

MOTIVATION FACTORS AND THEIR IMPACT ON THE PERFORMANCE OF EMPLOYEES IN SMALL BUSINESSES

ABSTRACT: Recent studies have demonstrated a direct correlation between employee motivation and business performance. Profitability and productivity are incredibly essential in the business world. It is necessary to identify motivational factors that enhance the performance of employees. The study employs the quantitative research technique. The majority of this study's data was collected via a questionnaire. In addition, the research was conducted on small business entities in the Eastern Province of Saudi Arabia's Al Hofuf region. One hundred forty-five employees from various business organizations, including manufacturers, merchants, and traders, were selected as samples. The designated sample of 145 employees is representative of the population as a whole. The data was gathered through a survey questionnaire that evaluated the effect of variables on employee performance. This study's primary objective is to evaluate work motivation's impact on employee performance in modest Saudi Arabian businesses. This study aims to identify the factors that influence employee motivation and the factors that are most essential to them.

Keywords: Business performance, Employee performance, Motivation, Leadership style, Organizational environment

1. Introduction

Motivating employees is a crucial step every business proprietor must take to achieve success and improve employee performance. Researchers attempted to determine what motivates individuals to work, make purchases, and engage in other activities. Numerous studies have been conducted in this field, with researchers attempting to interpret humans' actions, motivations, behaviors, and performance. Today's administrators provide their employees with support, guidance, and encouragement (Edlund & Nilsson, 2007). Le et al. (2021). Four aspects were identified, including (timely and accurate feedback on employee performance, clear explanations, an emphasis on the importance and level of impact of the work that employees are doing, demonstrating to employees that they play an important role in the company, and setting SMART-compliant goals. Okine et al. (2021). Therefore, it encourages organizations to comprehend employees' motivational needs to boost performance. Work motivation was defined as "a set of energetic forces that originates both within and without an individual to initiate work-related behavior and to determine its form, direction, intensity, and duration." (Latham & Pinder, 2005). Today, employee motivation is more problematic. Managers cannot directly motivate their employees; they can only establish circumstances that elicit a response or change. Today's administrators should make their employees feel like they work with them, not for them (Edlund & Nilsson, 2007).

Anggraeny, Subiyanto, and Septyarini (2023)'s research reveals that variable compensation has

no influence on positive motivation but is significant on variable motivation; variable work environment has a positive and significant influence on variable motivation, and variable motivation has a positive and significant influence on variable employee performance. Executives within businesses or corporations are predominantly responsible for ensuring that the work or activities of the workforce are carried out. To accomplish this, these executives must ensure they have a competent personnel department to recruit the best candidates for the position. To enhance the company's performance, the staff must be adequately empowered. In this regard, a deeper comprehension of human behavior is required to comprehend how career development and motivation may affect employee performance. Staff members serve as the initial point of contact with consumers. Therefore, businesses need to provide the necessary incentives to employees to motivate them to work harder and produce superior organizational outcomes. According to several academics, encouragement increases the efficacy of the workforce. This research seeks to investigate and evaluate the significance of motivation on employee performance level and the primary motivational factors influencing employee performance in small business organizations in Al Hofuf, Saudi Arabia. This research aims to identify, analyze, and discuss the significant motivational factors that influence employees and to provide an understanding of employee motivation in the Hofuf region of Saudi Arabia. This helps to understand better the factors that motivate employees at work.

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The research focuses on the practice and observance of monetary and non-monetary factors that enhance employee motivation and contribute to enhanced performance. The inquiry investigates these elements: Stable future, Leadership style, Organizational setting, and Reasonable compensation

2. Problem Statement

Over the years, researchers and psychologists have focused on the issue of incentives because it has a clear impact on enhancing the performance of employees. The selection of appropriate monetary and moral incentives motivates employees to perform their best, thereby increasing the likelihood of organizations achieving their desired objectives. The topic of employee performance has also captivated interest for quite some time. The ultimate objective of this focus is to identify the best, simplest, and most effective methods for improving employees' performance in private and public organizations. This study shed light on the concept of motivation, incentives, and the organizational performance of employees. According to Okine et al. (2021). According to the research, motivation significantly influences employee performance and job satisfaction. One facet of employee motivation is financial benefits, including internal and external rewards. Because the demands of individual employees differ from those of a group, organizations must inspire employees individually instead of as a group. What motivates employees of any organization to go above and beyond to provide superior service? Motivation is a mixture of variables that vary from individual to individual strategies. In general, motivation is a combination of action and motivation. An organization can maintain employee motivation by increasing compensation, benefits, and rewards. However, it is essential to recognize that employees are motivated differently. It is difficult to determine what motivates employees. Not only is money not the only motivational factor, but ignoring non-material factors could lead to significant issues (Edlund & Nilsson, 2007). Managers search for motivated employees and attempt to motivate their current workforce. (Koster, 2010). In their research, Manalo and Apat (2021) conclude that human capital is an indispensable organizational component. With appropriate motivation, these individuals strive to produce high-quality goods and services. This study aims to define the significance of motivational factors that influence employee performance in Saudi Arabia and assess the significance of motivational factors

to employees. It also aids in determining whether monetary and other material rewards are more influential than non-monetary factors in motivating workers. The research will answer the question of what motivational factors business owners and managers can use to improve and boost the performance of their employees.

3. Research Questions

To serve the objectives, the research will answer the following questions:

- RQ1: What are the most important motivational factors which affect employees' performance in small businesses in the Al Hofuf region, Saudi Arabia?
 RQ2: How can managers and business owners motivate their employees?
 RQ3: How can the relationship between motivation factors and employees' performance be described?
 RQ4: What is the desirable state of employees' motivation in Saudi Arabia?

3.1 Research Objectives

1. To determine the main motivation factors that affect employees' performance
2. To clarify the important degree of the motivation factors to employees.
3. To find the best way to improve employees' performance.
4. To find if there is a relationship between motivational factors and the improvement of their employees' performance.

3.2 Research Hypotheses

- H0: There is No relationship between motivation factors and employees' performance.
 H1: A positive relationship exists between leadership style and employee performance.
 H2: There is a positive relationship between Organization's Environment and employees' performance.
 H3: A positive relationship exists between satisfied salaries and employees' performance.
 H4: There is a positive relationship between a Stable future and employees' performance.

4. Literature Review

Al-kharabsheh et al. (2023). Their research indicates that experienced workers who know their performance level are motivated to perform at higher levels. Manalo and Apat (2021) determined a positive, statistically significant correlation between motivational factors and job performance in quantity and quality of work.

It also confirmed that professional development and advancement have significant relationships with work attitude. Motivation is concerned with the intensity and direction of behavior and the factors that influence individuals to act in particular ways. People are motivated when they anticipate that a course of action will result in achieving a goal and a valued compensation that satisfies their needs and desires. Armstrong (2014).

According to Al-Jedaia and Mehrez (2020); Riyanto, Endri, and Herlisha (2021), employee motivation plays a crucial role in the interaction between HRM practices and employee job performance. Employee motivation can be increased through HRM practices and as it improves employee job performance. Therefore, it was determined to include employee motivation as a moderating variable between the impact of digital HRM practices and employee job performance. Employee performance is defined as "the degree to which an employee's level of productivity meets the firm's performance requirements." (Diamantidis & Chatzoglou, 2019; Mohammad et al., 2020; Mohammad, 2020). Provitera is a type of intrinsic energy that compels a person to accomplish something. In their 2013 study, "Investigating the Impact of Incentive Motivators and Organization-Based Self-Esteem in a Pakistani Perspective," Hameed et al. (2013) investigated the impact of Incentive Motivators and Organization-Based Self-Esteem on employee performance. In Pakistan, the investigation examined the private banking sector. It demonstrates that there is a positive correlation between employee motivation and performance. Al Sagha (2013) examined the impact of incentives on personnel performance at the Bank of Palestine, Gaza. The study demonstrates that monetary and moral incentives and rewards motivate employees and boost their productivity, although the system for providing moral incentives to employees must be modified. Employee motivation, employee satisfaction, and HRM practices such as employee training, compensation and performance appraisal compensation and performance appraisal (Al-Alwan et al., 2022; Al-Shorman et al., 2021; Alhalalmeh et al., 2020; Sandhu et al., 2017) are just a few of the variables that affect employee performance (Al-Abbadi et al., 2021; Bedarkar & Pandita, 2014),

In their research, Liow et al. (2023) concluded that employee compensation for leaders has a significant effect on company performance and that employee motivation by leaders has a significant effect on the quality of employee performance. And employee performance is significantly impacted by workplace satisfaction. Numerous studies investigated the factors

that contribute to an employee's job performance, and various employee performance determinants were identified from these studies. These drivers include employee training, employee motivation, performance reviews, employee development, and other factors such as leadership styles and civic conduct (Mukhlis et al., 2022). There is a relationship between Employee Incentives and Organizational Performance, according to Al-Nsour (2012). The research was conducted at a university in Jordan. It investigated the effect of financial and moral incentives on the performance of an organization. The findings indicate that universities in Jordan provide sufficient financial and moral incentives to their employees. According to the research, there is a correlation between financial and moral incentives and employee performance, as well as between incentives and customer satisfaction. It also demonstrates that moral incentives impact learning and development, unlike financial incentives. The number of staff training sessions and employees holding multiple certifications will serve as performance indicators for learning. Customer service performance indicators include the number of customer complaints and return customers. Consumer evaluations can also be combined with customer loyalty indicators to assess competitors (Subrahmanyam & Farwq, 2020).

5. Research Methodology

In his research paper, the researcher employs a descriptive research design. The target audience consisted of individuals who operate modest businesses with minimal employees. The sample size was 145, and there were questionnaires with no responses. The researcher collected data through convenience sampling. Using structured interviews, the researcher collects primary data. There were four motivating elements (Leadership Style, Organizational Environment, Salary, Benefits, and Stable future). In the structured questionnaire, Likert scaling was used. The Statistical Package for the Social Sciences (SPSS) was used to collect and analyze data. Multiple Linear Regression testing was performed to test the hypothesis and determine the relationship between motivation factors and employee performance.

6. Findings and Discussion

More than 34 percent of respondents were between 36 and 45, according to their demographic characteristics. Moreover, 76% of them are married. 50 percent of retail consumers hold a diploma or degree.

Leadership Style

Principal motivating factor The Leadership Style was

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assessed using eight elements. The highest mean in the table was (3.9160), and the standard deviation was (.88853) for the statement, "An effective manager is an essential factor that improves my performance." This gave it the highest rank when compared to other items. The second-highest mean (3.5546) and standard deviation (1.02260) for "A democratic boss directly affects my performance" These results achieved

the second position. The statement "My manager's behavior directly affects my work" has the smallest mean (3,1429), the smallest standard deviation (1,24387), and the seventh-lowest rank.

Organizational Environment

The main motivation factor Organizational Environment was measured by (6) items as in the table

Descriptive Statistics of Organizational Environment

Item	Statement	Mean	Stander Deviation
1	Comfortable working conditions make me increase my work performance	3.4958	1.20644
2	Good maintenance of the building and facilities make me improve my work performance	3.9412	.88580
3	Good lighting, low noise levels, suitable temperature, and ventilation affect my job performance	3.4958	1.20644
4	Office design affects my performance	3.8160	.88753
5	Small industries' location and environment are important factors that improve my performance	3.4454	1.23300
6	Comfortable transportation improves my performance	3.5546	1.02260

With a mean of (3.9412) and a standard deviation of (.88580), "Good maintenance of the building and facilities motivates me to enhance my work performance" topped the list when compared to other items. The second-highest mean and standard deviation for "My office design affects my performance" were (3.8160) and (.88753), respectively; these results landed in the second position. The statement " Small

industries location and environment is an important factor that improves my performance " has the smallest mean (3,4454), the smallest standard deviation (1,23300), and the sixth-highest rank.

Salary and Benefits

(5) items measured the main motivation factor, salary, and Benefits.

Descriptive Statistics of Salary and Benefits

Item	Statement	Mean	Stander Deviation
1	Money is my most important incentive	3.4958	1.20644
2	The steady income is the only reason that makes me work	3.9328	.88997
3	Financial incentives and rewards improve my performance	3.5546	1.02260
4	Money alone is not enough to satisfy me	3.5546	1.02260
5	Promotions and salary raises make me work harder	3.3958	1.20544

This table contains compensation scale information. "Steady income is the only reason I work," with a mean of (3.9328) and a standard deviation of (.88997), was the item with the highest mean and standard deviation, placing it in the first place when compared to other items. The second-highest means for "Financial incentives and rewards enhance my performance" and "Money alone is not enough to satisfy me" were (3.5546) and (1.02260),

respectively; these results placed it in second place. The statement "Promotions and salary increases motivate me to work harder" has the lowest mean (3,3958) and standard deviation (1,20544) and ranks fifth.

ANOVA for entering Method

ANOVA table represents by F help to decide on accepting or rejecting the null hypothesis, ANOVA

a. Dependent Variable: Job Performance.

b. Predictors: (Constant), Leadership Style, Salary, Organizational, Stable future

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.136	11	2.285	3.492	.000 ^b
	Residual	70.023	107	.654		
	Total	95.160	118			

a. Dependent Variable: Job performance :
In the table, The results of ANOVA are presented by (F=3.492)and F>0.05. That means the null hypothesis, "there is no relationship between motivation factors and job performance," was rejected.

H1: There is a positive relationship between leadership style and employees' performance in Small Businesses (Industries) in Saudi Arabia at (α=0.05)

Regression on samples is used to evaluate this hypothesis. The final results indicate that the relationship between the independent variable (job performance) and dependent variable (Leadership Style) was significant at the 0.05 level (sig=0.002 < 0.05) and that an increase in Leadership Style will lead to an increase in job performance (B=0.127). Accept (H1) hypothesis: there is a positive correlation between Leadership Style and job performance in Saudi Arabian small businesses.

H2: There is a positive relationship between Organization's Environment and employees' performance at (α=0.05)

According to the significance level (sig=0.644 > 0.05), the relationship between the independent variable (job performance) and the dependent variable (Organization Environment) was not significant. Therefore, the null hypothesis (H2) was rejected. Positive workplace culture also significantly increases employee dedication and ambition. Employee performance was enhanced by a commitment to and ability to pursue objectives. In the mediation instance, it was also observed that the work environment inspired employee commitment and achievement-seeking ability, enhancing employee performance. Employees working in a pleasant environment dedicate themselves more completely to their responsibilities, ultimately improving performance. Consequently, ecological systems theory has much to offer regarding influencing the workplace environment. This study is supported by the social exchange theory, which posits that a positive work environment motivates employees to perform better. Such motivational activities take place in businesses with the assistance of social interactions.

H3: There is a positive relationship between salaries and employees' performance at (α=0.05)

According to the significance level (sig=0.006 <0.05), the relationship between the independent variable (job performance) and the dependent variable (salaries) was statistically significant (results), and increasing salaries will increase job performance by (B=.103). Accept (H3): there is a positive correlation between salaries and job performance in Saudi Arabia's small businesses. The term "compensation" refers to all monetary and non-monetary rewards employees receive for their contributions to the organization. Staff members have demonstrated increased motivation

to complete the tasks and responsibilities the organization's management delegated to them since the compensation implementation. When employees are compensated, they believe a competent leader is valuing them. According to the findings of this study, compensation has an impact concurrently and partially with compensation. The compensation granted to employees by the company's leadership significantly affects the company's performance. Leadership motivation has a substantial effect on the caliber of employee performance. Satisfaction at work has a significant effect on the caliber of employee performance.

H4: There is a positive relationship between a Stable future and employees' performance.

performance at (α=0.05)

According to the significance level (sig=0.0836 > 0.05), the relationship between the independent variable (job performance) and the dependent variable (Stable future) was not significant. Therefore, the null hypothesis (H4) was rejected. Employee performance is enhanced by quality, quantity, punctuality, and attendance cooperation. It impacts his interpersonal relationships when he completes his assigned duties. Career development and a stable future are essential to transforming the organization's human resources from one situation to a better one through long-term education and learning experiences in preparing future responsible employees, given that a worker will require a variety of knowledge, skills, and abilities that develop to work effectively.

7. Discussion

Based on prior research, the researcher had expectations regarding the motivational factors affecting small business employees. Literature reviews indicate a relationship between motivation factors and employee performance in general and between the motivation factors under study and employee performance (Leadership style, Organization environment, salary, and Stable future). Based on her experience in Small industries, the researcher anticipated that financial incentives, represented by remuneration, would have the greatest impact on employee performance in Small industries. In contrast, leadership style, work environment, and a secure future would have less impact. This study examined the direct effects of the environment on employee commitment and capacity to pursue goals, and it revealed significant results, indicating that the working environment also affects employee-specific

factors. The direct effects on employee commitment demonstrated that a supportive work environment could increase individuals' commitment to their organizations and positions.

The results of the survey questionnaires indicate that leadership style, as exemplified by manager style and behavior with employees, is of the utmost importance to employees in the study's small industries. In addition, the majority of respondents had experienced between one and three years (47%), (73%) of the sample have a Bachelor's degree, and (61) are between the ages of twenty and thirty.

The findings indicate a positive correlation between leadership style and employee performance ($\text{sig}=0.002$). The salary was important immediately following leadership style ($\text{sig}=0.006$), and many employees believed that a consistent income was the only factor that motivated them to work. The results demonstrated that leadership and pragmatic leadership affected employee performance, resulting in an improvement. The leadership style is associated with increased significance. These findings have significant management implications in actuality. Given the effectiveness of each leadership style, they can gain from combining and employing both if they choose to do so. It is important to remember that relying solely on a leader's manner can have negative and possibly unintended consequences. For instance, pragmatic leadership will reduce employee motivation, satisfaction, and work ethic, and attempts to thwart their performance, regardless of the staff's motivation and creativity.

The null hypothesis was refuted, indicating no correlation between employee motivation and performance. Hypotheses (H1) and (H3) testing the relationship between leadership style and employee performance and salary and employee performance were supported. While hypotheses (H2) and (H4) testing the relationship between organization environment and employee performance and between a stable future and employee performance were rejected with ($\text{sig}=0.644$) and ($\text{sig}=0.836$) when $\alpha=.05$, respectively. Employing excellent and effective managers, employing a democratic leadership style, increasing employees' salaries, and focusing on incentive remuneration and promotions are all ways for the owners of small businesses to motivate their employees and improve the performance of their workforce. The results help answer the research question, "Is money the most

important motivation factor that affects employees in Small Industries in Saudi Arabia?" and demonstrate that leadership style was the most important motivation factor that affects employees in Small industries in Saudi Arabia.

In contrast, money was the second most important factor for employees in Small industries. Motivation is defined by Matahela and van Rensburg (2022) as "something that generates enthusiasm for labor." Motivation is the force that generates enthusiasm for a person's work, causing them to want to work effectively and with all their efforts for fulfillment. Some of the above opinions reflect comprehension from both an internal and an external perspective, where motivation emanates from within and without a person.

The following inquiry concerned how Small industry administrators motivate their employees. The results indicate that managers can identify an appropriate leadership style for dealing with employees and improve their relationship with those employees in a manner that can influence their behavior and job performance. Also, focusing on incentive remunerations and promotions and enhancing their remuneration system could assist managers in motivating their employees. How can the relationship between motivational factors and the performance of employees in small businesses be described? Increasing one unit in the leadership style factor could increase performance by 0.127.

In comparison, an increase of one unit in the salaries factor could increase performance by .103, according to the results of the hypothesis testing. On the other hand, no significant correlation was found between organization environment, prospective stability, and job performance. The final query concerns the desired level of employee motivation in Saudi Arabian small businesses. According to the results, employees place high importance on two factors (leadership style and salaries). Improving these factors could motivate employees, boost their performance, and make small businesses more appealing.

The main results that provide to solve the research problem, answer the questions, and test the hypotheses are :

1. The importance of Leader Ship Style in Small industries in Saudi Arabia was high.
2. The importance level of Salaries in Small industries in Saudi Arabia was high.

3. There was a significant positive effect of Leader Ship Style on Employees Performance at a significant level ($\alpha=0.05$).
4. There was an insignificant positive effect of the Organization's Environment on Employees' performance at a significant level ($\alpha=.05$).
5. There was a significant positive effect of salaries on Employees' performance at a significant level ($\alpha=0.05$).
6. There was an insignificant negative effect of a stable future on Employees' performance at a significant level ($\alpha=.05$).

From the above results, the important conclusions can be:

1. There was a high level of importance on Leadership Style and Salary factors for employees in Small industries in Saudi Arabia.
2. There was a significant positive relationship between Leadership Style and Salary factors and employees' performance in Small industries in Saudi Arabia.
3. There was a positive and insignificant relationship between the Organization Environment factor and employees' performance in Small industries in Saudi Arabia.
4. There was a negative and insignificant relationship between the stable future factor and employees' performance in Small industries in Saudi Arabia.

8. Recommendation

Managers should concentrate on leadership style and compensation to motivate employees and improve their performance at work in small industries in Saudi Arabia, particularly in Dammam. In addition, previous research indicates that numerous motivational factors impact employee performance. According to the study, employing an effective leader could improve work performance. The leadership style can also affect employee performance by making them feel at ease and directly influencing their work. On the other hand, the Human Resources Development Fund recognized the significance of financial incentives and directly assisted small businesses in increasing employee wages while establishing a wage cap for Saudi employees. Indeed, small business proprietors should participate and pay their employees higher wages. The research demonstrated that excellent working conditions and environment, such as equipment, space, heating, color, lighting, and transportation,

can enhance employee performance. The findings of this study indicate that Leadership Style is the most influential motivator for employees in Saudi Arabian small businesses.

Based on the findings, the researcher makes the following recommendations to the administrators of small businesses to enhance the performance of their employees:

- Managers of small industries in Saudi Arabia should increase their employees' salaries and offer higher salaries and benefits to attract and retain skilled workers.
- The proprietors of small businesses in Saudi Arabia must train their managers in leadership skills and choose effective leaders.
- Managers of small industries in Saudi Arabia should develop new strategies and enhance the compensation system.
- Managers of small industries in Saudi Arabia should improve teamwork and find new ways to implement a democratic leadership style, allowing employees to participate and understand their needs and wants.
- Small business owners in Saudi Arabia should employ managers with an open mind, a solid education, and a willingness to adapt.
- Managers of small industries in Saudi Arabia must enhance the work environment, transportation, offices, and anything else that could affect employee performance.

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