reason why motivation results in better organizational success. When employees are motivated and have satisfaction in their jobs, employees become more committed, engaged, and perform better (Wang & Shakibaei, 2025). They will have a higher chance of positively contributing towards team work, customer service, and innovation, which together will create effectiveness into an organization. Satisfaction, in this case, is a psychological mediator on motivation and performance outcomes. This mediating role is not however always easy-going. A critical point of view points out that employee satisfaction might not be adequate to explain all behaviours based on motivation. An example of this is that employees can be satisfied without being really productive or be productive because they are under pressure even though they might not be satisfied (Tambunan et al., 2025). It means that, although it is only one of the paths through which motivation is connected with organizational success, satisfaction is an important pathway. Also, SDT gives a subtle comprehension of this mediation process. SDT would state that autonomous motivation (that is internalized external motivation or otherwise extrinsic motivation) satisfaction is more lasting and correlates with long-term performance results than externally motivated satisfaction (José et al., 2025). This is an indication that not every type of satisfaction will equally affect organizational success. Managed types of motivation can generate short-lived satisfaction, and they might fail to generate enduring engagement and innovation. The mediating effect of the employee satisfaction in the Saudi Arabian setting is further complicated by cultural and organizational variables.

The workers usually attach importance to financial and social stability in the workplace. Thus, a set of intrinsic and extrinsic factors affects satisfaction (Gulzar, 2025). Companies that do not deal with these various aspects might discover that motivation strategy simply fails to translate into better performance. Importantly, although numerous studies suppose a direct mediation

effect, the effectiveness of employee satisfaction as a mediator may be diverse in accordance with a leadership style, organizational culture, and design of jobs (Gulzar, 2025; Priya & Christopher, 2025). It can be used as an example that supportive leadership can reinforce the mediation effect whereas strict hierarchies can deter it. Conclusively, employee satisfaction is one important mediating mechanism relating motivational strategies and organizational success. Yet, its efficiency depends on the context, and is defined by the psychological needs, cultural influences, and organizational practices, which is described in terms of the Self-Determination Theory.

Table 2-4: Summary of Literature Findings

Author(s) & Year	Focus	Key Findings	Research Gap	Relevance to Present Study
Deci & Ryan (2012); Ryan & Deci (2020)	Self-Determination Theory (SDT) and motivation	Differentiates intrinsic and extrinsic motivation; highlights autonomy, competence, and relatedness as key drivers of motivation and performance	Limited application in non-Western contexts; overemphasis on autonomy	Provides theoretical foundation to examine motivation and its impact on employee satisfaction and organizational success in Saudi Arabia
Fishbach & Woolley (2022); Poupard et al. (2025)	Intrinsic motivation	Intrinsic motivation enhances creativity, persistence, and job satisfaction	Not applicable to all job types; cultural limitations in collectivist societies	Helps analyze how intrinsic motivation influences employee satisfaction and long-term organizational success

Morris et al. (2022); Legault (2016)	Extrinsic motivation	External rewards improve short-term performance and goal achievement	May reduce intrinsic motivation (crowding-out effect); lacks long-term sustainability	Supports examination of how extrinsic rewards influence employee satisfaction and organizational outcomes
Gregory (2011); Voordt & Jensen (2023)	Employee satisfaction	High satisfaction leads to improved performance, commitment, and reduced turnover	Satisfaction alone does not guarantee performance; varies across individuals and contexts	Establishes employee satisfaction as a mediating variable between motivation and organizational success
Pfeffer & Veiga (1999); Nafei (2016)	Organizational success	Success includes financial performance, innovation, and employee productivity	Over-reliance on financial metrics; limited integration of human factors	Supports broader understanding of organizational success beyond financial outcomes
Ngala et al. (2025); Kant & Asefa (2022)	Intrinsic motivation & organizational success	Intrinsic motivation drives innovation, engagement, and long-term performance	Less effective in routine jobs; cultural constraints	Justifies inclusion of intrinsic motivation as a key predictor of organizational success
Setrojoyo et al. (2023); Kalogiannidis et al. (2025)	Extrinsic motivation & organizational success	Extrinsic rewards enhance productivity and	Risk of dependency and reduced	Highlights need for balanced motivational

		align employee goals	intrinsic interest	strategies in organizations
Putri et al. (2025); Wang & Shakibaei (2025)	Mediation of employee satisfaction	Employee satisfaction mediates the relationship between motivation and performance	Limited empirical testing of mediation effects	Supports testing employee satisfaction as a mediator in this study
Gulzar (2025); Priya & Christopher (2025)	Motivation and satisfaction in cultural contexts	Cultural factors influence motivation and satisfaction outcomes	Lack of region-specific studies (e.g., Saudi Arabia)	Reinforces need for contextual research in Saudi organizational settings
Asamani et al. (2025); Khemraj (2023)	Motivation in developing economies	Financial rewards and job security are key motivators	Limited integration of intrinsic factors in developing contexts	Aligns with study focus on balancing intrinsic and extrinsic motivation in Saudi Arabia

2.10. Research Gap

Although, there has been a considerable amount of research on the topics of motivation, employee satisfaction, and organizational success, there are some significant gaps in the literature. To start with, the majority of analyses have either analysed intrinsic or extrinsic motivation independently or in smaller sets without considering their interplay in a single and overall construct. Such a disjointed treatment restricts the insight into the role played by various motivational strategies in generating employee satisfaction and success within organizations simultaneously. Second, though, Self-Determination Theory (SDT) offers a powerful conceptual framework with which motivation can be studied, much of the empirical research supporting the theory has been carried out in Western settings. Relatively speaking, there are

few studies on the application of SDT in non-Western and cultural varied contexts like Saudi Arabia. Due to the cultural peculiarities of Saudi organizations, such as hierarchical system, collectivist principles, and the high role of job security, the relevance of SDT assumptions, including autonomy and self-directed motivation, need additional analysis. Third, the existing studies have tended to concentrate on direct relationships between motivation and the outcomes within an organization, whereas little attention has been paid to mediate relationships, like employee satisfaction. Despite the fact that at least a part of the research recognizes satisfaction as a valuable outcome, the empirical studies that test its use as a mediator of how motivational strategies can be translated into organizational success are few. This leaves a knowledge gap that theorizes how the process behind motivation and the achievement of performance outcomes happens. Fourth, there is a significant amount of literature on this topic carried out in developed economies with little empirical data of developing or fast changing economies such as Saudi Arabia. With the present economic transformation in Vision 2030, there is a huge change in structures and culture of organizations in Saudi Arabia. Nevertheless, the situation has not yet been filled with specific contextual research that explores the role of motivational strategies in this changing landscape. Fifth, the current literature tends to pay much attention to extrinsic motivation factors like salary and rewards, with comparatively less emphasis on intrinsic ones like meaningful work, autonomy and psychological empowerment. This unequal state keeps a betridder comprehension of motivation within the organization scenario. Lastly, there are also methodological gaps in which most of the studies are based on qualitative or conceptual studies. More quantitative, empirically based research on relationships between variables in a structured and generalizable way through the use of validated measurement scales is needed. The fill of these gaps will help in a more in-depth comprehension of the motivation strategies, which have an effect on employee satisfaction and organizational achievement, especially in Saudi Arabia.

2.11. Conclusion

This chapter has given a detailed overview of available literature in relation to intrinsic motivation, extrinsic motivation, employee satisfaction and organizational success. It has also reviewed on the theoretical basis of the study mainly anchored on the Self-Determination Theory (SDT), which is an explanation of how psychological needs like autonomy, competence and relatedness affect employee motivation and behaviour. According to the literature review, intrinsic and extrinsic motivation strategies are crucial in employee attitude and organizational results. Intrinsic motivation has connections to internal satisfaction, innovation, and long-term involvement whereas extrinsic motivation is correlated with outside rewards like salary,

recognition and job safety. Employee satisfaction has been determined to be a paramount mediating factor which links motivational strategies to organizational success. Whenever employees have high satisfaction, chances are that they will show increased commitment, productivity, and performance, which will lead to organizational effectiveness. The review also points out that the concept of organizational success is a multidimensional notion, which encompasses a financial achievement, efficiency operation, innovation and employee productivity. Not only it is conditioned by technical and structural factors but also human resources practices, as well as variables associated with employees. More importantly, the chapter has found a number of weaknesses in the existing literature such as excessive dependence on the Western contexts, incomplete consideration of motivational constructs and incompetent focus on mediating variables like employee satisfaction. It also highlights the need to have more context-specific studies within Saudi Arabian organizations in general as the organizations continue to undergo economic and structural change under the vision of 2030.

In general, this chapter lays a solid theoretical and empirical ground to the present study. It supports the necessity to investigate the effects of effective motivational approaches on the satisfaction of employees and organizational success within Saudi Arabia. The specified gaps serve as a solid guidance when creating the conceptual framework and the research methodology in the following chapters.

Chapter 3

Methodology

3.1. Introduction

The chapter introduces the research methodology that was used to explore the effect of good motivational practices on organizational performance and employee satisfaction in Saudi Arabian companies. The methodology section gives an organization discussion on how the research is to be undertaken and structured to guarantee the rigor in validity, reliability and credibility of the results. It presents the research design, research approach, research hypotheses, methodology, philosophy of the research, sampling techniques, methodologies of data collection, and methodologies of data analysis applied in the study. This chapter is aimed at justification of selection of such methodological choices and showing how they are in correspondence with research objectives and questions. To be sure that the study gives the correct and significant findings that can be generalized or implementable to the same organization environment, a clear methodology is necessary. To this end the chapter supports the fact that quantitative approach is the best way to study relationships between intrinsic motivation, extrinsic motivation, employee satisfaction and organizational success. Moreover, the chapter marks the systematic method of data collection and analysis of the responses of employees, who have been employed in Saudi Arabian organizations. It also provides justifications as to why certain research methods and instruments, including surveys and statistical techniques of analysis were chosen to test the hypothesized relationships of the research variables. Ethical implications are also undertaken to guarantee the research is done in a responsible manner and in a way that upholds confidentiality and informed consent and participant protection. Altogether, the chapter presents a clear direction of the research process, which guarantees transparency and rigor of the methods. It preconditions the analysis and interpretation of data in the following chapters, thus providing a structured exploration of the effect of motivational approaches on the employee satisfaction rate and effectiveness within the context chosen.

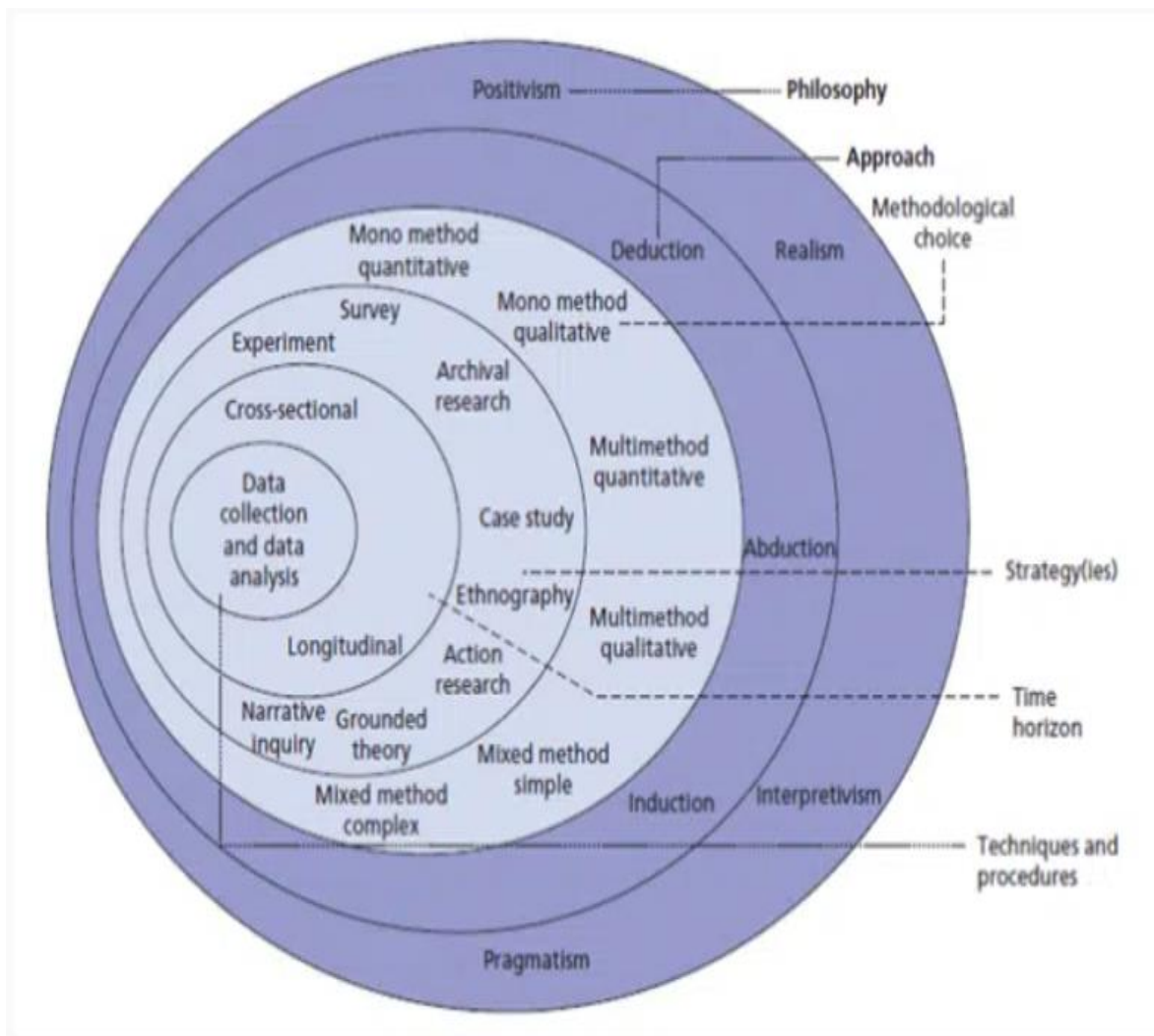


Figure 3-1: Saunder's Research Onion

3.2. Research Philosophy

The research has been based on the positivist research philosophy which presupposes reality is objective, measurable and does not change with human perceptions (Park et al., 2020). Positivism is also prevalent in quantitative studies where the objective is to test hypotheses and to determine relationships between variables using empirical observations and statistics. The connection between the motivational strategies, the satisfaction of employees, and the organizational success in the context of the given study can be discussed as an objective reality, which could be measured with the help of such structured data collection tools as questionnaires (Maretha, 2023). One of the main positive features of positivism is that it focuses on scientific rigor, reliability, and generalizability. It enables the researcher to be unbiased to the research process as there is no form of bias and results are drawn on facts that can be observed and measured. This becomes more critical when considering the variables of organizational behavior in that we are able to thoroughly measure the same variables among the various

respondents of Saudi Arabian organizations. Positivism however has its own weaknesses (Alharahsheh & Pius, 2020). It tends to disregard subjective experiences, feelings, and contexts, which can lead to employee behaviour. Human behaviour may not necessarily be fully predictable or measurable in the organizational setting. Irrespective of this weakness, positivism will be applicable in this study since it aims at testing clearly-defined relationships between variables through statistical methods.

3.3. Research Approach

This paper embraces deductive research approach starting with existing theories and literature then proceeds to empirically verify the theories using empirical data (Pearse, 2019). Under deductive method, hypotheses are created and the researcher uses the previously formulated theories like Self-Determination Theory (SDT), after which he or she gathers data to either prove or disprove these hypotheses. The deductive approach is relevant in this study since it is based on well-established theories of motivation and employee behaviour. First, the study determines the relationships that are expected to exist between intrinsic motivation, extrinsic motivation, employee satisfaction, and organizational success. They are then put to test with the quantitative data gathered on the Saudi Arabian organization of workers. One of the greatest strengths of the deductive method is its regulated and rational procedure that results in the augmented scientificness and objectivity of the study.

It helps the researcher shift away to general theories and to shift to concrete observations and hence is suitable in hypothesis testing and statistical analysis (Casula et al., 2021). It is also an effective strategy that helps to form measurable variables and standardized tools, including survey questionnaires. The short-coming of the deductive approach is however that it can tend to ignore any entertaining discoveries or new knowledge that is not appropriated within the existing theories. Nonetheless, it is quite appropriate to this study since the primary aim of the study is to test predetermined relationships, not to come up with new theories.

3.4. Research Design

This research will take a quantitative research design to investigate how motivational strategies, employee satisfaction, and organizational success are related to each other within Saudi Arabian organizations (Osborne, 2008). The quantitative design is suitable since it addresses numerical facts and statistical test to check out hypotheses and quantify the connection between variables. The structured instruments in the study enable the researcher to obtain standardized responses

among the participants and enable comparability and consistency of the data (Kotronoulas et al., 2023). The quantitative method will help the researcher to quantify the intensity and the orientation of the relationship between intrinsic motivation, extrinsic motivation, employee satisfaction and organizational success (Jamieson et al., 2023). It also favours the application of statistical procedures including correlation analysis and regression analysis to examine the hypotheses suggested. This research design is specifically, positivist in nature, where the goal is to determine patterns and extrapolate the results to a wider populace. In general, the quantitative design guarantees objectivity, reliability, and validity in exploring the research problem.

3.5. Research Strategy

Online questionnaire survey is the research strategy that we have adopted in this study. This plan is believed to be suitable since it enables the collection of data in an efficient way with the help of large and geographically spread sample of employees who work in Saudi Arabian organizations (Roopa & Rani, 2012). Online questionnaires are also cheap and can help to access standardized data, guaranteeing that all respondents provide answers to the same set of structured questions. The questionnaire will be formulated with the basis of validated measurement scales of past research concerning motivation, employee satisfaction and success of organizations. It comprises close ended questions founded on a Likert scale where respondents are able to give their level of agreement with each statement. This will be easy to quantify and to make statistical analysis of the responses.

Questionnaire is based on validated measurement scales of past studies on motivation, employee satisfaction and organizational success. It contains closed-ended questions, using a scale of Likert, which allows the respondents to show the degree to which they agree with each statement. It leads to facile quantification and statistical analysis of the responses. Second, the online format promotes the honesty of the response and enables anonymity thus minimizing the chances of bias. It also enables processed and analysis of data faster. In general, online questionnaire strategy would be appropriate to the quantitative research design and it would address the research objectives effectively.

3.6. Population and Sampling

This study has a target population that is composed of employees in medium to large sized healthcare organizations in Saudi Arabia both government and privately operated by the

hospitals and specialized healthcare facilities. The research involves both employees in different job levels like entry-level employees, middle management, and top management, and employees in varied functional division like medical staff, nursing, administration, human resource and support services. The geographical scope of the study is healthcare organizations in the large Saudi Arabian cities, Riyadh, Jeddah and Dammam, which have most large healthcare organizations at their centre. This geographical boundary limits the possibility of unreliable collection of data and also provides a reasonable representation of the target population. A combination of purposive and convenience sampling techniques will be used to select respondents.

Purposive, and convenience sampling are conducive to the selection of appropriate participants since purposive sampling guarantees the inclusion of only relevant participants with the right experience within the healthcare organizations whereas convenience sampling enables easy access to the respondents who are easily available and willingly respond to question. This mix assists in realizing a useful but at the same time relatively representative sample at varying levels and departments within organizations. According to structural equation modelling (SEM) statistical power analysis, a sample of 350 respondents was aimed at. This sample size is believed to be adequate to identify moderate effect sizes with the 95 percent confidence level and will be strong in testing a hypothesis. The inclusion criteria are that the participants must possess a minimum of six months of work experience in their present organization, and must give an informed consent; interns, temporary employees, and employees on temporary leave are excluded.

3.7. Data Collection

The information to be used in this study will be obtained using the online survey questionnaire to employees serving in medium and large size health care organizations in Saudi Arabia. The online technique will be chosen because of its high efficiency, low cost and capacity to cover a high population which is known to be geographically scattered. It also enables the respondents to give their responses at their convenience, which is likely to help improve the chances of honesty in the responses and thoughtfulness in the presented responses. A validated scale that has been used in earlier researches on intrinsic motivation, extrinsic motivation, employee satisfaction, and organizational success will be used in developing the questionnaire. It will be composed of Likert scale close-ended questions on a Likert scale; strongly disagree to strongly agree. This unified format will provide uniformity in the responses and data can be analysed statistically. The survey link will be e-mailed and professionals will be contacted via

professional networks and reminders will be sent to recruit more respondents. Prior to the study, consent will be taken and informed consent will be given to the respondents before it is carried out. Strict confidentiality and anonymity is going to be guaranteed to elicit unprejudiced responses. Generally, the online questionnaire approach is systematic, reliable and effective in collection and presentation of data since the research was qualitative in nature.

Table 3-1: Measurement Instruments with Items

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

3.8. Data Analysis

The data acquired will be analysed through Statistical Package of the Social Sciences (SPSS) package. One of the most common statistical software programs is SPSS which allows managing, analysing, and interpreting data easily. It is specifically appropriate in quantitative studies since it facilitates different statistical procedures needed in the testing of hypotheses. To begin with, demographic traits of respondents and important variables of the study are going to be summarized with the help of descriptive statistics that include frequencies, percentages, means, and standard deviations. This will give a good summary of the data distribution. Following this, the reliability analysis will be done on the measurement scales in terms of the Cronbach alpha to determine the internal consistency of the scales. The acceptable value will be any 0.70 or above. In addition, intrinsic motivation, extrinsic motivation, employee satisfaction, and organizational success are going to be analysed with the help of correlation analysis. To test the hypotheses, regression analysis will be carried out to ascertain the effect of the independent variables on dependent variables. Mediation analysis will also be performed to analyse the position of employee satisfaction as a mediating variant, where it is needed. It is

highly suitable in the quantitative research design since SPSS provides accurate, systematic and reliable analysis of data.

3.9. Ethical Considerations

Ethics is an important issue in this study in order to guarantee the study is carried out in a responsible and respectful way to all the participants. To uphold the rights, privacy, and well-being of respondents, the study will adhere to ethical research practices. Clear information on the purpose of the study will be given to all respondents before participation and informed consent will be obtained. Participation will be on a completely voluntary basis and respondents will be at liberty to drop out of the study any time without reprisals. The confidentiality and anonymity will be upheld in the process of research. No identifiable data will be gathered about the individual and all responses will be utilized in a purely academic manner. Data will be safely locked to ensure that it is accessed by the researcher alone without compromising on its use. Further, we will observe so as to avoid having any sensitive or harmful questions in the questionnaire and making the participants feel uncomfortable. The research will also make certain that the data collection and analysis will be honest and transparent without manipulation and prejudice. All sources will be given credit to prevent plagiarism. All these ethics are good to have ethically sound research which is conducted with integrity, respect and professionalism.

3.10. Conclusion

The research methodology adopted in this research has been elaborated in this chapter. It has established the philosophical basis of positivism that buttresses the measurability and objectivity of the research. The deductive method was embraced to empirically test the available theories, especially Self-determination Theory, with the help of empirical data. To have a structured data collection and statistical test on the relationship between variables a quantitative research design was taken to be used. The research plan included using online questionnaire that enabled collection of data efficiently and reliably with employees working in Saudi Arabian healthcare organizations. A clear definition of the target population and sampling techniques were to be used, where the sample was to consist of 350 respondents to be used to guarantee the sufficient statistical content to be analysed with the help of SPSS.

Such methods of data analysis descriptive statistics, reliability tests, correlation and regression were found to be the correct method of testing a hypothesis. Primarily the ethical aspects were also raised in order to make the research meet the required standards of professional research

such as informed consent, confidentiality and voluntary participation. On the whole, this chapter offers a clear and systematic research framework to ensure validity, reliability and ethical integrity in conducting the research. It provides the basis of the next chapter, which will give the data analysis and interpretation.

Table 3-2: Research Methodology Summary

Aspect	Description
Philosophy	Positivist
Approach	Deductive
Design	Quantitative
Strategy	Online Survey
Population	Healthcare Staff
Sampling	Purposive Convenience
Sample Size	350 Respondents
Data Tool	Questionnaire Survey
Analysis	SPSS Software
Reliability	Cronbach Alpha
Correlation	Relationship Test
Regression	Hypothesis Test
Ethics	Informed Consent

Chapter 4

Results

4.1 Introduction

This chapter discusses the results of the study related to the relationships between intrinsic motivation, extrinsic motivation, employee satisfaction and organizational success. The analysis was carried out with SPSS Version 29 software and Hayes developed PROCESS Macro for testing hypotheses. Results are organized systematically in the following manner: first the reliability of measurement is analysed, then regression analysis, and finally mediation analysis. Reliability analysis was conducted to assess the internal consistency of the measurement scales used to carry out the study first. All constructs such as Intrinsic Motivation (IM), Extrinsic Motivation (EM), Employee Satisfaction (ES), and Organizational Success (OS) were measured using Cronbach's alpha which ranged from 0.81 to 0.89. The results indicated that all constructs achieved satisfactory to excellent quality of the reliability of the tests for subsequent statistical analyses, meaning they are suitable to use. After the reliability test, multiple regression analysis was carried out to test the direct effect of intrinsic motivation and extrinsic motivation on organizational success. These motivational factors were measured against the regression model and variations in organizational success were the outcome explained. The results indicate the importance and the magnitude of the hypothesized direct relationships. The mediating role of employee satisfaction was examined in the relationships between intrinsic motivation and organizational success, or between extrinsic motivation and organizational success using mediation analysis in PROCESS Model 4, generate 5,000 bootstrap samples. For considering the significance of indirect effects, the bootstrap confidence intervals were generated. The results reported in this chapter offer a learning gold that can be used in evaluating the proposed hypotheses, and that can be used to better understand how employee motivation and satisfaction impact organizational success.

4.2. Demographic characteristics of respondents

Table 4-1: Demographic profile of respondents

Statistics

		Gender	Experience	Age	Job_Level	Department
N	Valid	276	276	276	276	276
	Missing	0	0	0	0	0

Table 4.1 shows the gender distribution of the respondents. A total of 276 persons were participants in the sample with 145 persons (52.5%) being male and 131 (47.5%) were female. The results revealed relatively equal representation of both genders, which had a relatively higher number with males. In general, the gender gap is not too large between male and female respondents, which could also help provide a representation of both sides. Having a balanced mix is advantageous for the study as it minimizes the chance of gender-biases and maximizes generalizability of the results for the different dimensions of a workforce. The representation of the male and female workers is substantial to gain more insight into male and female employees' perceptions of intrinsic and extrinsic motivation, employee satisfaction and organizational success. Workplace experiences and motivational factors can differ between males and females and having participants of both genders will increase the validity of the research findings. Additionally, the near equality of distribution is indicative of the growing involvement of both sexes in the organizations of this time and their distribution in functional areas and within management levels. As a whole, the gender distribution in the study is adequate and can be considered to provide a reasonably representative sample. The overall results of the research process can be trusted or believed because of this balanced composition.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	145	52.5	52.5	52.5
	Female	131	47.5	47.5	100.0
	Total	276	100.0	100.0	

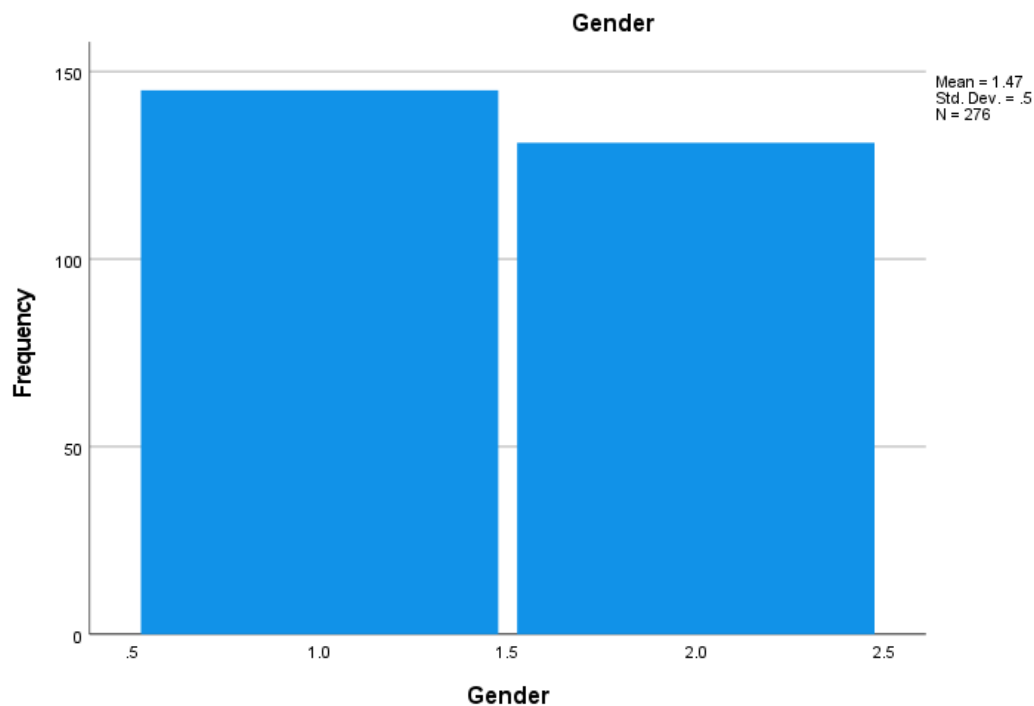


Figure 4-1: Gender of Respondents

The work experience profile of respondents is given in the Table 4.1. The number of employees with 1-5 years of experience was the highest with 123 (44.6%) and this group made up the largest number of participants out of the 276 that took part in the research. This was followed by employees who had 6–10 years of experience who accounted for 102 (37.0%) respondents. 33 respondents (12.0%) reported being less than one year in professional practice, and only 18 respondents (6.5%) had more than 10 years of experience. These results demonstrate that most study participants had a moderate amount of working experience. The majority of them with a 1-10 years of experience indicates that the sample is mainly composed of employees who have enough exposure and knowledge of rules of the work organization. These workers will probably have well informed views on motivational factors, job satisfaction and organizational success schemes. The participation of employees who work for less than a year offers insights from some of the younger newcomers to the workforce, and employees with more years of experience offer insights drawn from employees who have long been involved with the organization. Participants represent a wide range of experience levels, which adds to the richness of the data and provides for a more holistic knowledge of employee attitudes and actions. Overall, the experience profile suggests that the study involves a mix of employee experiences and enhances the representativeness and usefulness of the results.

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	33	12.0	12.0	12.0
	1-5 years	123	44.6	44.6	56.5
	6-10 years	102	37.0	37.0	93.5
	More than 10 years	18	6.5	6.5	100.0
	Total	276	100.0	100.0	

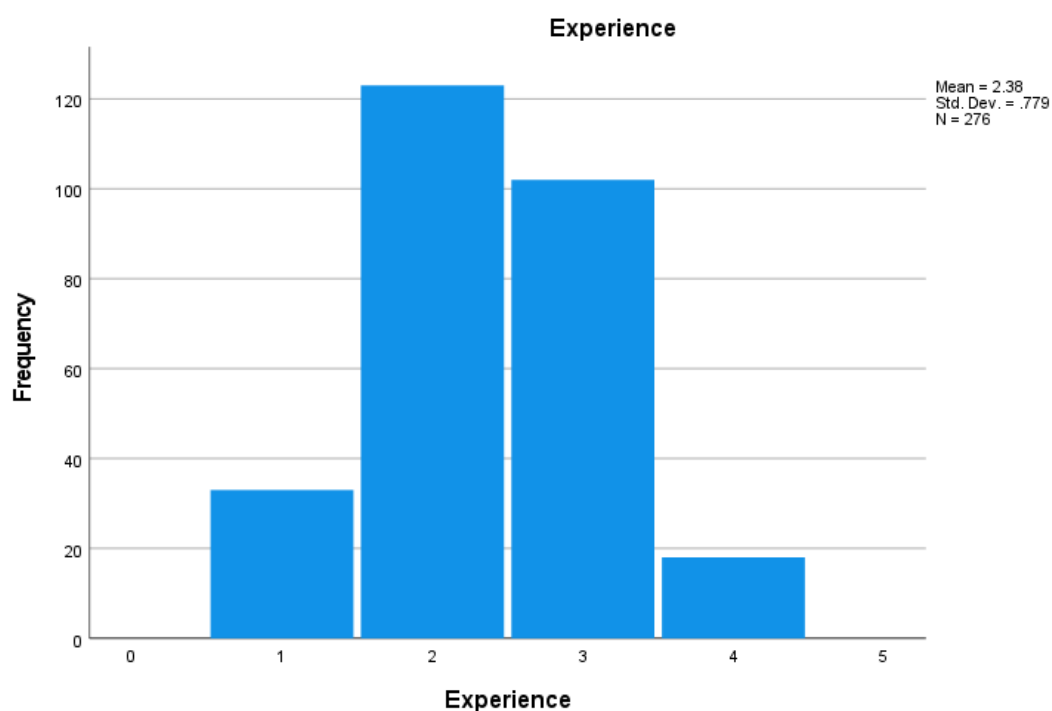


Figure 4-2: Experience of Respondents

Table 4.1 shows respondents by department. The highest percentage of respondents (35.1) were found in Marketing department. The Finance department came next with 77 respondents (27.9%). Next, the HR (human resources) department had the highest number of respondents at 53 (19.2%), followed by Operations at 49 (17.8%) of the sampled respondents. The figures shown here evidence that the respondents were representatively sampled across functions in the organizations. Participation by employees from various departments is critical because factors within the organization, such as experiences, job duties and motivational forces can differ

among functional units. While personnel in the marketing field might have to work in highly dynamic and target-oriented environments, those working in finance might be more associated with analytical and compliance-based work. Likewise, HR personnel are also directly engaged in people management practices and operations staff are a part of the delivery of organizational processes and services. Both the diversity of the confirming study respondents from these different departments and the diverse content areas that the study addressed allow a broad spectrum of results to be inferred concerning motivation, satisfaction, and sustainability practices. The quite even representation of departments improves the comprehensiveness of the research, and prevents the risk of findings being biased by one functional area. It also enables the applicability of the results in other departments and organization. Overall departmental profile reveals that the study has a good variety of employees' viewpoints which enhances the validity and usefulness of the findings of the research.

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HR	53	19.2	19.2	19.2
	Finance	77	27.9	27.9	47.1
	Marketing	97	35.1	35.1	82.2
	Operations	49	17.8	17.8	100.0
	Total	276	100.0	100.0	

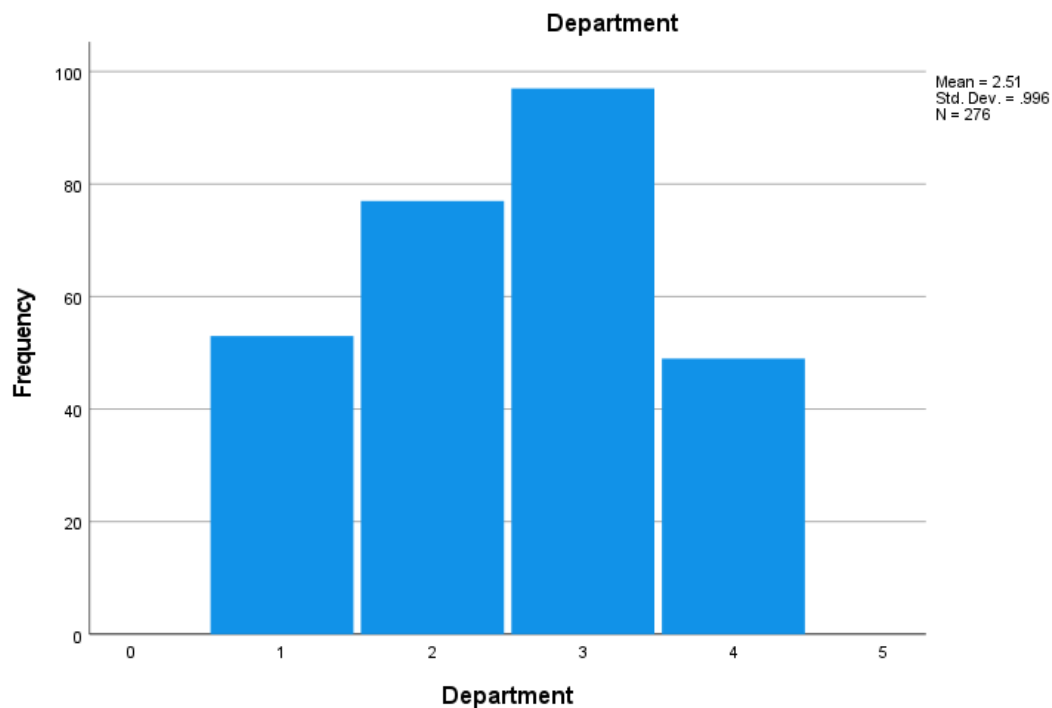


Figure 4-3: Department of Respondents

A table showing how many people responded by age is presented below (Table 4.1). The age group with the highest percentage was the 21–30 age group, 102 respondents (37.0%). The group aged 41-50 years had the highest number of 97(35.1%) participants followed by 77(27.9%) participants aged 31-40 years. The outcome showed the respondents to be fairly evenly spread over the three age-groups, which offers a more even spread of younger and older employees. Finally, that a significant number of the workers in the sample are younger, possibly indicating that the sample is heterogeneous for motivational needs and for expectations at work, than other samples. Respondents aged 31-40 and 41-50 provide insights from their increasingly rich experiences in the workplace and organization.

Younger workers might value the potential for career growth and rewards more, whereas older workers could care more about company policies, leadership strategies, and long-term sustainability efforts. The balanced age distribution contributes to the trustworthiness of the study in that it does not funnel the results to just an age group. It will also enable the research to show a range of attitudes toward motivation, satisfaction and organizational success as they relate to each stage of career and life development. In general, the age structure is wide, so the results of the study are suitable in terms of representation and credibility.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	102	37.0	37.0	37.0
	31-40	77	27.9	27.9	64.9
	41-50	97	35.1	35.1	100.0
	Total	276	100.0	100.0	

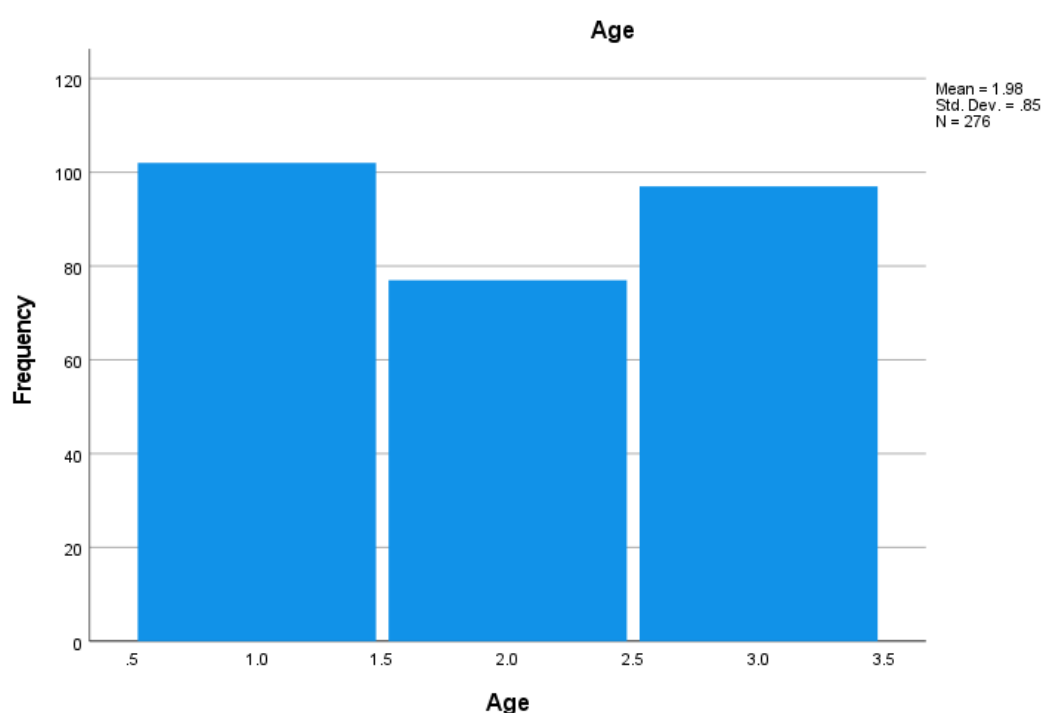


Figure 4-4: Age of Respondents

Table 4.1 presents the distribution of the respondents by their classification in accordance with the job level. Most participants (126, 45.7%) worked in the middle management-level. Of the 97 respondents (35.1%) were senior management employees, and 53 workers (19.2%) were entry-level employees. These findings suggest a cross sectional sample of employees at the different hierarchical levels of the organization, with a higher number of employees focusing on management positions.

The scores for middle and senior management employees were high indicating that many participants have strong knowledge and experience of the decision making process. These staff members are frequently directly involved in the implementation of organizational strategies, team motivation and some aspects of sustainability projects. Because of this, their opinion is

especially crucial when it comes to grasping the connection between employee motivation and satisfaction and organizational success. Meanwhile, having lower-level personnel also implies that the perspectives of less experienced personnel are also captured. The use of multiple level responses provides a depth of data in the study, as different level data reflect different aspects of the new rural labour force within the workplace. Motivational factors and organizational outcomes can hold different meanings to employees at different levels in the organization. Hence their presence helps enhance the credibility of the results and gives a richer analysis of the organizational dynamics. The job level profile shows a diverse and representative sample as a whole, and the conclusions of the study can be trusted and applied.

Job_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	53	19.2	19.2	19.2
	Middle Management	126	45.7	45.7	64.9
	Senior Management	97	35.1	35.1	100.0
	Total	276	100.0	100.0	

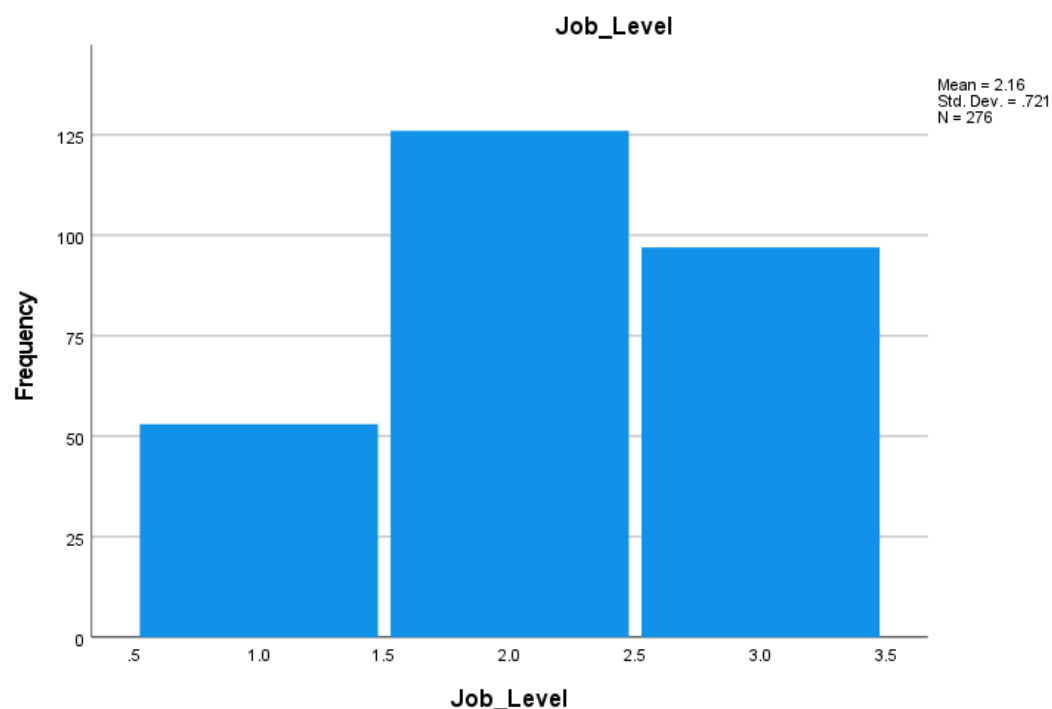


Figure 4-5: Job level of Respondents

4.2. Descriptive summary of variables

Descriptive Statistic for Study Variables for IM, EM, ES, and OS is presented in table 4.2. There were no missing data reported and a total of 276 valid responses were analysed for this analysis. The results show information about the central tendency, variability and distribution of variables. The highest mean score for the variables was obtained in the Organisational Success item ($M = 3.6820$, $SD = 1.08616$), this showing a relatively high level of organisational success among the respondents. Respondents also exhibited a relatively high level of intrinsic motivation with a high mean value ($M = 3.6624$, $SD = 0.97612$) for IM. Likewise, the mean among the EM was 3.6150 ($SD = 0.99642$), wherein, it had a positive perception of the extrinsic motivational factor.

ES captured the lowest mean score among the variables ($M = 3.5233$, $SD = 0.89217$) but was still above the neutral score, which means employees' satisfaction levels were generally good. All standard deviation values showed moderate level of variation in all constructs between the respondents of the project ranging from 0.89217 to 1.08616. Additionally, all of the variables had negative skewness (from -0.596 to -0.939), meaning that scores tended to be clustered near the highest end for each variable. The kurtosis values were within acceptable limits from -0.408 to -0.190 indicating relatively normal distributions. The descriptive statistics were overall positive findings on perceptions of IM, EM, ES and OS with skewness and kurtosis confirming the data meet the assumption of normality for future statistical analyses.

Table 4-2: Descriptive characteristics of studied constructs

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IM	276	1.00	5.00	3.6624	.97612	-.939	.147	-.190	.292
EM	276	1.00	5.00	3.6150	.99642	-.903	.147	-.274	.292
ES	276	1.00	5.14	3.5233	.89217	-.596	.147	-.347	.292
OS	276	1.00	5.00	3.6820	1.08616	-.872	.147	-.408	.292
Valid N (listwise)	276								

4.3. Correlation analysis

Pearson correlation coefficients for all comparisons between the IM, EM, ES and OS are given in Table 4.3. The results show that, all variables are positively and significantly correlated with each other at 0.01 significance level ($p < 0.01$), which means that there are meaningful associations among the study constructs. There is a strong positive correlation between IM and EM ($r = .739$, $p < .001$) suggesting that job satisfaction is correlated with greater feelings of IM and greater feelings of EM. Greater IM is also positively associated with ES ($r = .657$, $p < .001$) and with OS ($r = .562$, $p < .001$), indicating that higher levels of IM are linked to higher satisfaction among employees, and employee success within organizations.

Likewise, both open-ended measures have a strong positive correlation with EM ($r = .708$, $p < .001$ and $r = .653$, $p < .001$ for open-ended measures of ES and OS respectively). Moreover, the most significant relationship was found between ES and OS ($r = .709$, $p < .001$) suggesting that greater satisfaction of employees is significantly correlated with a more successful organization. Overall, the correlation data supports the proposed correlations between IM, EM, ES and OS and are a preliminary justification for additional regression and mediation analyses.

Table 4-3: Correlations of variables

		Correlations			
		IM	EM	ES	OS
IM	Pearson Correlation	1	.739**	.657**	.562**
	Sig. (2-tailed)		.000	.000	.000
	N	276	276	276	276
EM	Pearson Correlation	.739**	1	.708**	.653**
	Sig. (2-tailed)	.000		.000	.000
	N	276	276	276	276
ES	Pearson Correlation	.657**	.708**	1	.709**
	Sig. (2-tailed)	.000	.000		.000
	N	276	276	276	276
OS	Pearson Correlation	.562**	.653**	.709**	1

Sig. (2-tailed)	.000	.000	.000	
N	276	276	276	276

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

4.4. Factor loadings of variables

Finally, Principal Component Analysis (PCA) is applied to the original correlation matrix, where the rotation method is Varimax and the normalization method is Kaiser. Table 4.4 shows the rotation component matrix obtained by the application of the Principal Component Analysis (PCA). The aim of factor analysis was to explore the extent to which the items had construct validity and that items were loaded in the correct constructs. It took seven rotations to get the rotation together; this suggests a reliable factor solution. The scores demonstrate a differentiated 4 factor structure (IM, EM, ES, OS). The factor loadings for all the IM items (IM1–IM6) were quite high with values ranging from 0.682 to 0.774 on Component 2. All of the EM items (EM1–EM4) had loadings between 0.686 and 0.814 on the Component 3.

The factor loadings of ES items (ES1–ES7) loaded on Component 4 ranged between 0.744 and 0.921, indicating strong correlation with the underlying construct. In addition, all the items of the OS (OS1–OS9) had loadings between 0.653 and 0.921 on Component 1. The factor loading of all of the observed variables on the corresponding latent constructs surpassed the usually accepted cut point of 0.50, which suggested appropriate convergent validity and high relationships between the observed measures and the underlying constructs. In addition, after checking the effect of the items on each other, there are no substantial cross-loadings, which indicates good discriminant validity among the variables. The factor analysis results, overall, showed that the items measured were grouped well in relation to the constructs as intended and the use of the research instrument used for this study proved to be valid.

Table 4-4. Rotated component matrix

Rotated Component Matrix ^a				
Component				
	1	2	3	4
IM1		.715		
IM2		.682		

IM3		.774		
IM4		.758		
IM5		.711		
IM6		.730		
EM1			.710	
EM2			.686	
EM3			.762	
EM4			.814	
ES1				.819
ES2				.749
ES3				.744
ES4				.777
ES5				.818
ES6				.762
ES7				.921
OS1	.793			
OS2	.653			
OS3	.921			
OS4	.921			
OS5	.921			
OS6	.921			
OS7	.793			
OS8	.793			
OS9	.921			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

4.5. Reliability analysis

Results from the reliability analysis that was carried out to determine the internal consistency of the measurement scales employed in this study is shown in Table 4.5. Cronbach's alpha coefficient was used as the basis for evaluating reliability as a measure for the amount of consistency among the items for each construct used in measuring the same concept. Cronbach's alpha values greater than 0.7 can be considered acceptable, values greater than 0.8 are representative of good reliability and values greater than 0.9 are an excellent level of reliability. As seen in the results, values of Cronbach alpha for all the constructs of the study were above the recommended alpha level to indicate that they have good internal consistency. Also, the six items of IM had excellent Cronbach's alpha = 0.908.

The Cronbach's alpha scores of the four items in EM were 0.854, which indicated the high reliability of it. Likewise, ES (seven items) generated a Cronbach's alpha of 0.869, a very good internal consistency of the items. The highest reliability was found for OS with nine items corresponding to a Cronbach's alpha of 0.979, indicating very high levels of reliability. These results indicate that the content of each of these constructs is highly consistent and that the items are conveniently measuring the concepts which they represent. The high reliability coefficients validate the stability and reliability of the research instrument. Thus, IM, EM, and ES scales are suitable for later regression and mediation analyses in this study, reflecting a reliable measure. Therefore, the measure used for IM, EM, ES, was reliable and appropriate for subsequent regression and mediation analyses in this study.

Table 4-5: Reliability Analysis of Study Constructs

Construct	Number of Items (N)	Cronbach's Alpha
IM	6	0.908
EM	4	0.854
ES	7	0.869
OS	9	0.979

4.6. Regression analysis

Table 4.6 shows the results of the multiple regression analysis of the direct effect of IM and EM on OS. As shown in the model summary, the correlation coefficient (r) for this model is 0.664, meaning that there is a fairly strong positive association between the predictors (IM and EM) and the criterion (OS). The R-square value of 0.441 indicates that the model explains 44.1% of the variance in OS, and the adjusted R-square value of 0.437 confirms that the model has good explanatory power while considering sample size and predictors. The standard error of the estimate (0.81523) is indicative of moderate error of prediction.

The results using the ANOVA tests show that the overall regression model is statistically significant $F = 107.576$, $p < .001$, indicating that IM and EM together have a significant influence on the variable OS and is acceptable as a model for interpretation. The coefficients table additionally demonstrates that each of IM and EM considerably predicts OS. A higher level of intrinsic motivation also has a positive and significant influence on organizational success ($B = 0.196$, $\beta = 0.176$, $t = 2.624$, $p = .009$). The B (0.570) and β (0.523) are both positively significant for the EM ($\chi^2 = 7.791$, $p < .001$), indicating a more dominate influence of EM on OS than IM does. Overall, the results show that both IM and EM were significant and positive predictors of OS, with EM being the stronger predictor.

Table 4-6: Direct effects of IM and EM on OS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.664 ^a	.441	.437	.81523

a. Predictors: (Constant), EM, IM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.992	2	71.496	107.576	.000 ^b
	Residual	181.438	273	.665		
	Total	324.429	275			

a. Dependent Variable: OS

b. Predictors: (Constant), EM, IM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.903	.201		4.495	.000
	IM	.196	.075	.176	2.624	.009
	EM	.570	.073	.523	7.791	.000

a. Dependent Variable: OS

The findings from a mediation analysis of mediation between IM, mediation of EM and mediation of OS are presented in Table 4.7. Analysis performed with 5000 bootstrapping samples, and significance measured by confidence intervals (CI) for effects—effects were considered significant if CI did not contain zero. The results of IM confirms that there was a significant positive correlation between employee satisfaction and intrinsic motivation ($\beta = 0.6009$, $p < .001$), that is, the higher the intrinsic motivation the higher the employee satisfaction. ES also positively influences OS in IM ($\beta = 0.7279$, $p < .001$), demonstrating that the satisfaction of employees is an important determinant of the effectiveness of an organization. The direct effect of IM on OS remains significant ($\beta = 0.1885$, $p = .003$), while the indirect effect through ES is also significant ($\beta = 0.4374$, 95% CI [0.3244, 0.5555]).

This study testifies that the relationship between IM and OS is mediated by ES to a certain extent. Similarly, EM shows a significant positive effect on ES ($\beta = 0.6340$, $p < .001$), and ES significantly influences OS in the EM model ($\beta = 0.6025$, $p < .001$). The direct effect of EM on OS is also significant ($\beta = 0.3300$, $p < .001$), along with a significant indirect effect through ES ($\beta = 0.3820$, 95% CI [0.2656, 0.5000]). This suggests there is partial mediation for EM, too. Overall, the results indicate that the role of ES is important to all three mediation hypotheses and that ES is an important mediating process between IM and EM, as well as between IM and OS.

Table 4-7. Mediation Analysis Results (ES as Mediator)

Relationship	Path Coefficient (β)	SE	t-value	p-value	95% CI
IM $\rightarrow$ ES	0.6009	0.0416	14.4417	< .001	[0.5190, 0.6828]
ES $\rightarrow$ OS (IM Model)	0.7279	0.0678	10.7376	< .001	[0.5944, 0.8614]
IM $\rightarrow$ OS (Direct Effect)	0.1885	0.0620	3.0425	.003	[0.0665, 0.3105]
IM $\rightarrow$ ES $\rightarrow$ OS (Indirect Effect)	0.4374	0.0578	—	—	[0.3244, 0.5555]
EM $\rightarrow$ ES	0.6340	0.0382	16.5979	< .001	[0.5588, 0.7092]
ES $\rightarrow$ OS (EM Model)	0.6025	0.0701	8.5963	< .001	[0.4645, 0.7405]
EM $\rightarrow$ OS (Direct Effect)	0.3300	0.0628	5.2586	< .001	[0.2065, 0.4536]
EM $\rightarrow$ ES $\rightarrow$ OS (Indirect Effect)	0.3820	0.0595	—	—	[0.2656, 0.5000]

Hypothesis	Direct Effect (β)	Indirect Effect (β)	Bootstrapped 95% CI	Mediation Result
IM $\rightarrow$ ES $\rightarrow$ OS	0.1885**	0.4374	[0.3244, 0.5555]	Partial Mediation
EM $\rightarrow$ ES $\rightarrow$ OS	0.3300***	0.3820	[0.2656, 0.5000]	Partial Mediation

The results of the regression and mediation analyses are summarized in Table 4.8, which shows whether the hypothesis was supported or rejected. In general, all four hypotheses (H1-H4) are accepted, which means the proposed conception-model is empirically confirmed. H1 suggested that the relationship between IM and OS are highly positive. This relationship was confirmed

by the results, which indicated that greater levels of intrinsic motivation were associated with greater organizational success. This means the fact that internally motivated workers make a positive impact on the long-term sustainability and performance of an organization. H2 suggested that EM could have a profound positive effect on OS. It is also confirmed by this hypothesis, which suggests that external reward, recognition and incentives are important factors that contribute quite strongly to organizational success. The results indicate that there is a significant relationship between external motivational forces and employee contributions to the organizational purpose. To explore the role mediated between IM and OS, H3 was explored in the current study.

The results support partial mediation, implying that IM exerts both direct and indirect effects on OS via an effect on ES. This is a reminder that there's a direct connection between intrinsic motivation and greater employee satisfaction and consequently better organizational performance. Likewise, the mediation of ES between the EMO—OS by H4 was tested. Results also suggest partial mediation, meaning that the oriented bar is a pathway that adds to the effects of EM on OS. In summary, ES is an important mediating factor and both IM and EM clearly are contributing factors to OS.

Table 4-8: Summary of Hypothesis Testing Results

Hypothesis	Statement	Result
H1	Intrinsic Motivation (IM) has a significant positive effect on Organizational success (OS).	Supported
H2	Extrinsic Motivation (EM) has a significant positive effect on Organizational success (OS).	Supported
H3	Employee Satisfaction (ES) mediates the relationship between Intrinsic Motivation (IM) and Organizational success (OS).	Supported (Partial Mediation)
H4	Employee Satisfaction (ES) mediates the relationship between Extrinsic Motivation (EM) and Organizational success (OS).	Supported (Partial Mediation)

Chapter 5

Discussion and Conclusion

5.1. Introduction

The empirical study results are discussed, interpreted and concluded in this chapter. It relates the statistical outcomes obtained in Chapter 4 and relates it back to the research goals as well as the literature review on organizations success, employees' satisfaction and motivation in the context of organizations in Saudi Arabia. This chapter aims at gaining further insights into the relationships between intrinsic motivation (IM), extrinsic motivation (EM), and organizational success (OS) and how employee satisfaction (ES) is a mediating variable in between these relationships. The presentation is made according to the research objectives (ROs). RO1 is a study of the effect of IM on OS and RO2 is concerned with the effect of EM on OS. RO3 explores the mediating effects of ES between the two types of motive and organizational success. The chapter suggests implications for practice and theory of the results based on their interpretation given the objectives of the study.

Furthermore, beyond the research project itself, some implications for theory and practice are available in this chapter especially when dealing with organizational management in Saudi Arabia. It also highlights the research gaps and offers suggestions for further studies to augment and correct the current research. Last, the authors summarize the key findings from the study and how they relate to maintaining a successful organization in the long term through employee satisfaction and motivation.

5.2. RO1: To assess the impact of intrinsic motivation on organizational success in Saudi Arabian organizations.

The first research objective (RO1) intended to measure the effect of intrinsic motivation (IM) on the organizational success (OS) in organizations in the Kingdom of Saudi Arabia (KSA). On the basis of the empirical results presented in Chapter 4 this is fully fulfilled and the hypothesis (H1) is accepted. The results of regression showed that, the effect of IM on OS is positive and statistically significant. This suggests a positive relationship between increased intrinsic motivation of employees and the positive consequences for the organization. Hence, the results validate that employees, who are internally motivated through self-development, achievement, responsibility and their sense of purpose, contribute significantly to improve the organization's

performance and sustainability (J. Chen et al., 2022). These findings are in line with evidence that comes from Self-Determination Theory (Deci and Ryan, 1985) that indicates higher engagement, persistence and psychological commitment in those that are intrinsically motivated. People who are intrinsically motivated come up with more creative and enthusiastic attempts with more tasks, which directly translates to improved organizational outcomes.

This is especially meaningful for Saudi Arabian organizations, wherein the growing emphasis on organizations is on human capital development in accordance with vision 2030. The value placed on innovation, efficiency, and empowering the workforce certainly reflects the value of having employees who are intrinsically motivated to achieve an organization's success in the long-term. The results also do corroborate the previous empirical studies. For example, researchers have found that there is a strong correlation between intrinsic motivation and high employee performance and organisational commitment (Aljumah, 2023). In the same way, past studies have also found that intrinsic motivation increases benefits for employees, which, in turn, has a positive influence on the effectiveness of the organization (Akerele, 2023).

The concept of intrinsic motivation has received great attention in the literature on organizational behavior, where it is considered as a major factor in organizational success, including: intrinsic motivation, creativity, problem-solving skills, and motivations to engage in extra role activities (Raza et al., 2015). Also, the findings are complemented with research performed in context of the Middle East and in developing economy. The results of past research also indicated that intrinsic motivation has a significant influence on employee performance and organizational commitment in the Saudi public, semi-government, and government sectors (Setrojoyo et al., 2023). This is in line with the present study which concluded that intrinsically motivated workers are more likely to match the organization's goals and positively affect the sustainable performance.

The results indicated acceptance of H1 as it indicates that in Saudi Arabian organizations intrinsic motivation is indeed a valid predictor of organizational success. Those people who are in tune with their internal feelings with the work, are more likely to display increased productivity, engagement and loyalty. In highly competitive and rapidly growing economies, a dependence on skilled and motivated workforce for meeting organizations' strategic goals is particularly significant. The general results validate these theories and supports the notion that intrinsic motivation is important and contributes positively to improving the organizational success. Thus, the hypothesis is accepted, giving a successful fulfilment of RO1. This underscores the need for management to promote highly autonomous, masterfully managed and

purposive working environments that ultimately, achieve better organizational effects and sustainability in Saudi Arabia.

5.3. RO2: To assess the impact of extrinsic motivation on organizational success in Saudi Arabian organizations.

The second research objective (RO2) was designed to evaluate the effects of extrinsic motivation (EM) on organizational success (OS) in organizations of Saudi Arabia. The results of the regression analysis give support to this objective and related hypothesis (H2) is accepted in that regard. The findings reveal that EM does positively affect OS and has a statistically significant relationship between EM and OS, that is, that extrinsic motivational factors have a significant and meaningful role to play in enhancing organizational success (Good et al., 2022). This reveals that external incentives like salary, bonus, promotions, recognition and job security have a great impact on employees' engagement to organizational performance. When dealing with work organizations in Saudi Arabia in which structured reward systems and performance-based incentives prevail, it seems like the main force behind employee productivity and goal accomplishment is how much people are motivated by an external source. When employees think that they get equitable and attractive rewards, they are more likely to get aligned to the goals of the organization hence enhancing the overall success. The results are consistent with the Expectancy theory (Vroom, 1964) which states that an employee will be motivated when he/she believes that they can achieve some level of effort and the resulting performance can lead to some rewards that they desire.

The positive correlation between EM and OS, as can be seen in this study, reinforces this theoretical assumption, as when there is a close association between external incentives and the actual outcome of performances, employees respond positively to external incentives (Ndudi et al., 2023). The results are consistent with previous empirical research. In particular, an extrinsic incentive like those employed by Yasin et al. (2023) can have a significant effect on employee performance especially in a structured organization. Likewise, multiple studies conducted in the Gulf Cooperation Council (GCC) countries have elucidated the strong relationship between compensation systems and performance-based motivation and the productivity and effectiveness of employees in an organization. Alshammari and colleagues (2020) conducted studies in Saudi Arabia specifically, to see that extrinsic motivation has a significant correlation with job performance and employee retention especially in public and private sector companies. These results, however, need to be understood in conjunction with intrinsic motivation results.

While EM seems to have a greater impact on OS when compared to IM, relying on external rewards exclusively could not foster a lasting sense of motivation (Iqbal et al., 2023). Hence, it is important to organisations to strike a balance between the two motivational approaches to enable them to achieve sustainable success. Overall, the results support the general position that there is a strong relationship between acceptance for H2 and organizational success when the study is viewed in terms of organizational success factors. Employees are encouraged by providing positive external motivation, which is one of the most important factors affecting the performance, productivity and effectiveness of the organizations in Saudi Arabia.

5.4. RO3: To examine the mediating role of employee satisfaction between intrinsic and extrinsic motivation and organizational success in Saudi Arabian organizations

The third RO3 objective was the employee satisfaction (ES) as a mediating variable between both intrinsic motivation (IM) and extrinsic motivation (EM) and organizational success (OS) in Saudi Arabia organizations. The results of this mediation analysis, based upon Hayes' PROCESS Macro, Model 4 indeed establishes this objective and both related hypotheses (H3 and H4) are confirmed with partial mediation (Asamani et al., 2025). The results indicate that there is a significant relationship between IM and ES, while there is a significant relationship between OS and ES. Likewise, ES also accounts for a consistent effect on EM and has a significant predictive value of OS for EM as well. These indirect effects are shown to be statistically significant in both cases (nonzero values in bootstrap confidence intervals). This validates the role of ES as a very strong mediator in both the relationships (Minjie et al., 2025). Results show that employee satisfaction has a vital psychological and behavioural impact on the process of achieving organizational success through the motivation factors. If staff feel happy in their work place, their rewards and they feel fulfilled in what they are doing, they are more likely to work well and be involved in organizational objectives.

For this reason, both IM and EM in addition have an indirect effect on OS via improving ES. The findings are backed by Herzberg's Two-Factor Theory which tells us that there are two types of factors that can affect job satisfaction: motivations (intrinsic) and hygiene (extrinsic) (Mori et al., 2025). This theory is further extended in the present study by providing evidence that ES is a critical process that transforms motivation into organizational achievement. Furthermore, Social Exchange Theory (Blau 1964) can be cited to support these results, in that employee's stock growth in reaction to positive organizational treatment correlates positively

with their performance and commitment. The results are corroborated by empirical research. This is in-line with the prior research who report a robust association between measures of job satisfaction and performance measures (Matei et al., 2025; Tambunan et al., 2025). Likewise, research in Middle Eastern settings reveals satisfied employees are more productive, more committed, and more likely to help achieve organizational effectiveness. Taking all together, it could be concluded that completely RO3 is achieved in the sense that ES partially mediates the relation between both IM and EM and OS. This shows the value of the need to improve employee satisfaction to boost the organization's success in Saudi organizations through their contribution in this field.

Table 5-1: Summary of Research Objectives, Findings, and Theoretical Support

Research Objective	How It Was Fulfilled (Empirical Evidence)	Key Findings / Interpretation	Theoretical & Empirical Support
RO1: To assess the impact of intrinsic motivation (IM) on organizational success (OS) in Saudi Arabian organizations	Tested using multiple regression analysis; results showed IM → OS is positive and statistically significant ($\beta = 0.176, p = .009$). Hypothesis H1 accepted.	IM significantly improves OS. Employees driven by autonomy, achievement, and purpose contribute to higher performance, creativity, engagement, and sustainability. IM enhances long-term organizational outcomes.	Supported by Self-Determination Theory (Deci & Ryan, 1985), showing IM enhances engagement and psychological commitment. Consistent with Chen et al. (2022), Aljumah (2023), Akerele (2023), and studies in Saudi/Middle Eastern contexts showing IM improves performance and commitment.
RO2: To assess the impact of extrinsic motivation (EM)	Tested using regression analysis; EM → OS is positive and	EM has a strong positive effect on OS. External rewards such as salary, bonuses,	Supported by Expectancy Theory (Vroom, 1964), where rewards drive

on organizational success (OS) in Saudi Arabian organizations	highly significant ($\beta = 0.523$, $p < .001$). Hypothesis H2 accepted.	promotions, and job security significantly enhance productivity, performance, and goal achievement. EM is a stronger predictor than IM in this study.	performance. Consistent with Good et al. (2022), Ndudi et al. (2023), Yasin et al. (2023), and GCC/ Saudi studies (Alshammari et al., 2020) highlighting strong impact of rewards and compensation systems.
RO3: To examine the mediating role of employee satisfaction (ES) between IM, EM and OS in Saudi Arabian organizations	Tested using Hayes PROCESS Model 4 with bootstrapping (5,000 samples). Both mediation paths significant. ES partially mediates IM $\rightarrow$ OS and EM $\rightarrow$ OS. Hypotheses H3 and H4 accepted.	ES plays a key mediating role. IM and EM influence OS both directly and indirectly through ES. Higher motivation increases satisfaction, which enhances productivity, engagement, and organizational success.	Supported by Herzberg's Two-Factor Theory, showing motivators and hygiene factors influence satisfaction. Also supported by Social Exchange Theory (Blau, 1964). Empirical support from Matei et al. (2025), Tambunan et al. (2025), and Middle Eastern studies confirming satisfaction improves performance.

5.5. Research Implications

5.5.1. Theoretical implications

The results of this research significantly enrich the available literature in the field of Saudi Arabian organizations in terms of research on motivation, employee satisfaction, and organizational success. Firstly, this research validates Self-Determination Theory (Deci &

Ryan, 1985), which shows that IM positively affects organizational success (OS) with a significant level of variance. This further supports the above noted theory that internal self-motivated workers are more engaged, creative, and committed psychologically to the company's results. Second, the study is an extension of the theory of Expectancy (Vroom, 1964), wherein besides Intrinsic Motivation (IM) it has showed that Extrinsic Motivation (EM) will be another effective and highly significant predictor of OS. When it comes to structured environments in organizations, this means that in some situations, external rewards are still a strong motivator, compared to internal rewards. Thirdly, the study is a valuable contribution as it introduces employee satisfaction (ES) as a mediator. The findings of the mediation confirm that OS extends Herzberg's Two-Factor Theory since it partially mediates the relationship between both IM and EM and OS. It shows that motivation is not enough but when combined with employees' satisfaction it enhances organizational success. Moreover, the study is valuable for Social Exchange Theory (S. Blau, 1964) which proposes that the reciprocation of positive motivational experiences will be followed by participation that will leave the organization in a favourable position. In general, the study contributes to the development of a more integrated motivational model by putting IM, EM, ES and OS together in one model and especially in Saudi Arabia which lacks such a combined model because of its organizational un-researchedness.

5.5.2. Practical implications

The conclusions of this study have many implications that managers and policymakers planning and operating organizations in Saudi Arabia can use. First, the substantial effect of intrinsic motivation (IM) on organizational success (OS) indicates that organizations should strive to develop deserving work environments. Managers need to give workforce autonomy, opportunities to develop their skills, and meaning in their jobs. All in all, these factors boost internal motivation and subsequently the performance of an organization. Secondly, the efficacy of EM suggests the need for well-structured rewards. Equal pay, bonus incentives, recognition, and promotion shall be afforded by organizations. Therefore, organizations in Saudi Arabia need to prioritize excelling in devise of transparent and competitive reward system that correlate with the employee performance as it had a higher direct effect on OS compared to EPA. Third, employee satisfaction (ES) plays a mediating role between this and success suggests that employee satisfaction is an important determinant that turns motivation into success. Consequently, company focus needs to be given to staff member health and wellness, workplace environment, supervising top quality as well as work-life balance. Motivational

strategies, both intrinsic and extrinsic, can be boosted significantly through an improvement of employee satisfaction. Additionally, human capital development and employee engagement efforts are vital areas of interest that should be targeted, as is done in Saudi Vision 2030. Motivation and satisfaction should be enhanced through training programmes, career progression programs and appropriate leadership. In conclusion, the study shows that in order to make the organization successful for a longer time in Saudi Arabian organizations, it is necessary to combine both intrinsic and extrinsic motivational strategies with high employees' satisfaction.

5.6. Limitations and future research indications

There are also some limitations that should be recognized in this study. First the research utilized a cross sectional design so that data was obtained at one point in time. However, causal relationships between the variables of intrinsic motivation (IM), extrinsic motivation (EM), employee satisfaction (ES) and organizational success (OS) cannot be established. A better understanding of these relationships as they change over time can be achieved by using longitudinal studies. Secondly, the study is based on self-reported data obtained by using questionnaires. This may result in common method bias as the respondent may interpret the items subjectively and give a socially desirable response. Future studies may implement use of multiple data collection methods or incorporate objective measures of performance to capture more accurate and valid data. Third, it was only conducted in organizations in Saudi Arabia, so the results may not be applicable to other cultural or organizational realms. Motivation and employee satisfaction may differ amongst nations, therefore, the validity and generalization of this model could be improved by using a different country to replicate the study for analysis. Fourth, the study focuses only on ES as a mediating variable. But there are other important factors associated with relationship between motivation and organisational success that can be motivational commitment, leadership style, job involvement, or organisational culture. These variables should be included in future research to create a more full-blown framework. Moderating variables like age, gender and job level would also be useful to explore in future studies to understand how Demographic Factors affect the Motivational dynamics. Moreover, model generalization through a qualitative or longitudinal method could give us more insight into employee behaviour or organizational outcomes.

5.7. Conclusion

In this research, the researchers investigated how intrinsic motivation (IM) and extrinsic motivation (EM) affected organizational success (OS) in the Saudi Arabian organizations, and employee satisfaction (ES) was tested as an intervening variable. Results support all of hypotheses. The positive effects of both IM and EM were found significant, with a stronger direct effect with EM. This means both internal psychological factors and external reward are essential to improving the outcomes of the organisation. The mediation analysis results also indicated that the relationship between the both IM and EM and OS is partly mediated by ES. Therefore, this study has confirmed the positive influence of motivation on both the organization's achievement in achieving success and the satisfaction of employees in relation to the organization. ES is thus a crucial instrument available to amplify the dose of motivational factors on organizational performance. In general, the findings of the study will help deepen the understanding of employees' behaviour in the context of the Saudi Arabian organizations and serve the debated motivational theories (Self-Determination Theory, Expectancy Theory, Herzberg's Two-Factor Theory). The results point to the need to implement a balanced motivational approaches – intrinsic and extrinsic – using adequate level of satisfaction for its employees. This integrated approach can play a crucial role in achieving organizational success and contributing to the goals of sustainable development, which are linked to Saudi Vision 2030.

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Questionnaire

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

Dear Participant,

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

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

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

Section A: Demographic Information

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

1. Age

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

2. Gender

- Male
- Female
- Prefer not to say

3. Work Experience

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

4. Job Level

- Entry Level
- Middle Management
- Senior Management

5. Department

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

Section B: Main Study Variables

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

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

B1. Intrinsic Motivation

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

B2. Extrinsic Motivation

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

B3. Employee Satisfaction

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

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

B4. Organizational Success

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

Thank you For your Valuable Time !!