



A'Sharqiyah University
College of Business Administration

Master Dissertation

**The Impacts of Rewards and Motivation on Job Satisfaction in Water
Industry in Oman: Evidence from Diam Company**

**This dissertation is for completing the requirement to obtain
Master's degree in College of Business Administration specialization of
Business Administration (MBA)**

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Sultanate of Oman

1442 AH/2021 AD

The Impacts of Rewards and Motivation on Job Satisfaction in Water Industry in Oman: Evidence from Diam Company

Submitted to College of Business Administration in fulfillment of the requirement for the degree of Master of Business Administration (MBA).

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Dissertation Approval

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DECLARATION

I hereby declare that all the information in this document had been obtained and presented to the examiners complying to the academic rules, policies and ethical behaviors. Also, I do declare that with according to the academic rules and policies, I had cited all references with the information and results that are not belongs to this work of the study.

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ACKNOWLEDGEMENT

I would like to give a glad hand to my dissertation's supervisor Dr. Fadi Abdel Fattah with special thanks for challenging me to be a motivated student in A'Sharqiyah University and one of the honors students with dean a warded for couple of semesters.

I also, extend my thanks to all academic staff in College of Business in A'Sharqiyah University, they were fully supported whenever required during my study.

I am not forgetting also to thank my family who supported me much to make this study a success.

DEDICATION

I would dedicate this work to my mother and my family for their supports and care during accomplishing this study.

ABSTRACT

The study aims to investigate the impacts of rewards and motivation on employees' job satisfaction in Water Industry in Sultanate of Oman: Evidence from Diam Company. This study can provide Oman's policymakers that guides the Water industry to get employees' job satisfaction.

The quantitative and inductive approaches have been implemented in this study. A study model was designed based on the literature, linking factors of rewards and motivation on job satisfaction. The data was collected with convenience sampling method through a Web-based questionnaire using Google Forms from 316 of Diam's employees. The analysis of collected data was performed through SPSS to test the model hypotheses of the study.

The outcomes indicate rewards -either tangible or intangible- are influencing both employees' motivation and job satisfaction positively and significantly in Diam Company as public sector in Oman. The result shows the more rewards the employees received; the more employees' motivation and satisfied they will become. Besides that, the behavioral commitment of the employees' towards the organization increased accordingly, employees' handle their task accomplishment effectively and guide for organizational performance and high productivity.

This study initiates an attempt to examine how rewards affecting employees' motivation and job satisfaction in Oman at Water Industry as there are a few research conducted in the same field in Oman. The study's findings can contribute to Water Industry's indicators to design their rules, policies, and organizational structures that give the employee space to work well and enhance the appreciation of their tasks' fulfillment and achievements. This will inevitably lead to organizational growth and success.

Keywords: Diam, Public Sector, Motivation, Rewards, Job Satisfaction, Sultanate of Oman, Water Industry.

الملخص

تهدف الدراسة إلى معرفة تأثير المكافآت والتحفيز على الرضا الوظيفي للموظفين في صناعة المياه في سلطنة عمان: دليل من شركة ديم، كما يمكن أن توفر الدراسة سياسة عمل في عمان، والتي ستقود صناعة المياه حول كيفية الحصول على الرضا الوظيفي للموظفين.

المنهجية الكمية والنهج الاستقرائي تم تطبيقها في هذه الدراسة، حيث تم تصميم نموذج الدراسة بناءً على الأدبيات، وربط عوامل المكافآت والتحفيز بالرضا الوظيفي، وتم جمع البيانات باستخدام طريقة أخذ العينات الملائمة من خلال استبيان في شبكة الإنترنت باستخدام نماذج قوئل من 316 موظف لدى ديم، كما تم إجراء تحليل للبيانات المجمعة عن طريق برنامج الحزمة الإحصائية للعلوم الاجتماعية لاختبار فرضيات نموذج الدراسة.

تشير النتائج إلى أن المكافآت - سواء كانت ملموسة أو غير ملموسة - تؤثر على تحفيز الموظفين ورضاهم الوظيفي بشكل إيجابي وكبير في شركة ديم كقطاع عام في سلطنة عمان، حيث تظهر النتيجة كلما زادت عدد المكافآت التي يتم منحها للموظفين، ارتفع مستوى التحفيز لديهم وسيصبحون أكثر رضا، إلى جانب ذلك، سيزداد الالتزام السلوكي للموظفين تجاه المنظمة وفقاً لذلك، وسيتعامل الموظفون مع إنجاز مهامهم بفعالية وستوجههم إلى الأداء المؤسسي والإنتاجية العالية.

تبحث هذه الدراسة التجربة لفحص كيفية تأثير المكافآت على تحفيز الموظفين ورضاهم الوظيفي في عمان في صناعة المياه حيث أن هناك بعض الأبحاث القليلة التي أجريت في نفس المجال في عمان، حيث يمكن أن تساهم نتائج الدراسة كمؤشرات لتصميم قواعد وسياسات وهياكل تنظيمية في صناعة المياه، والتي تعطي مساحة للموظف للعمل بشكل جيد وتعزز التقدير لديهم أثناء إنجاز المهام وتطويرها، حيث سيؤدي هذا حتماً إلى النمو والنجاح المؤسسي.

الكلمات المفتاحية: ديم، القطاع العام، التحفيز، المكافآت، الرضا الوظيفي، سلطنة عمان، صناعة المياه.

TABLE OF CONTENTS

Content	Pages
DISSERTATION APPROVAL	i
DECLARATION	ii
ACKNOWLEDGEMENT	iii
DEDICATION	iv
ABSTRACT	v
المخلص	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
1. CHAPTER ONE INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem statement	2
1.3 Research Questions	3
1.4 Research objectives	3
1.5 Significant of the Study	3
1.6 Operation definitions	4
1.7 Thesis structures	5
2. CHAPTER TWO LITERATURE REVIEW	6
2.1 Introduction	6
2.2 Rewards	6
2.2.1 Types of Rewards	7
2.2.2 Extrinsic Reward.....	8

2.2.3	Intrinsic reward	8
2.3	Motivation	8
2.4	Job Satisfaction.....	10
2.5	The relationship between Rewards and Motivation	11
2.6	The relationship between Rewards and Job satisfaction	11
2.7	The relationship between Motivation and Job Satisfaction	12
2.8	Research Model.....	14
2.8.1	Theoretical framework.....	14
2.8.2	Research Hypotheses	15
2.8.3	Summary of Constructs	15
3.	CHAPTER THREE METHODOLOGY	16
3.1	Introduction	16
3.2	Research design	16
3.3	Research strategy.....	17
3.4	Data collection.....	17
3.5	Study population & sample	18
3.6	Questionnaire design	18
3.7	Instruments Validity	19
3.8	Reliability of instruments	19
3.9	Data management and analysis	20
3.10	The procedure of distribution of questionnaire	21
3.11	Ethical considerations.....	21
4.	CHAPTER FOUR FINDINGS AND DATA ANALYSIS	22
4.1	Introduction	22
4.2	Reliability Analysis	22
4.3	Descriptive analysis	23
4.3.1	Gender.....	23
4.3.2	Age.....	23
4.3.3	Marital Status.....	24
4.3.4	Nationality	24
4.3.5	Level of Education.....	25
4.3.6	Years of Experience.....	25
4.3.7	Position level.....	26
4.3.8	Working Place.....	26

4.4 Hypothesis testing and Results	28
4.4.1 Factors Analysis.....	28
4.4.1.1 Mean values of Rewards.....	28
4.4.1.2 Mean values of Motivation.....	29
4.4.1.3 Mean values of Job Satisfaction	30
4.4.1.4 Summary of Descriptive Statistics of all factor’s analysis	31
4.4.2 Chi-square test	33
4.4.2.1 The direct relation between Reward & Motivation (H1).....	33
4.4.2.2 The direct relation between Reward & Job Satisfaction (H2).....	33
4.4.2.3 The direct relation between Reward & Job Satisfaction (H2).....	34
4.4.3 Correlation Analysis	34
4.4.4 Regression.....	36
4.4.4.1 Regression analysis between Rewards & Motivation (H1).....	36
4.4.4.2 Regression analysis between Rewards & Job Satisfaction (H2)	37
4.4.4.3 Regression analysis between Motivation & Job Satisfaction (H3)	39
4.4.5 Normality Test	40
4.4.5.1 Rewards Normality test	40
4.4.5.2 Motivation Normality test.....	42
4.4.5.3 Job Satisfaction Normality test.....	43
5. CHAPTER FIVE DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	44
5.1 Discussion.....	44
5.1.1 Relationship of Rewards and Motivation (H1)	44
5.1.2 Relationship of Reward and Job Satisfaction (H2).....	45
5.1.3 Relationship of Motivation and Job Satisfaction (H3)	46
5.1.4 Summary of the Hypotheses tests.....	47
5.2 Conclusion	48
5.3 Recommendation	48
5.4 Limitations of study	50
5.5 Direction for Further Research	50
References	51
Appendix	57

LIST OF TABLES

Table	Pages
Table 2.7 Summary of Recent Empirical Previous Literature Review	13
Table 2.8 Summary of Constructs.....	15
Table 3.6 Items of each variables.....	18
Table 3.8 Cronbach's coefficient (α) of Reward, Motivation & Job satisfaction, N=33	20
Table 3.9 The advantage via disadvantage of Google forms	20
Table 4.2 Cronbach's coefficient Reward, Motivation & Job satisfaction, N= 316.....	22
Table 4.3 Descriptive analysis of Gender	23
Table 4.4 Descriptive analysis of Age	23
Table 4.5 Descriptive analysis of Marital Status.....	24
Table 4.6 Descriptive analysis of Nationality	24
Table 4.7 Descriptive analysis of Education.....	25
Table 4.8 Descriptive analysis of Years of experience	25
Table 4.9 Descriptive analysis of Position level	26
Table 4.10 Descriptive analysis of Working Place	26
Table 4.11 The three hypotheses of the study.....	28
Table 4.12 Mean values of Rewards	28
Table 4.13 Mean values of Motivation	29
Table 4.14 Mean values of Job Satisfaction	30
Table 4.15 Summary of Average mean values of all factor's analysis	31
Table 4.16 Chi-square test between Reward & Motivation.....	33
Table 4.17 Chi-square test between Reward & Job Satisfaction	33

Table 4.18 Chi-square test between Motivation & Job Satisfaction	34
Table 4.19 Correlation Analysis of main variables	34
Table 4.20 Model Summary of linear Regression between Rewards & Motivation	36
Table 4.21 Coefficients of linear Regression between Rewards & Motivation.....	36
Table 4.22 Model Summary of linear Regression between Rewards & Job Satisfaction.....	37
Table 4.23 Coefficients of linear Regression between Rewards & Job satisfaction.....	38
Table 4.24 Model Summary of linear Regression between Motivation & Job Satisfaction	39
Table 4.25 Coefficients of linear Regression between Motivation & Job satisfaction	39
Table 4.26 Tests of Normality of Rewards	40
Table 4.27 Tests of Normality of Motivation	42
Table 4.28 Tests of Normality of Job Satisfaction.....	43
Table 5.1 Summary of the Hypotheses tests	47

LIST OF FIGURES

Figures	Pages
Figure 1.7 Thesis Structure	5
Figure 2.3 The hierarchy of Maslow's needs.....	9
Figure 2.4 Theoretical framework of study	14
Figure 4.1 Mean values of Rewards.....	29
Figure 4.2 Mean values of Motivation	30
Figure 4.3 Mean values of Job Satisfaction	31
Figure 4.4 Summary of mean values of all factor's analysis	32
Figure 4.5 Scatter chart of linear Regression between Rewards & Motivation	37
Figure 4.6 Scatter chart of linear Regression between Rewards & Job satisfaction.....	38
Figure 4.7 Scatter chart of linear Regression between Motivation & Job satisfaction	40
Figure 4.8 The curve of Normality Tests of Rewards.....	41
Figure 4.9 The plotted curve of Normality Tests of Rewards.....	41
Figure 4.10 The curve of Normality Tests of Motivation	42
Figure 4.11 The plotted curve of Normality Tests of Motivation	42
Figure 4.12 The curve of Normality Tests of Job Satisfaction	43
Figure 4.13 The plotted curve of Normality Tests of Job Satisfaction	43

LIST OF ABBREVIATIONS

ABBREVIATIONS

Rew	Rewards
Motiv	Motivation
JS	Job Satisfaction
SPSS	Statistical Package for Social Science
Diam	Public Authority of Water
SAQ	Self-Administered Questionnaire (SAQ)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study:

Organizational commitment to the employees plays a crucial role in influencing job satisfaction (JS) (Sathyanarayan & Lavanya, 2018). According to Bayraktar, Araci, Karacay, & Calisir (2017) reported that when organizations place more importance on the employees' needs, the productivity of the organization increased and build strong supportive employees. Thus, employees give their maximum efforts in organizations when they think they are treated reasonably and positively, especially while organizations offering rewards and motivated (Khalid, Salim, & Loke, 2011).

Besides, hard-working and creative employees are a profit center for any organization (Sathyanarayan & Lavanya, 2018). Thus, the business strategy is associated with rewards and motivation, which is translated into job satisfaction that affects its success. According to Manzoor (2011), a positive relationship exists between the employee's recognition and motivation towards organizational tasks. The relationships between rewards, motivation and employees' job satisfaction are essential to the public and private organizations' success (Khalid et al., 2011).

Bjorkman and Budhwar (2007) explained that the public sector employees are motivated by internal rewards compared to private sector employees who value and rely more on external rewards. The superior employees' rewards, motivation and job satisfaction help in creating job uniqueness (Boxall & Purcell, 2003).

According to Jehanzeb, Rasheed & Aamir (2012) shows that a rewarding program is a tool used by most of organizations to motivate the employees and organization relationships. These rewards are considered a useful tool for boosting employee's job satisfaction. Moreover, the organizational strategy will be successful only when human resources department can support implementing a motivational strategy with employees. Improved performance is closely related to the level of an employee's organizational commitment, a system of rewards that can meet employee's intrinsic and extrinsic needs. However, this study keen to investigate the impact of rewards and motivation on Diam employee's satisfaction.

In line with the above, the Sultanate government of Oman developed Oman Vision of 2040, which stressed Human Resources' developments as the main block for creating its changes and

growth. The vision represents the labor market and employment, which state strategic employment, promotion, and incentives system that enforces efficiency and productivity.

This study was applied into Diam organization, the Public Authority of Water in the Sultanate of Oman. Diam is a government organization (public sector). It was established in 2007 by the Royal Decree no. 92/2007 on 28 September 2007. Diam's primary responsibility is to provide high quality and sustainable drinkable water to all people in Oman. Diam has more than 1,500 employees distributed all over regions in Oman. Like any other organization, Diam rewards and motivates its employees for well-performance and achievement. In the public sector, Diam organization as a business entity oriented toward employee's satisfaction, certainly requires changes in its strategies to meet world standard and absorb employees' satisfactions.

This study is aimed to adopt a model on investigating the impacts of rewards and motivation on job satisfaction in the Water Utility Industry in Oman: Evidence from Diam.

1.2 Problem statement:

As the population increase worldwide, and due to increase of water demand in Sultanate of Oman, the water companies are competing to provide a purely drinkable water to the customers in order to absorb the market demand. To achieve that prime goal, the companies hope to increase its productivity by benefiting of human resources factors and using their skills in order to approach the water market demand. Hence, the organization's commitment to the employees played main role in influencing job satisfaction (Sathyanarayan & Lavanya, 2018).

Diam company is seeking of the profit at the primary level, it shall implement the affective rewarding program to strength the relationships between employees and company. In Diam company there is rewarding program, so this study will investigate how this reward program in Diam boosting employee's job satisfaction. Therefore, when the employees work hard in the organization, they are expected to be awarded for their works and productivity. Thus, (Khalid et al., 2011) represents the rewards can motivate the employees for continuing improvement.

However, this study keen to examine the impact of the rewards in Diam and how it will encourage the employees motivation to increase their creativity and innovation like reduce the cost of operation process or reducing of the pipeline leaks or reduction non-revenue of water in Oman. Also it will examine how this motivational behavior will enhance the employees job satisfaction.

1.3 Research Questions

RQ1: What are the impacts of rewards on employee's motivation?

RQ2: What are the impacts of rewards on employee's job satisfaction?

RQ3: What are the impacts of employee motivation on employee's job satisfaction?

1.4 Research Objectives

RO1: To examine the impacts of rewards on employee motivation.

RO2: To investigate the impacts of the rewards on employee's job satisfaction.

RO3: To examine the impacts of the employee's motivation on employee's job satisfaction.

1.5 Significant of the study:

This study will show the impact of rewards and motivation on job satisfaction in Oman's water utility industry, specifically in Diam. The significance of the study will add more knowledge to the managers when they will treat their employees when required to achieve the targeted goals. Also, when the employees innovated new way for completing the tasks which minimizing the time or reducing the cost of water producing and manufacturing process. Moreover, when the employees create unique ideas for example, ways of reducing the pollution to the environment while sending the rejected water out from the desalination plants into the sea by making treatment unit of reject water to get clean water without contamination for saving the life of fish and other animals.

Thus, the rewards program is required from the organization to employees that will engage the motivation to increase the employee's job satisfaction and continue bringing more ideas to the organization. However in any organization, the top management has low sensing of value of rewards and motivation; accordingly, employees aren't satisfied when they accomplished an idea and become disagree with the management behavior (Rosser, 2004). Then the employees try to waste organization's time or turnover from that organization due to low rewards and motivation.

The outcomes of this research will also contribute to the body of knowledge and bridging the existing knowledge gap in the Water Utility Industry in Oman literature. It also can evaluate the variables included in the conceptual study. The outcomes can develop a valid and tested embedded model that can understand the employee's motivation and job satisfaction characteristics. Also, it will contribute to recommend a good and suitable plan for policymaker's

water utility industry in Oman. Moreover, it can suggest recommendations for policy and regulation consideration to raise job satisfaction in the water utility industry in Oman. The research can present the results and sharing the findings at both local and international conferences. Also, it can articulate the research outcomes in an official report available to the ministry of manpower, civil service, the water utility industry, and other policy and decision-makers.

The finding can be used to develop a new Diam procedure to enhance the employee's job satisfaction. This study could also help the managers better understand the importance of the reward and its impact on employee's motivation and job satisfaction.

1.6 Operation definitions:

A reward is an incentive program for reinforcing the psychological behavior of employee's satisfaction in return to the service at the organization. It has two major types: extrinsic reward and intrinsic rewards. The reward program shall consider organizational goals, values, and strategies (Armstrong, & Murlis, 1998). Thus, the organization needs a reward program to award the employees into four key areas: compensation, benefits, recognition, and appreciation (Sarvadi, 2005).

Extrinsic rewards are known as tangible rewards, like pay, advancement, time off, and bonus. Helms (2006) presented extrinsic rewards like salary (money) and promotions that encourage employees' motivation. The extrinsic reward in this study is offered as salary & promotion that be given to the employees.

Intrinsic rewards are called intangible psychological rewards that satisfy an employee internally, like appreciation, new challenges, individual recognition, sense of achievement, and professional growth. The intrinsic reward in this study is presented as appreciation and respect.

Luthans, Avolio, Walumbwa, & Li. (2005) defined a motivation as a psychological process that origin the stimulation, direction, and persistence of behavior. When appropriate psychological states are provided to employees, it ensures high work motivation and job satisfaction (Frase & Sorenson, 1992). Motivation in this study is containing of intrinsic motivation and autonomy.

Job satisfaction is defined as a pleasurable positive emotional state resulting in work appraisal from one's job value (Buitendach & Witte, 2005). Job satisfaction shows the aggregate level of employee's prospects and remains loyal to their jobs (Porter and Steers, 1973). Job Satisfaction in this study is represented as career growth, job Security, and relation with co-workers.

1.7 Thesis structures

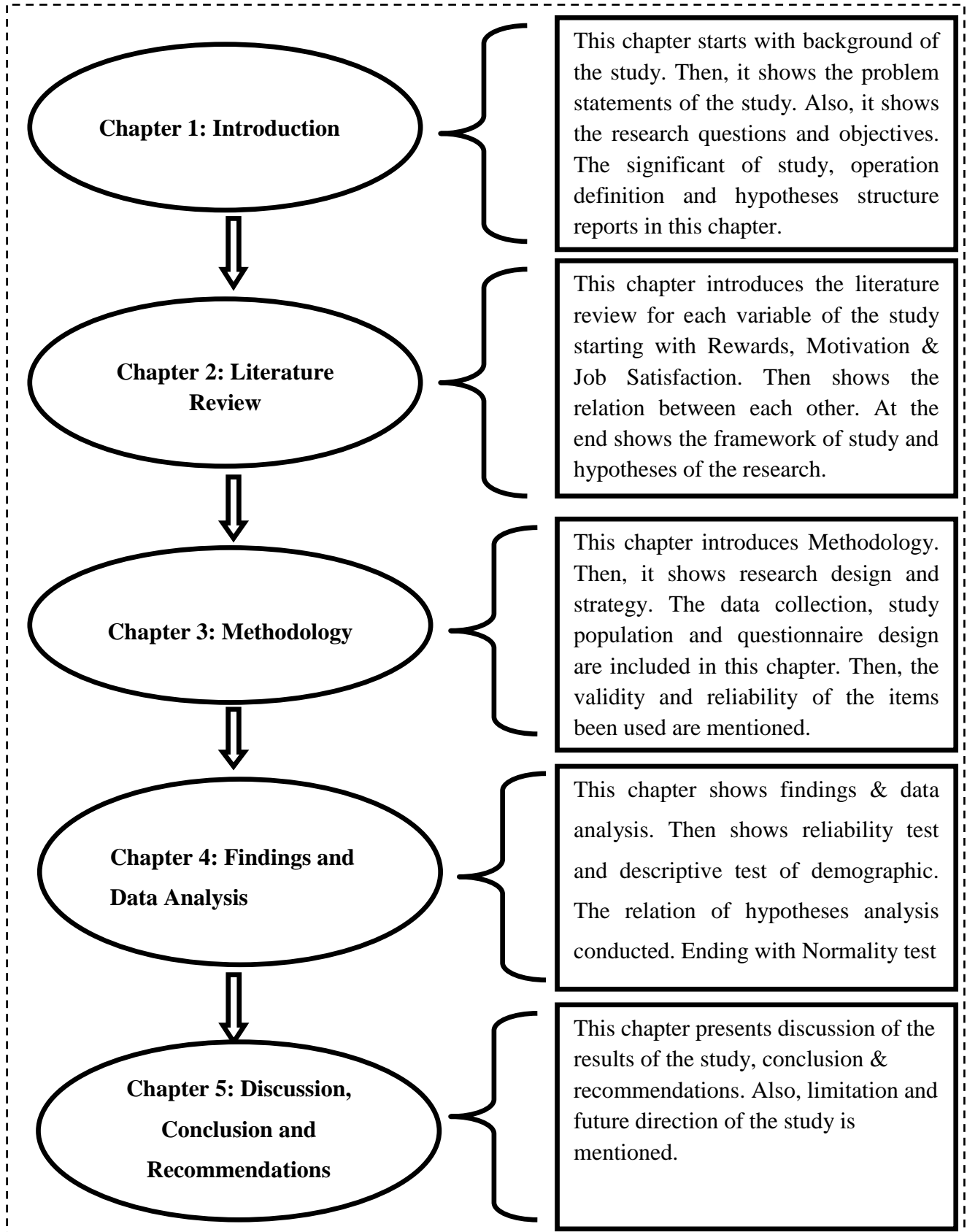


Figure 1.7 Thesis Structures

CHAPTER TWO

Literature Review

2.1 Introduction

This study will focus on the impacts of rewards and motivation on job satisfaction in Oman's water utility industry: Evidence from Diam by studying the research problems, research objectives, and research questions.

As the reward program is an incentive system used to reinforce the psychological behavior of employee's satisfaction and empowerments for more production to the organization. There are many types of rewards that are awarded to employees. In this study, we are going to take two significant types of rewards called extrinsic reward and intrinsic reward. As per many researchers, rewards were classified as tangible and intangible rewards that organizations try to provide their employees for keeping them motivated and satisfied, like; benefits, money, promotions, medical insurance, job rotations, job security, better working conditions, and places of works (Mottaz,1985, Tausky,1984).

The rewards are received either when providing a service or making unique achievements (Bowen, 2002). Consequently, the most potent factor affecting job satisfaction in the organization is a reward. The employee's job satisfaction represents the strong relationship between the employees and the organization (Maurer, 2001). Because if there are no rewards for completing the tasks, it will result in inadequate management procedures and reduce the employees' job satisfaction. Cronin & Becherer (1999), found a significant relationship between rewards and job satisfaction as a study conducted on nurses.

2.2 Rewards

Rewards are given in return or recompense for service, excellent merit, hard work achievement (dictionary.reference.com - accessed at 2/01/2020). Akafo & Boateng (2015), cited that the Cambridge dictionary defined the word rewards as "something given in exchange for a good behavior or good work." The rewards stated all the organization's employees' benefits when they accomplished excellent work (Jehanzeb et al., 2012). Some theories refer to the rewards as tangible, whereas others refer to the rewards as the appreciation and recognitions that are intangible (Mafini, Dlodlo, & Africa, 2010).

The rewards program creates a psychological behavior of the employee's satisfaction for a hard-working environment. However, when the organization had poor rewards program, the result can translate into the employee's dissatisfaction (Rahman, 2013). The rewards increase employees' efficiency and performance towards their jobs, leading to increase success in terms of reputation, profit, and ranking.

In fact, a reward doesn't mean a salary and benefits that awarded in physical bases only, but it does also other non-cash methods of feeling behaviors like appreciating and developing a career path (Armstrong, 2010). A detailed explanation of the rewards types which are handled in this study in the following clauses.

2.2.1 Types of Rewards:

According to the study by Akafo & Boateng (2015) empathized that the rewards were classified into two types: extrinsic rewards and intrinsic rewards. Where Shanks (2007) represented the extrinsic rewards were host of physical and external things called tangible rewards, and intrinsic rewards were represented by feelings and internal things called intangible rewards. Williamson et al. (2009) classified the types of rewards into two types, which are extrinsic rewards and intrinsic rewards, whereas others added the social rewards to those types. Almedia, Monroy, & Perez (2015) showed that the reward system in the organization comprised of job satisfaction.

Sathyanarayan & Lavanya (2018) reported that the employees' organizational commitment acts significantly in influencing job satisfaction and encouraging employees' job motivation. Furham, Eracleous, & Chamorro-Premusiz, (2009); Zaini, Nilufar, & Syed (2009) represented the employees' job description and job specification were specified rewards for maintaining equity among employees in an organization and competitive advantage in the marketplace. Khalid et al. (2011) empathized that the rewards are grouped into intrinsic rewards like feelings of passion, energy, enthusiasm, and autonomy. Whereas extrinsic rewards are classified as pay, co-workers' relationship, and security (Abdullah, 1994). Shanks (2007) showed the extrinsic rewards are a host of physical pay in tangible forms that lead to increase employee's productivity. Bjorkman & Bulhwar (2007) represented the private sector employees are motivated extrinsically by financial pay rewards. Whereas, Zaini et al. (2009) emphasized that public sector employees require intrinsic rewards and intrinsic motivation more than financial payments rewards. Ali & Ahmed (2009) represented a positive effect of rewards and recognition on both employee's motivation and job satisfaction.

2.2.2 Extrinsic Rewards

Extrinsic rewards are called tangible rewards that organizations try to provide to their employees to enhance their performance, motivation, and satisfaction, like paying money, adding benefits, insurances, and promotions (Price & Muller, 1986). However, the extrinsic rewards come in term of money and allowance that motivate the employee's job satisfaction in profitable organizations in water companies (Mafini et al., 2010). Extrinsic rewards reflect the human nature, that representing the love of money to have self-esteem (Tay & Diener, 2011).

Jehanzeb, (2012) define extrinsic rewards as the physical benefits given to the organization's employees in form of money payment, bonus, and career development opportunities. Mafini et al., (2010) showed there is a significant relationship between extrinsic rewards and job satisfaction.

2.2.3 Intrinsic Rewards

As the extrinsic (tangible) rewards are not enough to motivate the employees and increase good feeling towards the organization, it shall be another type of rewards like intangible rewards. However, intrinsic rewards are known as intangible psychological rewards that came in forms of offering appreciation, respect, development, and meeting the new challenges (Usman, 2010). It is essential to make employees realize their contributions to the organization. In this study, intrinsic rewards are considered to enhance the level of motivation and job satisfaction of employees internally. Akafo (2015) showed that there is a positive relationship between organization recognition and the employee's job satisfaction. Abdullah & Caniago (2013) empathized that the intrinsic rewards influenced employee's performance with a positive relationship with the employee's job satisfaction.

2.3 Motivation

According to the Wang, Hung, & Huang, (2019) identified the personal factors that can help to build a business and motivated the employees to engage entrepreneurship in the tourism and hospitality sectors. Liu, Huang, & Zhang (2018) illustrated that the Smartphone based gamified job design correlated with improvement in the employees' job motivation more than in improving job satisfaction and operational performance. In fact the employees are not given the maximum efforts to the organization unless they feel they are treated reasonably and positively, especially with offering rewards and motivation (Khalid et al., 2011).

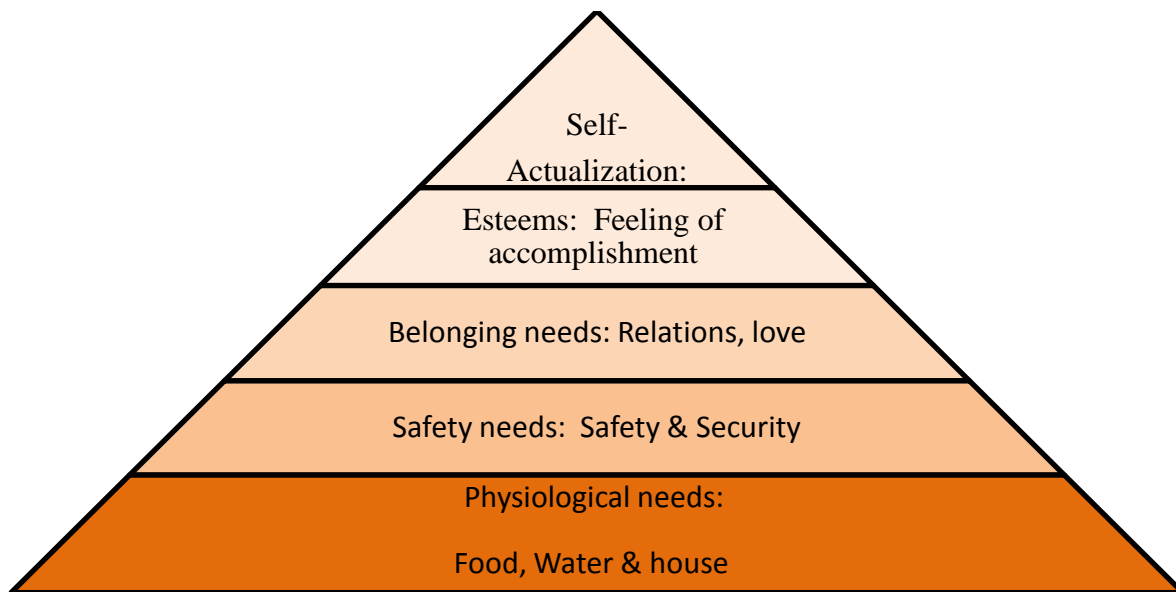


Figure 2.3 The Hierarchy of Maslow's Of Needs

Figure 2.3 shows the most famous hierarchy of needs made by Maslow in 1943. Maslow's motivation theory discussed the human needs in order to keep the person motivated, starting from basic needs like food and drinks reaching to the external needs like self-achievement. This theory also known as behavioral motivation that has five primary levels, first-level: Physiological needs (Food, Water & house), second-level: Safety needs (Safety & Security), third-level: Belonging needs (Relations, love), fourth-level: Esteems (Feeling of accomplishment) and fifth-level: Self-Actualization (Achievements with full potential). That means when humans have a high level of motivation, they will move from one level to another towards the top of the pyramid to get human satisfaction. However, the organization should follow Maslow's motivation theory while dealing with employees and their needs.

Breaugh et al. (2018) empathized that high levels of employees' motivation have more job satisfaction than those who have low levels of motivation. Mafini & Dlodlo (2014) reported that there is a relationship between job satisfaction and inspiration in a public organization. Moreover, there is a positive relation between job satisfaction and the teachers' intrinsic motivation in the public educational institutions in Pakistan (Shah, Rahman, Akhtar, Zafar, & Riaz 2012). Luthans, Avolio, Walumbwa, & Li. (2005) defined motivation as a psychological process that originated from the stimulation, direction, and persistence of behavior.

Kroon, Woerkom, & Menting (2017) showed that intrinsic motivation is influencing the employee's behavior that leading to increase employee's performance in extra role. Zakaria, Noordin, Sawal, Zakaria, Noor, & Maras (2010) emphasized that well-motivated employees

serve as the competitive advantage for an organization due to high performance, which lead the organization to achieve the targeted goals. Thus, job satisfaction is an important motivator to employee's competency. Zaini et al. (2009) revealed that public sector managers had more significant achievement needs than in the private sector.

2.4 Job Satisfaction

The final level of the job's psychosocial process called job satisfaction (Bernal, 2005). The job satisfaction level is a term used to explain the employees' general attitude towards their organization (Toker, 2014). The higher level of satisfaction is, the more satisfied they are and the lower level is, the less satisfied they are (Yalabik, Rayton, & Rapti, 2017). Accordingly, a higher level of satisfaction leads to long-term loyalty, which means happiness in the working environments. This happiness will reflect on accomplishing best practices to get the organization success and generate new ideas.

Likewise, the behavior of the employees becomes as citizenship and feeling like an owner of the organization, that is translating of increasing the production of the organization and showing up the best image value of the organization as well as saving the organization time and reducing the cost in accomplishing the tasks (Yang, Miao, Zhu, Sun, Liu, Wu & Military, 2008).

According to Pouliakas & Theodossiou, (2010), low-paid employees are significantly less satisfied with their job than high paid employees. Rahman (2013) showed that the salary is the most critical factor contributing to employee's job satisfaction, while incentives played the least important factor. Jaworski, Ravichandran, Karpinski, & Singh, (2018) represented that on-job training in the organization leads to job performance and job satisfaction, which reflected the communication positively between employees themselves and with the organization's customers.

Sathyanarayan & Lavanya, (2018) showed that the job satisfaction had positive impacts and effect on employees' performance in the job. Thus, job satisfaction defined as a pleasurable positive emotion that results from work appraisal of one's job value (Buitendach & Witte, 2005). However, rewards usually are motivated employees who achieve higher job satisfaction levels, and supported work engagement (Vandenberghe & Trembley, 2008).

According to Spector (1997), cited in Khalid et al. (2011), job satisfaction represented as an employee feeling positively or negatively about different phenomena in a job, e.g., job conditions, timing, job security, growth, and relationships of co-workers with responsibilities.

2.5 The relationship between Rewards and Motivation

According to the Noor, Nayaz, Solanki, Manoj, & Sharma (2020) stated that there is a positive relationship between rewards and motivation at manufacturing companies in Oman, moreover they illustrated the low motivated employees in workplace give a sign of poor rewards system been established by organization because of no appreciations, no respects and no promotions. According to Al Marhoobi & Atan, (2018) empathized that the incentives, job security, and training are positively correlated with the performance at the public sector in Oman, that reflecting into the employees' internal satisfaction of the employees who are working in the government sector specially in water utility industry.

Milne (2007) suggested that employees' rewards have a positive influencing on motivation in higher levels. Ali & Ahmed (2009) represented that there is a positive affect of rewards and recognition on job motivation and satisfaction. Bjorkman & Bulhwar (2007) described the private sector employees motivated extrinsically by economic rewards.

On the other hand, Nur, Noor, Nadzirah, & Zainordin (2018) concluded that the relationship between rewards (in both forms intrinsic and extrinsic) and motivation are insignificant in Quantity Surveying Company in Malaysia. However, the result of Nur et al. (2018) is different from others' finding, that because of small sample size of the study, the finding showed a negative relationship between rewards and motivations.

2.6 The relationship between Rewards and Job satisfaction

According to Ayalew, Kibwana, Shawula, Misganaw, Abose, Roosmalen, Stekelenburg, Kim, Teshhome & Marian (2019), the recognition system awarded to the nurses in public health organizations increased jobs satisfaction and motivation. They also added that the salary and benefits needed to minimize the nurses' dissatisfaction in their working environments.

Rewards positively influenced library employees' job satisfaction (Imran, Ahmad, Nisar, & Ahmad, 2014). Intrinsic rewards like appreciation and respect influence employee's performance and result in a positive relationship with job satisfaction (Abdullah & Caniago, 2013). Compared with Nur et al. (2018), a reward (intrinsic and extrinsic) does not always lead to job satisfaction since other factors could enhance the employees' job satisfaction and employees' performance, like training, development opportunities, and management performance.

2.7 The relationship between Motivation and Job Satisfaction

Although Nurdiansyah, Mariam, Ameido, & Ramli (2020) studied the impact of the employees' motivation working in a cafe with regards to job satisfaction and employee performance, they found that motivation has a positive effect on job satisfaction and employee performance. According to Ayalew et al. (2019), motivation and job satisfaction had positive relationships among nurses who worked in the public health sector.

According to Kroon et al. (2017), there is a significant relationship between intrinsic motivation and the employees' role in a work context, leading to increase psychological feeling of the employees to have a positive acceptance of their jobs. There is a positive relationship between the teachers' job satisfaction and intrinsic motivation in Pakistan's public educational institutions (Shah et al. 2012). Refer to Breugh et al. (2018), showed the employees with high levels of motivation have more credibility of job satisfaction compared to those who have a common reason.

Summary of Recent Empirical Previous Literature Review:

Study	Authors	Research Purpose	Methodology	Findings
1	Noor et al. (2020)	The researchers investigate the relation of Rewards and Motivation manufacturing companies in Oman as there are fewer previous studies conducted	A quantitative method by a questionnaire distributed to stratify the sample	states that there is a positive relationship between Rewards and Motivation manufacturing companies in Oman
2	Al Marhoobi & Atan, (2018)	This research aims to investigate and develop human resources management in the water public sector in Oman	The quantitative method by a questionnaire distributed randomly	This shows that the incentives, job security, and training positively impact the public sector's performance in Oman.
3	Ayalew et al. (2019)	These research objectives to examine job satisfaction and motivation cross nurses who are working in public health organizations	A quantitative method with cross-sectional, the questionnaire is distributed randomly among nurses of 125 health center	The recognition system that awards to the nurses in public health organizations increases job satisfaction and motivation.
4	Nurdiansyah et al. (2020)	The study aims to investigate the relationship between motivation with job satisfaction and employees performance	A quantitative method by questionnaire, variance-based approach with Partial Least Square PLS	found the motivation has a positive impact on job satisfaction and employee's performance
5	Kroon et al. (2017)	The study aims to investigate the relation of mindfulness with transformational leadership	A quantitative method by questionnaire	stems that the intrinsic motivation is influencing the employee's behavior, which leads to an increase in the extra-role of performance of the employees towards the organization
6	Nur et al. (2018)	The study aims to investigate the relation of the rewards and motivations in Quantity Surveying company in Malaysia	A quantitative method by online questionnaire	shows a negative relationship of the tips and motivations

Table 2.7 Summary of Recent Empirical Previous Literature Review

2.8 Research Model

Based on the research questions, research objectives, and literature review, the study worked to examine the relationship between rewards, motivation, and job satisfaction in the following research model:

2.8.1 Theoretical framework

According to Khalid et al. (2011) that reported a correlation between rewards and motivation, rewards, and job satisfaction. Jehanzeb et al. (2012) mentioned that the rewards and motivation of employees influencing job satisfaction. Al-Qeed, Al-Raggad, Al-Shura, Alqaisieh, & Al-Azzam (2016) empathized that rewards and encouragement had a positive relationship with employee satisfaction. Shah et al. (2012) claimed that rewards and recognition lead to employee motivation, that correlated significantly with job satisfaction. After critically reviewing of the literature, the study is intended to draw a conceptual framework to investigate the impact of rewards and motivation on job satisfaction as follow:

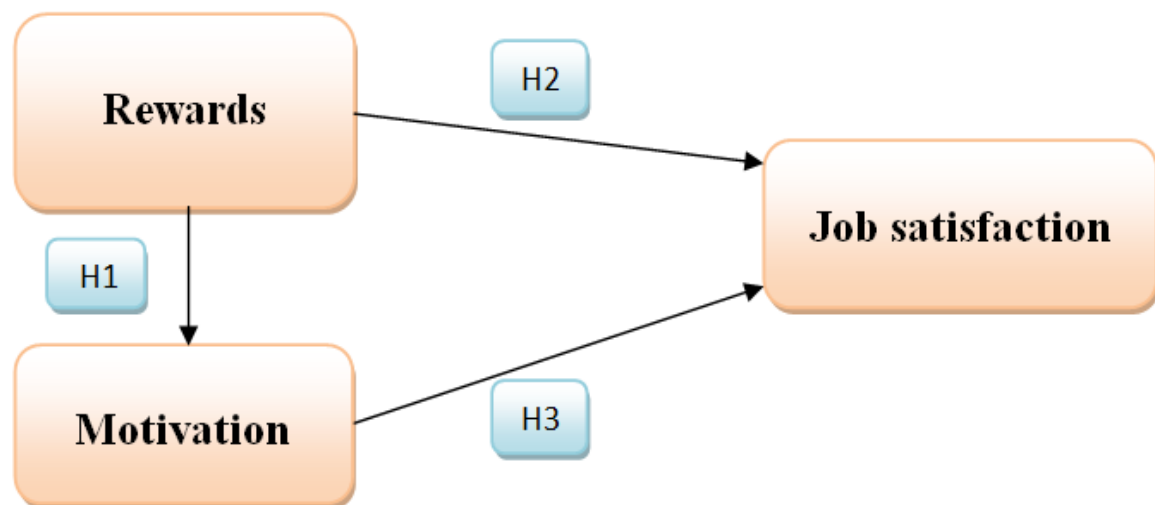


Figure 2.4: Theoretical framework of the study

Figure 2.4 shows the study's theoretical framework, which describes the direct relationship between the main variables of rewards, motivation, and job satisfaction.

2.8.2 Research Hypotheses

Based on the proposed theoretical framework, the following hypothesis has been developed:

H1: There is a significant relationship between Rewards and employees' motivation.

H2: There is a significant relationship between Rewards and employees' job satisfaction.

H3: There is a significant relationship between employees' motivation and employees' job satisfaction.

2.8.3 Summary of Constructs of study

Constructs	How to contribute to the model	Source	Remark
Rewards	Rewards are an independent variable that can influence the other two variables of motivation and job satisfaction of the employees	Noor et al., (2020) & Khalid et al. (2011)	H1: There is a significant relationship between Rewards and employees' motivation
Motivation	Motivation is playing independent variables with relation to job satisfaction and dependent variable with a relationship with rewards	Nurdiansyah et al. (2020) & Jehanzeb et al. (2012)	H2: There is a significant relationship between Rewards and job satisfaction
Job Satisfaction	Job satisfaction is the dependent variable, and it is the desire of all the organization to be achieved through relation to rewards and motivation	Ayalew et al. (2019)	H3: There is a significant relationship between employees' motivation and job satisfaction

Table 2.8 Summary of Constructs

Table 2.8 shows the summary of the constructs of the study rewards, motivation, and job satisfaction. The relationships between the constructs are mentioned and how it can contribute to the study's model.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section includes the research methodology used to obtain the data from the respondents from Oman's Diam water organization. The research design adopted with research strategy, sampling method with its size, measurement of variables, data processing, its analysis, and how reliability and validity are established. This section also shall present the data collection methods.

3.2 Research design

The proposed study adopted a quantitative research approach as an excellent way of finalizing results and proving a hypothesis (McDonald, Gan, Fraser, Oke, & Anderson, 2015). Accordingly, the study is based on primary and secondary data. The data collected through a survey using a self-administered close-ended questionnaire (SAQ). The SAQ questionnaire was developed based on adopted items and scales (modified to suit Omani culture). All the Diam's employees are considered as the population of the research. A convenience sampling technique had been utilized to select the samples of the study based on the accessibility and possibility to reach by the researcher (Lucky & Minai, 2017). The convenience sampling technique is a tool used to investigate a selected sample of the study (Sekaran, 2012).

According to Gill & Jonhson (2002), the descriptive method applied to the study represented that the descriptive methods have population validity while the assessment of the populations' attributes accurately and findings can be generalized. The study is based on previews literature conducted in different context to be applied into Oman, which means the form of information gathered by the previous study in many different locations in the world related to a similar subject. Therefore, the study will be a primary (Basic) study as it conducted with firsthand in Oman then it can be generated a body knowledge of the rewarding programs while affecting employees' motivation and job satisfaction.

3.3 Research strategy

The research strategy been used of this study was designed to use an inductive method approach. The inductive research method defined as when the researcher observing the specific phenomena and then generating a general theory after the outcomes result (Sekaran, 2012). In this study, the particular subject that observed to be tested, is investigating the impacts of the rewards and employees' motivations in the organization and how it can enhance the employee's satisfaction in their jobs. This study can be applied to develop a new policy in water utility organizations in Oman to improve employee's job satisfaction, translated to more productivity and increasing the organization's profit rather than losing the employees which can lead to increase the rate of turnover.

From the time horizon point of view, this study, in general, implements a cross-sectional method. The cross-sectional research is typically used to collect the answers of the questionnaire from the respondents at once. This means the respondents need to complete the questionnaire in one single moment without asking to repeat at another time.

3.4 Data collection

The data collection is an exciting process to build a strong background of the study's subject and deeply investigate the variable's relationships. There are two main data sources: primary data and secondary data (Sekaran, 2012). This study handles both types of data collections that significantly impact the relationships between the rewards and motivation on employee's job satisfaction.

The secondary data used in the literature review in chapter two of this study that cited from other researchers' findings to enhance the relationships of the rewards and motivation on employee's job satisfaction from different conclusions. Moreover, this study conducts the primary data collection source to examine the finding in firsthand gathering as per the result analysis from the questionnaire responses. The process of gathering data on variables of interest is established in a systematic fashion that enables others to answer structured research questionnaires and evaluate outcomes from the selected group members to participate in the structured questionnaire.

3.5 Study population & sample of the study

The population (mean) is defined in this study as a group of respondents who provide data information. In this study, the population is the Diam employees. The selected subset of the population is called a sample (Sekaran, 2012). This study's targeted sample represents each employee's individuality who is working in Diam as a unit of analysis.

The number of units required in this study is 470 employees as the sample size from all Diam organizations to complete the SAQ questionnaire using a convenience sampling technique which is one of types of non-probability sampling techniques (Sekaran, 2012).

3.6 Questionnaire design

The questionnaire is defined as a pre-formulated and written set of questions in which the respondents need to record the answer (Sekaran, 2012). The questionnaire is formed in well-chosen of the wording and content of rewarding and motivation subject with its effect on the employee's job satisfaction (Aydogdu, & Asikgil, 2011). A five-point Likert scale was used to measure the rewards, motivation, and job satisfaction (Ahmed & Ting, 2018). Eighteen items were obtained to measure the variables of the study. The items are chosen as follow:

Main Variables	No. of Items	Source
Reward	6	Noor et al. (2020) & Siegrist, et al. (2004)
Motivation	6	Nurdiansyah et al. (2020)
Job satisfaction	6	Ayalew et al. (2019)
Total	18	

Table 3.6 Items of each variable

The questionnaire requested the respondent's answer on an interval scale of 1 to 5, where 1 is strongly disagree and 5 is strongly agreed. The interval scale is determined the extent to which the items are different from each other's (Sekaran, 2012). The cross-sectional method was applied to the study to collect the answers to the questionnaire at one time.

3.7 Instruments Validity

The face validity of the questionnaire had been established for enhancing the content validity. The questionnaire sought information on methods of rewarding and motivation with relation to employee's job satisfaction. The questionnaire had been distributed to 10 reviewers (five academic professors with PhD holders and five of well-educated field staff of Diam organization Ph.D holders) to ensure the questionnaire is valid and matching the context of Oman. However, seven out of 10 reviewers, received their comments on the questionnaire. According to the reviewers' comments, the questionnaire is redesigned again to appear in its final shape.

The questionnaire (refer to Appendix A) had four main sections; section (1): required the respondents to provide their biographical information like; gender, age, nationality, marital status, level of education, years of experience, place of work, and position name. Section (2): used six items to measure rewards, Section (3): used six items to measure motivation, Section (4): used six items to measure job satisfaction.

The questionnaire requires closed-ended answers. The advantages of the closed-ended answer are to have quick analyzing results and the high decision from respondents. The questionnaires were distributed online through the web link in social media, emails, and other sources to the respondents and collected the response simultaneously.

3.8 Reliability of instruments:

Reliability of measure indicates the true nature of analyzing the information collected and ensures consistency of measurement across time stability through Cronbach's alpha in SPSS.

A pilot study was conducted on 33 respondents of employees from Diam selected randomly. Those 33 respondents were not included in the final study. However, the pilot study's reason is to ensure the questionnaire items' reliability in order to show the respondents' reaction regarding the questions. Furthermore, according to the respondents' answers, the item can reflect either it was clear items to the respondents or not. Moreover, during the pilot study the questions of the questionnaire can be checked for any bias before proceeding the actual data collection process. Then, based on that, the items were satisfied without deleting anyone. However, the pilot study was executed to understand the items' internal consistency and how straightforward the respondents' questions would be that the result will be high when implementing the actual collection process. The analysis result of the 33 respondents is Referred to Appendix B. The below tables show the reliability result of the pilot study:

Variables of Study	Cronbach's Alpha coefficient (α)	No of Items
	where N= 33	
Reward	0.717	6
Motivation	0.619	6
Job Satisfaction	0.672	6

Table 3.8 Cronbach's coefficient (α) of Reward, Motivation & Job satisfaction where N= 33

The table 3.8 shows the Cronbach's Alpha coefficient (α) of reward, motivation & job satisfaction where N= 33 at the pilot study conducted for selected a group to measure the reliability of all items (instruments) used in the questionnaire. The finding shows that rewards got 0.7, motivation got 0.6, and job satisfaction got 0.7, which offers good indicators since the Cronbach's Alpha coefficient is greater than or equal to 0.7 except motivation. According to Hair et al. (2014), the motivation that got 0.6 is still accepted because Cronbach's Alpha coefficient (α) is greater than or equal to 0.6. The low Alpha coefficient of motivation is due to the sample size being too small, which was 33 respondents. So, when the sample size expands, the result will give better results. So, this indicator tells the items are reliable to each other's and can go head for further process of the data collection methods and analysis.

3.9 Data management and analysis

As the questionnaire designed, the data need to be collected and managed through a well-designed program called Google Forms. The Google Forms program is a very easy and applicable for such purposes as well as available for free. This program is widely used to quickly create a survey by choosing questions like short answer, multiple-choice, paragraph, linear scale, and other types of questions. In the table 3.9 below showing the advantage via disadvantage of Google forms:

No.	Advantage	Disadvantage
1	Free online tools	Its required internet connection
2	Fast preparing	It needs more security
3	Storing the feedback	It has a limitation of capacity data sizing
4	Attractive design	It has a limitation of design features
5	Interface with Excel	
6	The link can be sent online	
7	Making unlimited questions	

Table 3.9 shows the advantages via disadvantages of Google forms

The table 3.9 shows the advantages against the disadvantages of using Google Forms program in this study. The advantages are more than disadvantages beside the disadvantages are not that important and not really need to this study.

3.10 Procedure of distribution of questionnaire:

As the questionnaire is formed through the Google Forms and ready for distributing among the respondents. There is some procedure needs to be taken for consideration before starting the distribution process of the questionnaire to Diam's employees. It is required to give the administration of Diam an overview of the study and explaining the purpose of data collection and the survey conducted for educational purpose and explaining the confidentiality of the information. The meeting with the Diam administration needs to be undertaken to present the research purpose. After that, the acceptance (non-objection) written letter was taken from the administration of Diam to carry on the study and started distribution of questionnaires among Diam employees. Accordingly, this study had been conducted with all the above procedures, and the approval had been taken. The written letter was issued as per the Appendix C of this report.

3.11 Ethical considerations:

For sure, the respondent's information was highly protected. The participants were guaranteed with confidentiality and nondisclosure of their responses. Moreover, they were explained that the information collected used for academic purposes only. This message is displayed to the respondents on the first page of the questionnaire before answering the questionnaire. This is to avoid any unethical activities of information usage.

CHAPTER FOUR

FINDINGS AND DATA ANALYSIS

4.1 Introduction:

The data had been collected through Google Forms questionnaire to obtain the results from the respondents. A set of data analysis of the respondents performed by Statistical Package for the Social Sciences (SPSS version 23). This chapter describes the findings and data analysis of the research, presented for both descriptive statistics and hypothesis testing. The descriptive statistics show the analyzing of demographic information of gender, age, marital status, nationality, education level, years of experience, position name, and workplace. The hypothesis testing shows the relationships of the study model between rewards, motivation, and job satisfaction.

The study focuses on Diam organization since it is one of the most important water utility industries in Sultanate of Oman. The study established a convenience sampling that distributed questionnaires to 470 employees working in the Diam organization. Only 316 employees from different regions in Diam completed the questionnaire with a respondent rate of 67.2 %.

4.2 Reliability Analysis:

The reliability analysis is conducted for the data collected from 316 respondents to check the consistency of the measurement across time (stability) and also to check the internal consistency of the instrument's items related to the study. Accordingly, the Cronbach's Alpha calculated for all variables to check the study's reliability (Sekaran, 2012). The below table is showing the reliability test results:

Main Variables	Cronbach's Alpha coefficient (α)	No. of Items
Reward	0.695	6
Motivation	0.674	6
Job satisfaction	0.790	6

Table 4.2 Cronbach's coefficient (α) of Reward, Motivation & Job satisfaction where N= 316

Referring to the table 4.2 and according to Hair et al. (2014), Cronbach's Alpha is accepted when α to be 0.6 and more in order to say the items are reliable to model. The result shows variables; reward, motivation & job satisfaction indicate around 0.7, which is accepted range of reliability test. Thus, all the items are supported and there are no items to be deleted.

4.3 Descriptive analysis:

This section shows descriptive analysis, including the demographic statistic data collected from the 316 respondents as follows:

4.3.1 Gender:

Gender		
	Frequency	Percent
Male	289	91.5
Female	27	8.5
Total	316	100.0

Table 4.3 Descriptive analysis of Gender

Table 4.3 shows the descriptive analysis of gender that represents 316 responses. The majority of the respondents' rate was 289 males with a percentage of 91.5 % and 27 females were a minority, with 8.5 %. This finding matches with Diam employees' current situation since the male employees' ratio is more significant than female. The female rate is not exceeding 22% of the overall rate of employees in Diam. Accordingly, the questionnaire had got an acceptable response rate.

4.3.2 Age:

Age		
	Frequency	Percent
20-29	30	9.5
30-39	191	60.4
40-49	80	25.3
50 and Above	15	4.7
Total	316	100.0

Table 4.4 Descriptive analysis of Age

Table 4.4 shows a descriptive analysis of age that represents the respondents' age between 30-39 took the highest score of 60.4 %. In the other hand, the respondents age of 50 and above took the lowest score of 4.7%. The result shows that Diam organization is operated by majority of the employees with young generations of age ranging from 30 to 39 years old.

4.3.3 Marital Status:

Marital		
	Frequency	Percent
Single	40	12.7
Married	275	87.0
Others	1	0.3
Total	316	100.0

Table 4.5 Descriptive analysis of Marital Status

Table 4.5 shows descriptive analysis of marital status that represents the married respondents' rate was the biggest score of 87% in comparison of single respondents' rate were 12.7%. The result shows that most of the employees are married which is matching with the actual condition at Diam of the most of employees aged were more than 30 years old. Also, the traditional behavior of the Omanis that they been married at the age of 30 years and above. Accordingly, the questionnaire had got an accepted response rate.

4.3.4 Nationality:

Nationality		
	Frequency	Percent
Omani	303	95.9
Expatriate	13	4.1
Total	316	100.0

Table 4.6 Descriptive analysis of Nationality

Table 4.6 shows descriptive analysis of nationality that represents the most of respondent's nationalities were Omanis with a total number of 303 and percentage of 95.9%. Whereas the expatriates respondents were very less with a total number of 13 and percentage of 4.1%. However, the result finding is matching with the actual figure in Diam since the water utility sector in Diam organization is owned by governments thus there are a few expatriate employees who working in government organizations in Oman. And most of the jobs in water the sector is operated by Omani employees and hiring of expatriate employees in the positions of the experts. So, the findings rate is accepted.

4.3.5 Level of Education:

Education		
	Frequency	Percent
PhD and above	5	1.6
Master	22	7.0
Degree	149	47.2
Diploma	103	32.6
Less than a Diploma	37	11.7
Total	316	100.0

Table 4.7 Descriptive analysis of Education

Table 4.7 shows descriptive analysis of education that represents the highest percentage of education level of the respondents are holding degree with total number of 149 employees with percentage of 47.2%. Whereas the lowest percentage of respondents are holding PhD and above with total number of 37 employees with percentage of 1.6%. As the majority of the age of Diam employees are between 30 to 40 years old, so the findings of the education level is accepted since the employees just passed the degree level of education.

4.3.6 Years of Experience:

Years of Experience		
	Frequency	Percent
less than one year	8	2.5
1 - 4	12	3.8
5 - 9	108	34.2
10 - 14	91	28.8
Above 15	97	30.7
Total	316	100.0

Table 4.8 Descriptive analysis of Years of experience

Table 4.8 shows descriptive analysis of years of experience that represents the greater percentage rate of respondents had 5 to 9 years of working experience at Diam with total number of 108 with percentage of 34.2% Whereas the smallest percentage rate of respondents had less than one year experience of working experience at Diam with total number of 8 with percentage of 2.5%. However, fresh employees at Diam are less because there is no recruitments during this period of time because of commercial crisis of the country and that reflected to this study by showing the low respondents rate of the new employees. So, the findings rate is accepted.

4.3.7 Position level:

Position level		
	Frequency	Percent
Manager and above	26	8.2
Head Section	47	14.9
Technical Employee	171	54.1
Admin Employee	72	22.8
Total	316	100.0

Table 4.9 Descriptive analysis of Position level

Table 4.9 shows descriptive analysis of position level that represents more than 50% of the employees responded to the questionnaire in the position level of technical employees with total number of 171 employees. Whereas the lowest percentage rate of the employees in position level of manager and above with total number of 26 and percentage of 8.2 %. As Diam is a water utility industry which provides the water service to the customers using technical equipment's like pipes, pumps and storage tanks which required skills and experience employees to operate and maintain the water supply system for ensuring the water continuity. Hence, the findings reflect the actual condition when got more technical employees than other disciplines So, the findings of the respondent rate is accepted.

4.3.8 Working Place:

Working Place		
Region	Frequency	Percent
Muscat	102	32.3
South Sharqiah	48	15.2
North Sharqiah	19	6
Al Dhakliah	30	9.5
Al Dhahira	24	7.6
South Al Batina	12	3.8
North Al Batina	31	9.8
Al Buraim	17	5.4
Al Wasta	12	3.8
Dhofar	5	1.6
Musandam	16	5.1
Total	316	100.0

Table 4.10 Descriptive analysis of Working Place

The table 4.10 shows descriptive analysis of working place that represents the majority of the respondent's percentage rate where from head office Muscat with total number of 102 and percentage of 32.3%. The second highest respondents' rate was from South A'Sharqiyah region with total number of 48 and percentage of 15.2 %. Whereas the minority of the respondent's percentage rate where from Dhofar region with total number of 5 and percentage of 1.6 %.

As Diam had an eleven-governorate distributed all over Sultanate of Oman to serve its customers to provide the water services in whole country. The finding shows the head office in Muscat got the biggest percentage of the employee's respondent rate of 32.3 % with the total number of the employees of 102 who participate in filling this questionnaire and the remaining percentage is distributed to all other governorates in Oman. The total number of the employees working in head office is more than the total number of the employees working in each governorate because the head office is managing all the activities of the organization and had many departments like finance, Information Technology, Human Resources, Operation, Marketing, and Central Control Center. Whereas each governorate had a smaller number of employees working to ensure the water continuity in operation department with total number not exceeding 55 employees in each region.

So, the finding in this study and the questionnaire respondents' rate which got the highest percentage from Muscat more than other region governorate is accepted figure in this case.

4.4 Hypothesis testing and Results (Inferential Statistics):

In the model in the figure 2.4 of this study shows that there are two independent variables which are rewards and motivation and one dependent variable which is job satisfaction. The study aims to examine the hypotheses relations between these three variables. However, this section shows the findings to describe the relationships between the main variables of the study of rewards, motivation and job satisfaction. The three hypothesis of the study represents shows in below table:

Hypothesis	Form
H1:	There is a significant relationship between Rewards and employees' motivation.
H2:	There is a significant relationship between Rewards and job satisfaction.
H3:	There is a significant relationship between employees' motivation and job satisfaction.

Table 4.11 The three hypotheses of the study

4.4.1 Factors Analysis: (Means of the variables)

4.4.1.1 Mean values of Rewards:

Rewards had been measured with 6 items by using Likert 5 points scale. The mean and standard deviation of rewards items had been calculated for N=316.

Mean values of Rewards			
Rewards	Mean	Std. Deviation	N
Rew_1	4.14	1.189	316
Rew_2	2.34	1.428	316
Rew_3	2.87	1.297	316
Rew_4	1.96	1.154	316
Rew_5	2.09	1.230	316
Rew_6	3.04	1.312	316
Average Mean_Rew	2.7379	.80032	316

Table 4.12 Mean values of Rewards

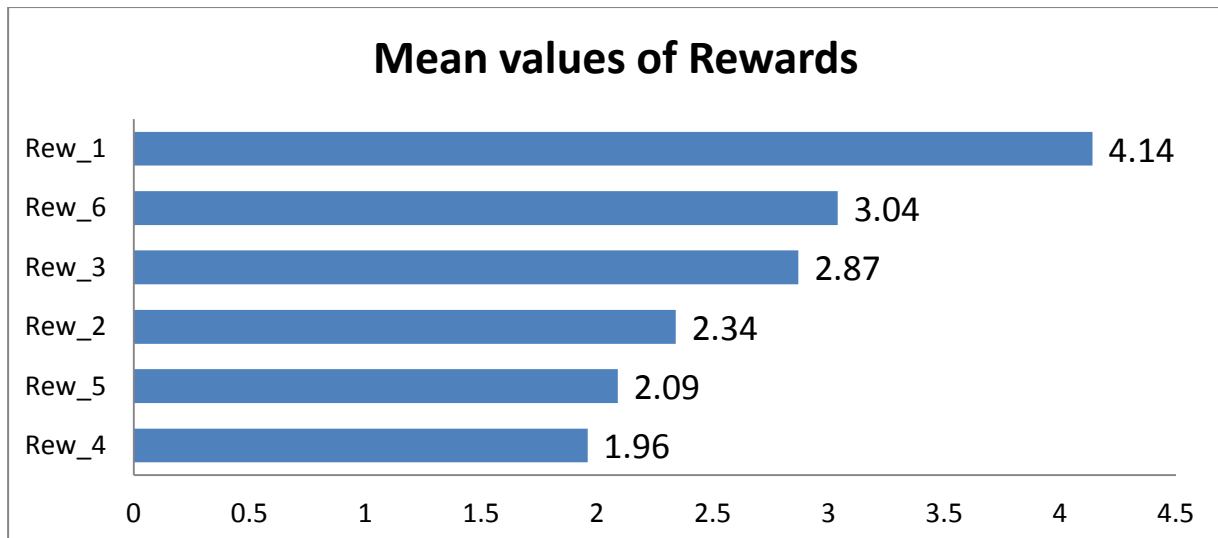


Figure 4.1: Mean values of Rewards

The table 4.12 and figure 4.1 show the mean and the standard deviation of all 6 items of rewards. According to the results, item number 1 got high mean with 4.1 out of 5 comparing with other items. The average mean of all items is calculated and found 2.74 and Std. Deviation is 0.8 from the average of respondents' responses. The average mean of rewards tells that the answers of respondents to the questionnaire in average are in mid-point from 1 (Strongly disagree) to 5 (Strongly agree) which is 2.74 (near to Neutral). This result concludes to almost half of the employees who participated to the questionnaire are satisfied with reward system (intrinsic and extrinsic) in Diam and the remaining half are not satisfied with reward system (intrinsic and extrinsic) in Diam.

4.4.1.2 Mean values of Motivation:

Motivation had been measured with 6 items by using Likert 5 points scale. The mean and standard deviation of motivation items had been calculated for N=316.

Mean values of motivation			
Motivation	Mean	Std. Deviation	N
Motiv_1	4.58	.787	316
Motiv_2	4.70	.638	316
Motiv_3	4.65	.685	316
Motiv_4	3.97	1.348	316
Motiv_5	3.53	1.169	316
Motiv_6	4.34	.796	316
Average Mean_Motiv	4.2959	.58002	316

Table 4.13 Mean values of Motivation

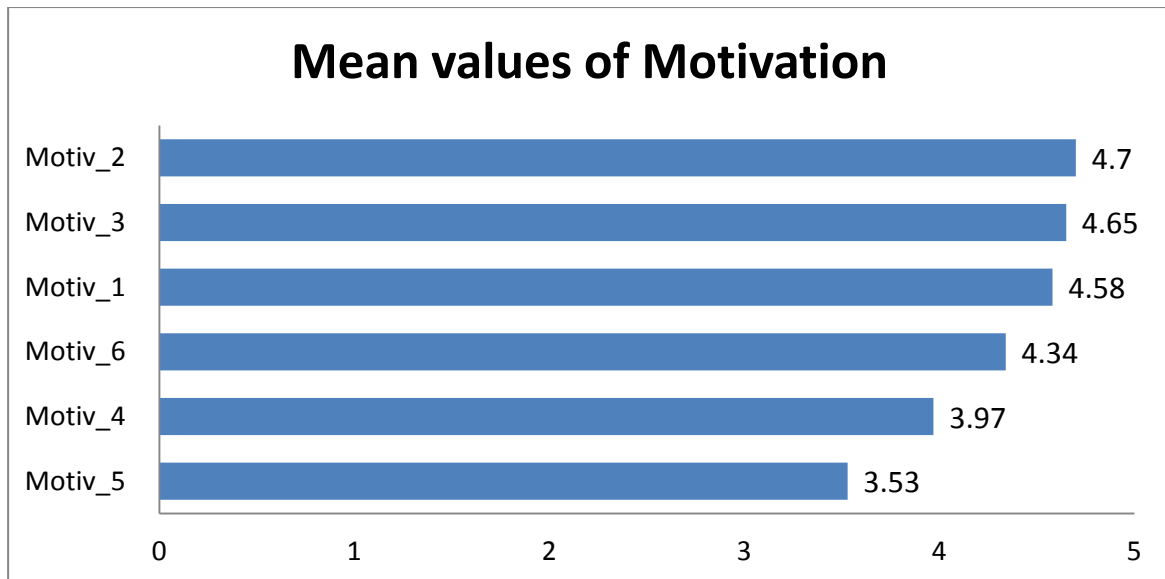


Figure 4.2: Mean values of motivation

The table 4.13 and figure 4.2 showing the mean and the standard deviation of all 6 items of motivation. According to the results, item number 2 got high mean with 4.7 out of 5 comparing with other items. The average mean of all items is calculated and found 4.3 and Std. Deviation is 0.6 from average of respondents' responses. The average mean of the motivation tells that the answers of respondents to the questionnaire in average are near 5 (Strongly agree) which is 4.3. This result concludes the employees who participated to the questionnaire are strongly satisfied with motivation in Diam especially with intrinsic motivation and autonomy during the work.

4.4.1.3 Mean values of Job Satisfaction:

Job Satisfaction had been measured with 6 items by using Likert 5 points scale. The mean and standard deviation of job satisfaction items had been calculated for N=316.

Mean values of Job Satisfaction			
Job Satisfaction	Mean	Std. Deviation	N
JobSA_1	2.89	1.244	316
JobSA_2	3.40	1.163	316
JobSA_3	2.79	1.202	316
JobSA_4	3.53	1.175	316
JobSA_5	4.08	1.002	316
JobSA_6	4.10	1.043	316
Average Mean_JS	3.4647	.79708	316

Table 4.14 Mean values of Job Satisfaction

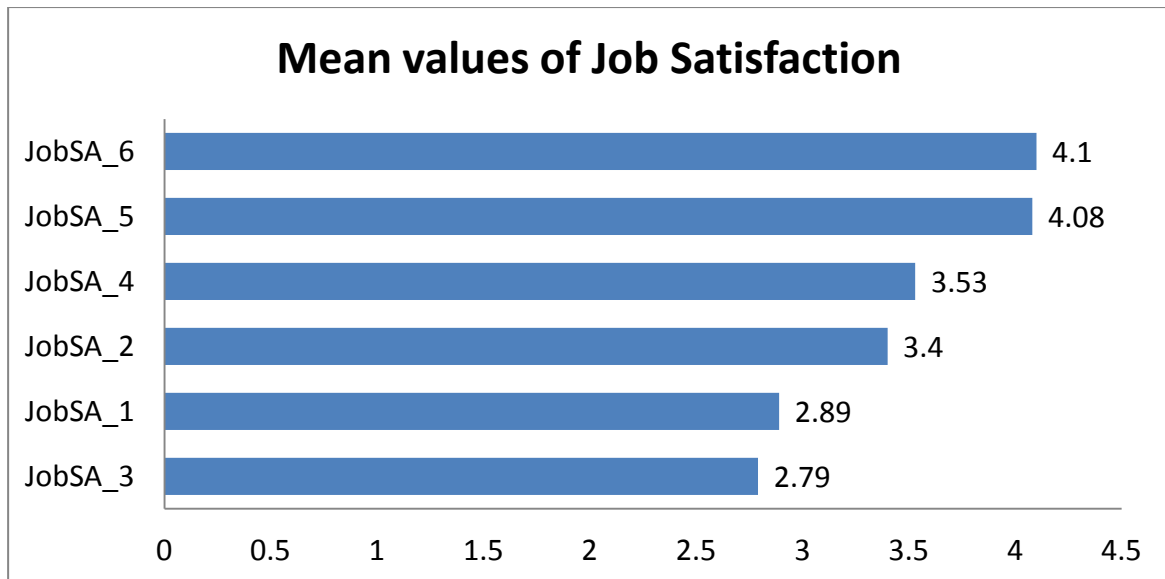


Figure 4.3 Mean values of Job Satisfaction

The table 4.14 and figure 4.3 showing the mean and the standard deviation of all 6 items of job satisfaction. According to the results, items number 6 & 5 got high mean with 4.1 out of 5 comparing with other items. The average mean of all items is calculated and found 3.5 and Std. Deviation is 0.8 from average of respondents' responses. The average mean of job satisfaction tells that the answers of respondents to the questionnaire in average near 4 (agree). This result concludes the employees who participated to the questionnaire are satisfied working in Diam especially with career growth and job security. Also, the relations between employees in Diam is satisfied by the respondents.

4.4.1.4 The Summary of Descriptive Statistics of all factor's analysis:

Summary of Average mean values all factors analysis		
	Mean	Std. Deviation
Average Mean Rewards	2.74	0.8
Average Mean Motivation	4.29	0.6
Average Mean Job Satisfaction	3.46	0.8

Table 4.15 Summary of Average mean values of all factor's analysis

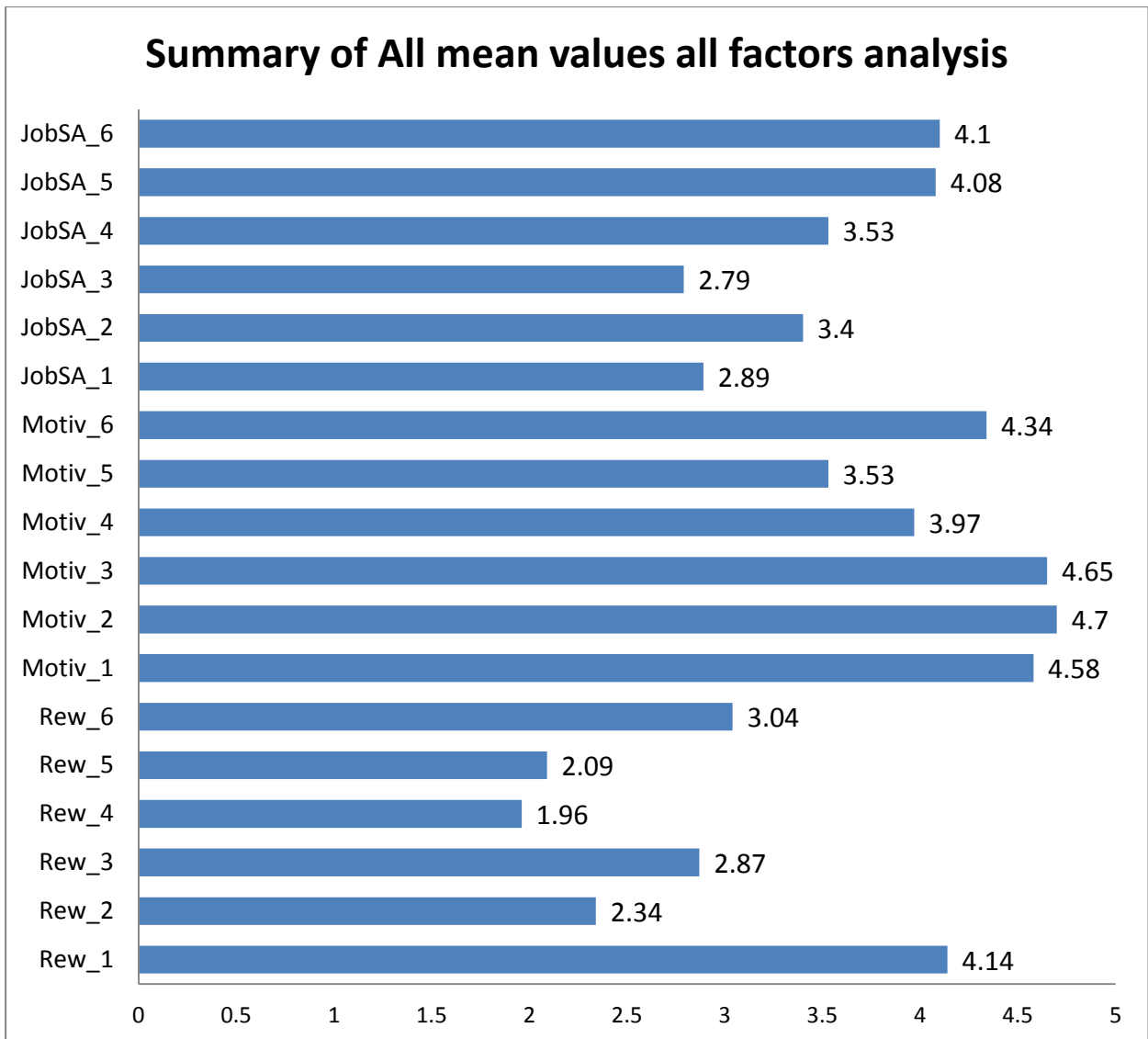


Figure 4.4 Summary of average mean values of factors analysis

The table 4.15 and figure 4.4 showing the summary of average mean values of all factor’s analysis. According to the results, the average mean of motivation got high mean with 4.3 out of 5 comparing with average mean of rewards that got the lowest mean with 2.7 out of 5. Whereas the average mean of job satisfaction is near 4 which represents agree in Diam working environment. The employees working in Diam had good indication of motivation internally and autonomy comparing with reward system that shows there is a gab of enhancement of the rewards system. For the job satisfaction the employees do agree with career growth and job security as they are working in government sector in Diam (public sector).

4.4.2 Chi-square test:

Chi-square test are used to check the Pearson Chi-Square to investigate the significant relationships between the main three variables, rewards, motivation and job satisfaction.

4.4.2.1 The direct relation between Reward & Motivation (H1):

Chi-square test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	479.453	408	0.008

Table 4.16 Chi-square test between Reward & Motivation

The table 4.16 shows Pearson Chi-Square test of the relationship between rewards and motivation with value equal to 479.453a. For the significant checking, the P- value is 0.008 which is less than standard p- value of 0.05. So, the null hypotheses are rejected that asserts the two variables are associated with each others. However, the result of this test suggests the significant relationships between the rewards and motivation.

4.4.2.2 The direct relation between Reward & Job Satisfaction (H2):

Chi-square test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	704.267	504	0.000

Table 4.17 Chi-square test between Reward & Job Satisfaction

The table 4.17 shows Pearson Chi-Square test of the relationship between rewards and Job Satisfaction with value equal to 704.267a. For the significant checking, the P- value is 0.000 which is less than standard p- value of 0.05. So, the null hypotheses are rejected that asserts the two variables are associated with each others. However, the result of this test suggests the significant relationships between the rewards and job satisfaction.

4.4.2.3 The direct relation between Motivation & Job Satisfaction (H3):

Chi-square test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	580.520	357	0.000

Table 4.18 Chi-square test between Motivation & Job Satisfaction

The table 4.18 shows Pearson Chi-Square test of the relationship between Motivation & Job Satisfaction with value equal to 580.520a. For the significant checking, the P- value is 0.00 which is less than standard p- value of 0.05. So, the null hypotheses are rejected that asserts the two variables are associated with each other. However, the result of this test suggests the significant relationships between the motivation and job satisfaction.

4.4.3 Correlation Analysis

After the mean had been calculated and the Chi-square test been measured for the variables, the correlation test needs to be done to investigate the relationships between the main variables of the study. However, the correlation may come in positive and negative. For example, if the rewards and motivation had positive correlation that means when rewards give to employees, it will increase the level of motivation accordingly which called also proportional relation. Whereas for negative correlation is opposite relation. For example, if the rewards and motivation had negative correlation that means when rewards not give to employees, the level of motivation accordingly decreased which called also inverse relation.

Correlation Analysis			
		Motivation	Job satisfaction
Rewards	r	.187**	.566**
	p	.001	.000
	N	316	316
Job satisfaction	r	.431**	
	p	.000	
	N	316	

Table 4.19 Correlation Analysis of main variables

The table 4.19 shows the result of the Pearson Correlation analysis among the three variables reward, motivation and job satisfaction. The two stars (**) indicators on the top of the r-value in the above table means there is a correlation relationship between the variables. Hence, all the variables are correlations with each other.

The result of correlation test tells that there is a positive significant correlation between rewards and motivation with $r = 0.19$ and $p\text{-value} = 0.001$, which is less than 0.05 (standard alpha value) with $N=316$. This result shows the reward program in Diam organization has a direct relationship with employees' motivation. Accordingly, the organization implement intrinsic rewards and extrinsic rewards to the employees due to their efforts, the motivation level increased as well.

Also, the result of correlation test shows that there is a positive significant correlation between rewards and job satisfaction with $r = 0.57$ and $p\text{-value} = 0.00$, which is less than 0.05 (standard alpha value) with $N=316$. This result shows the reward program in Diam organization has a direct and strong relationship with employees' job satisfaction. Accordingly, the organization offers intrinsic rewards and extrinsic rewards to the employees for their efforts, the employees job satisfaction level increased. This satisfaction translated to employees' job security, growth in job and strength the relation with co-workers in the organization which may leads to increase the productivity as well as the loyalty towards the organization.

Also, the finding of correlation test reports that there is a positive significant correlation between motivation and job satisfaction with $r = 0.43$ and $p\text{-value} = 0.00$, which is less than 0.05 (standard alpha value) with $N=316$. This result shows the employees internal motivation and autonomy in Diam organization has a direct and strong relationship with employees' job satisfaction. Accordingly, the employees have intrinsic motivation and autonomy towards working environments, the employees' level of job satisfaction become high. This satisfaction empowers the employees job security, growth in job and strength the relation with co-workers in the organization.

4.4.4 Regression

Further to the correlation analysis results, the linear Regression analysis had been conducted for all the variables to investigate the truth of the correlation. The findings listed as below:

4.4.4.1 The linear Regression analysis between Rewards & Motivation (H1):

Model Summary			
Model	R	R Square	Adjusted R Square
1	.187	.035	.032

a. Predictors: (Constant), Rewards
b. Dependent Variable: Motivation

Table 4.20 Model Summary of linear Regression between Rewards & Motivation

The table 4.20 shows the result of linear regression test of two variables rewards (independent variable) with motivation (dependent variable) to investigate the variation of R value between the rewards with motivation which represent first hypothesis in the model of the study. The R value is 0.187 that shows the positive relationship between rewards and motivation is weak. The R Square value empathizes that only 3.5% of motivation can be expressed by rewards, whereas 96.5% expressed with other variables.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.924	.115		34.249	.000
1	Rewards	.136	.040	.187	3.377	.001

a. Dependent Variable: Motivation

Table 4.21 Coefficients of linear Regression between Rewards & Motivation

The tables 4.21 shows the level of significant between rewards and motivation of 0.001 where it is less than 0.05 that supported the first hypotheses of rewards has a positive and significant relationship of motivation with Standardized Beta Coefficient is .187 where The Standardized Coefficients (Beta) tells the direction and the strength of the relationships.

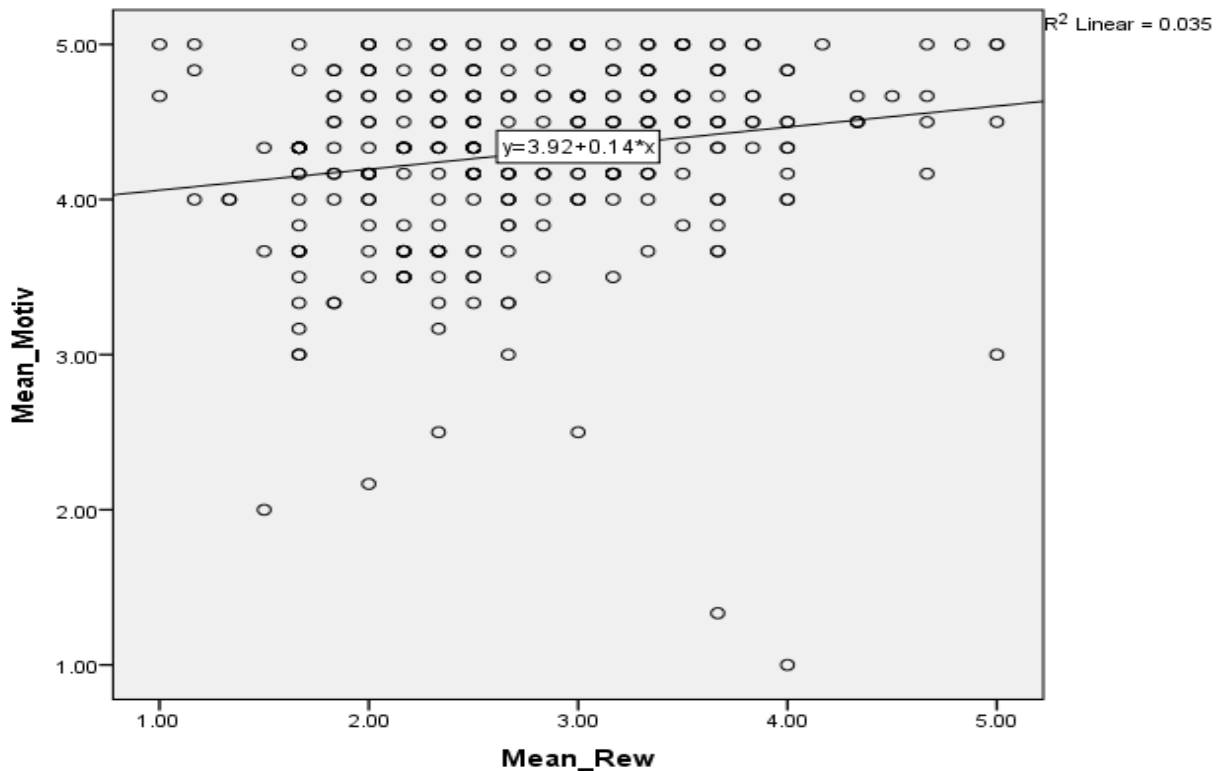


Figure 4.5 Scatter chart of linear Regression between Rewards & Motivation

The figure 4.5 shows the Scatter plot chart of linear Regression between rewards and motivation. The figure shows the linear equation of the relationship ($y=3.92+0.14x$). Also, R square of 0.035 which represents the variance between the rewards and motivation.

4.4.4.2 The linear Regression analysis between Rewards & Job Satisfaction (H2):

Model Summary			
Model	R	R Square	Adjusted R Square
1	.566	.320	.318

a. Predictors: (Constant), Rewards

b. Dependent Variable: Job Satisfaction

Table 4.22 Model Summary of linear Regression between Rewards & Job Satisfaction

The table 4.22 shows the result of linear regression test of two variables rewards (independent variable) with job satisfaction (dependent variable) to investigate the variation of R value between the rewards with job satisfaction which represent second hypothesis in the model of the study. The R value is 0.566 that shows a positive and strong relationship between rewards and job satisfaction. The R Square value empathizes that 32% of job satisfaction can be influences by rewards, whereas 68% influences with other variables.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.922	.132		14.540	.000
1 Rewards	.563	.046	.566	12.158	.000

a. Dependent Variable: Job satisfaction

Table 4.23 Coefficients of linear Regression between Rewards & Job satisfaction

The tables 4.23 shows the level of significant between rewards and job satisfaction of 0.00 where it is less than 0.05 that supported the second hypotheses of rewards has a positive and significant relationship of job satisfaction with Standardized Beta Coefficient is .566 where The Standardized Coefficients (Beta) tells the direction and the strength of the relationships.

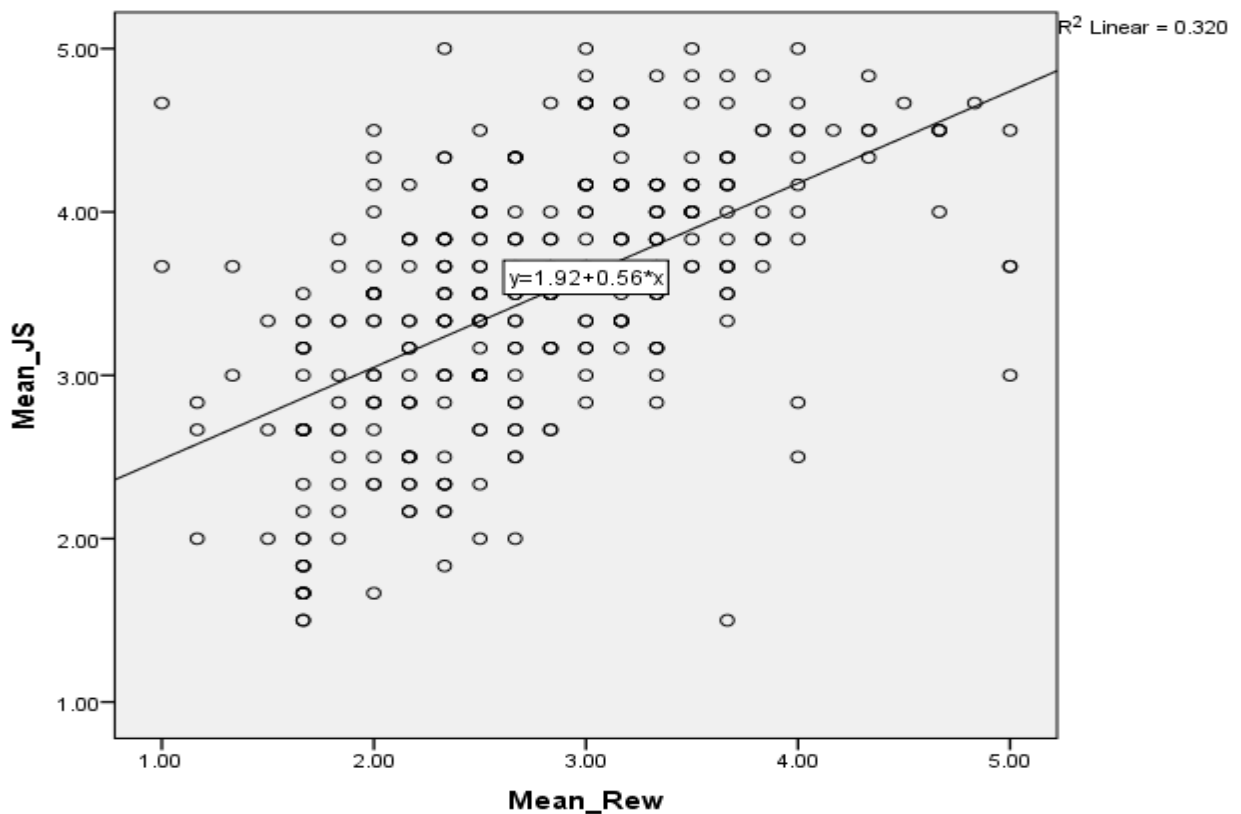


Figure 4.6 Scatter chart of linear Regression between Rewards & Job satisfaction

The figure 4.6 shows the Scatter plot chart of linear Regression between rewards and job satisfaction. The figure shows the linear equation of the relationship ($y=1.92+0.56x$). Also, R square of 0.320 which represents the variance between the rewards and job satisfaction.

4.4.4.3 The linear Regression analysis between Motivation & Job Satisfaction (H3):

Model Summary			
Model	R	R Square	Adjusted R Square
1	.431	.186	.184

a. Predictors: (Constant), Motivation
b. Dependent Variable: Job Satisfaction

Table 4.24 Model Summary of linear Regression between Motivation & Job Satisfaction

The table 4.24 shows the result of linear regression test of two variables motivation (independent variable) with job satisfaction (dependent variable) to investigate the variation of R value between the motivation with job satisfaction which represents third hypothesis in the model of the study. The R value is 0.431 that shows a positive and strong relationship between motivation and job satisfaction. The R Square value empathizes that only 18.6 % of job satisfaction can be influences by motivation, whereas 81.4% influences with other variables.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.918	.303		3.026	.003
1	Motivation	.593	.070	.431	8.474	.000

a. Dependent Variable: Job satisfaction

Table 4.25 Coefficients of linear Regression between Motivation & Job satisfaction

The tables 4.25 shows the level of significant between rewards and job satisfaction of 0.03 where it is less than 0.05 that supported the third hypotheses of motivation has a positive and significant relationship of job satisfaction with Standardized Beta Coefficient is 0.431 where The Standardized Coefficients (Beta) tells the direction and the strength of the relationships.

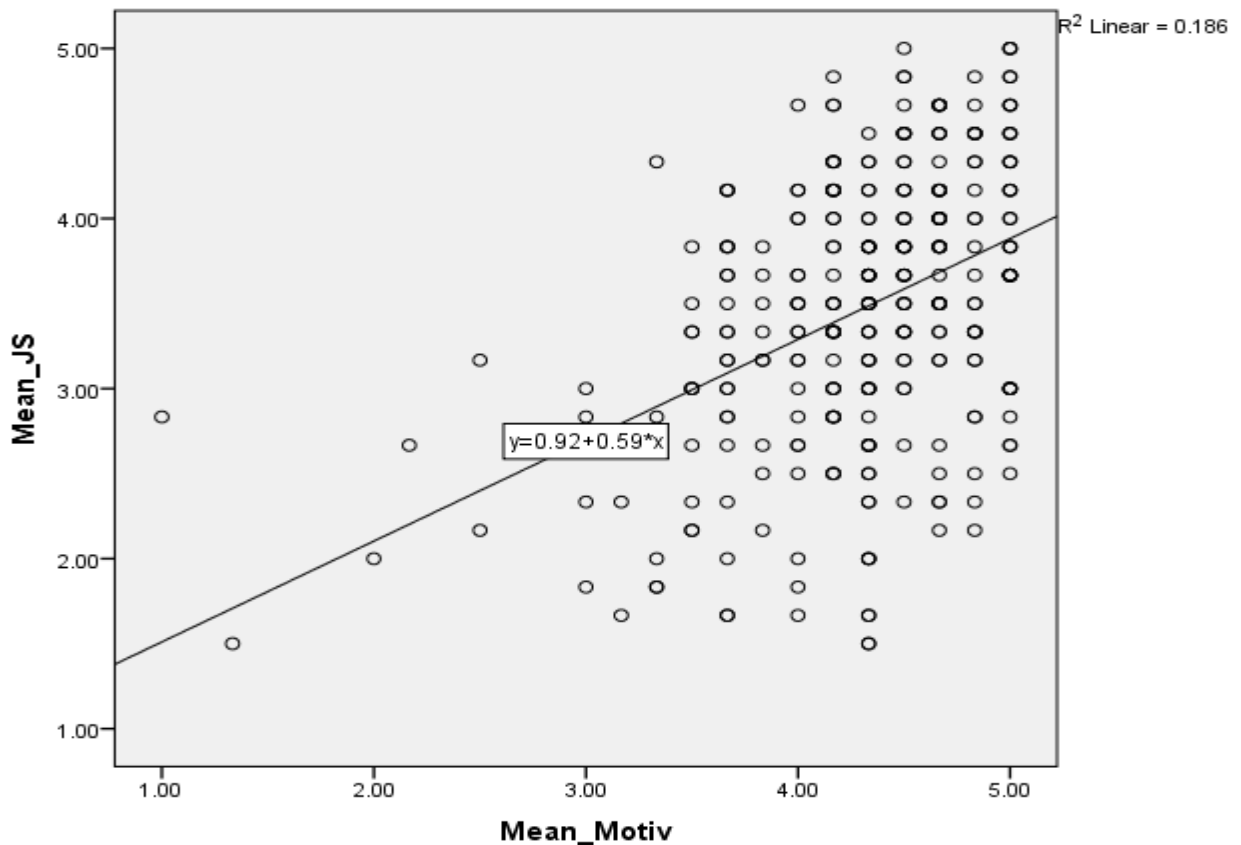


Figure 4.7 Scatter chart of linear Regression between Motivation & Job satisfaction

The figure 4.7 shows the Scatter plot chart of linear Regression between motivation and job satisfaction. The figure shows the linear equation of the relationship ($y=0.92+0.59x$). Also, R square of 0.186 which represents the variance between the motivation and job satisfaction.

4.4.5 Normality Test

This test is used to investigate the distributing of the of the respondent’s answers among each other. All the variables of the study need to apply the normality test to check the right distribution.

4.4.5.1 Rewards Normality test

Tests of Normality						
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Rewards	.098	316	.000	.976	316	.000

a. Lilliefors Significance Correction

Table 4.26 Tests of Normality of Rewards

The table 4.26 shows the normality test for rewards that indicates there isn’t normal distribution of the rewards since the $p= 0.00$ where $p< 0.05$.

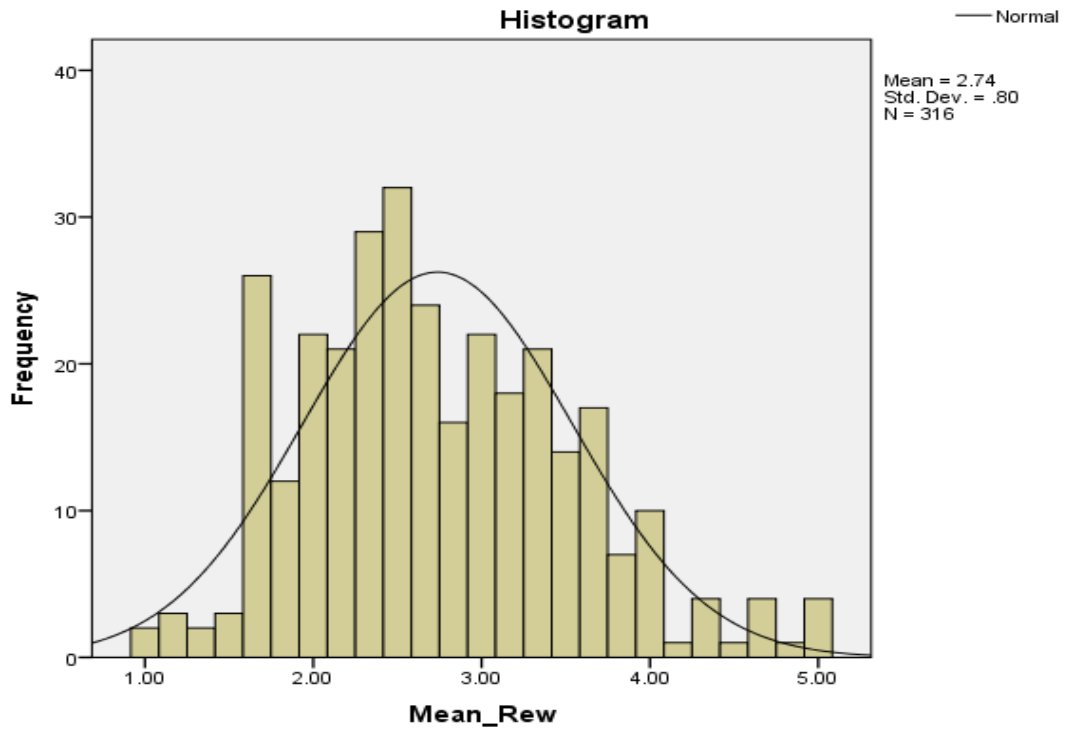


Figure 4.8 The curve of Normality Tests of Rewards



Figure 4.9 The plot curve of Normality Tests of Rewards

The above figures show the observed values that are not normally distributed of the rewards.

4.4.5.2 Motivation Normality test

Tests of Normality						
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Motivation	.149	316	.000	.871	316	.000

a. Lilliefors Significance Correction

Table 4.27 Tests of Normality of Motivation

The table 4.27 shows the normality test for rewards that indicates there isn't normal distribution of the motivation since the $p = 0.00$ where $p < 0.05$.

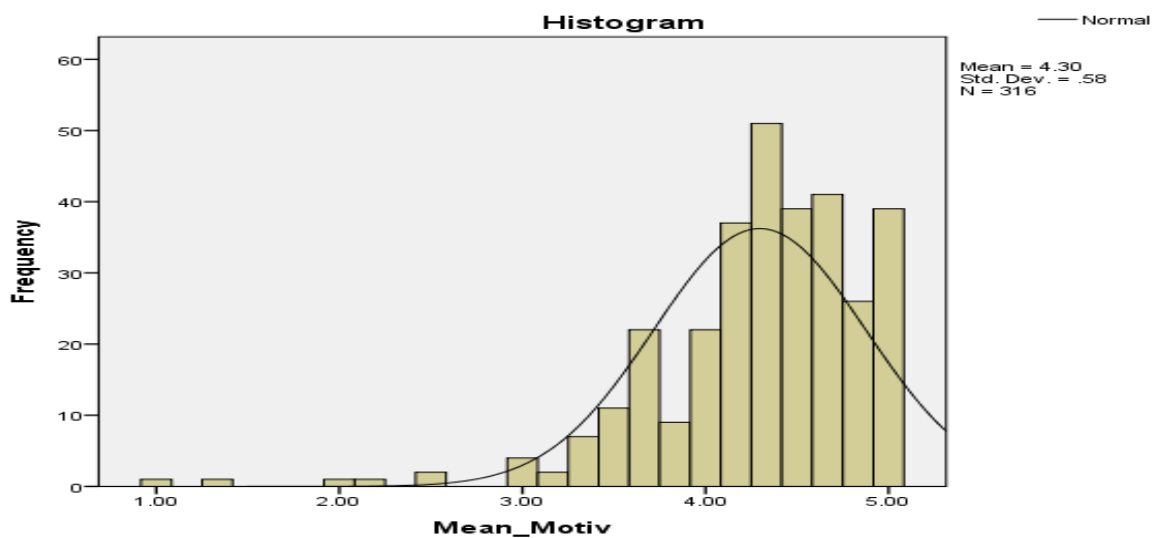


Figure 4.10 The curve of Normality Tests of Motivation

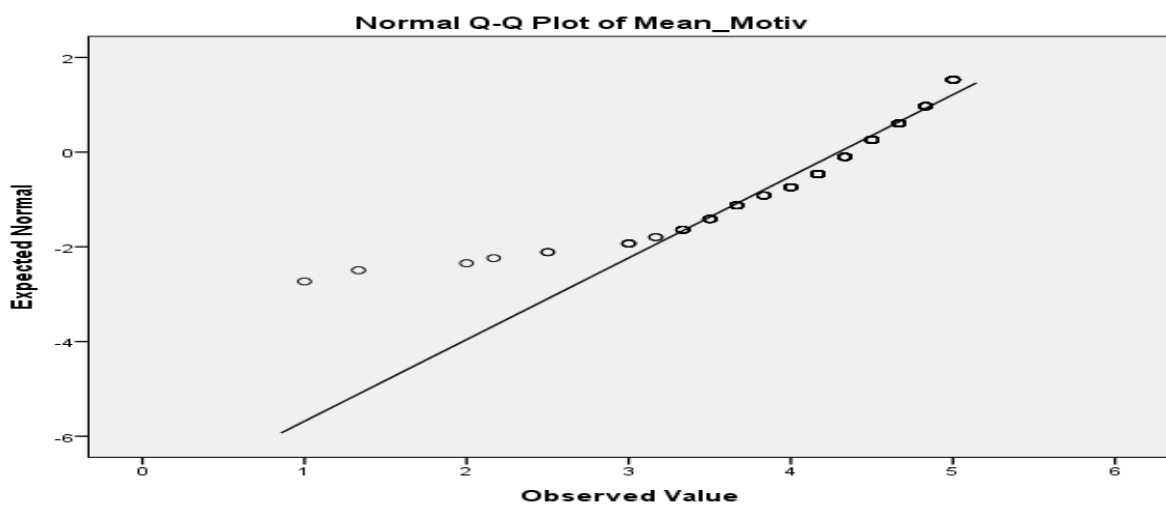


Figure 4.11 The plot curve of Normality Tests of Motivation

The above figures show the observed values that are not normally distributed of the motivation.

4.4.5.3 Job Satisfaction Normality test

Tests of Normality						
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	.075	316	.000	.978	316	.000

a. Lilliefors Significance Correction

Table 4.28 Tests of Normality of Job Satisfaction

The table 4.28 shows the normality test for Job Satisfaction that indicates there isn't normal distribution of the Job Satisfaction since the $p = 0.00$ where $p < 0.05$.

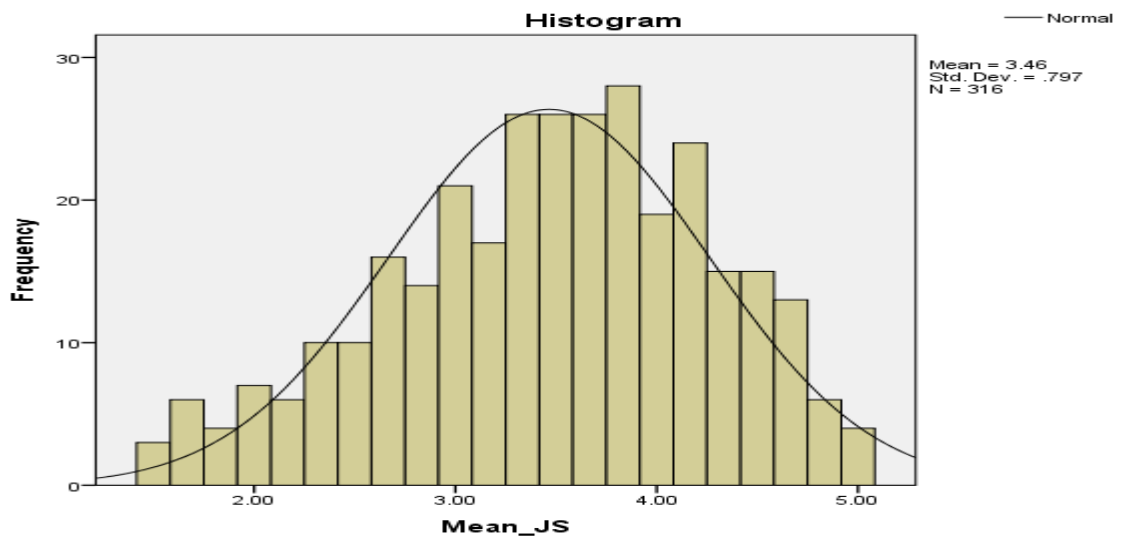


Figure 4.12 The curve of Normality Tests of Job Satisfaction

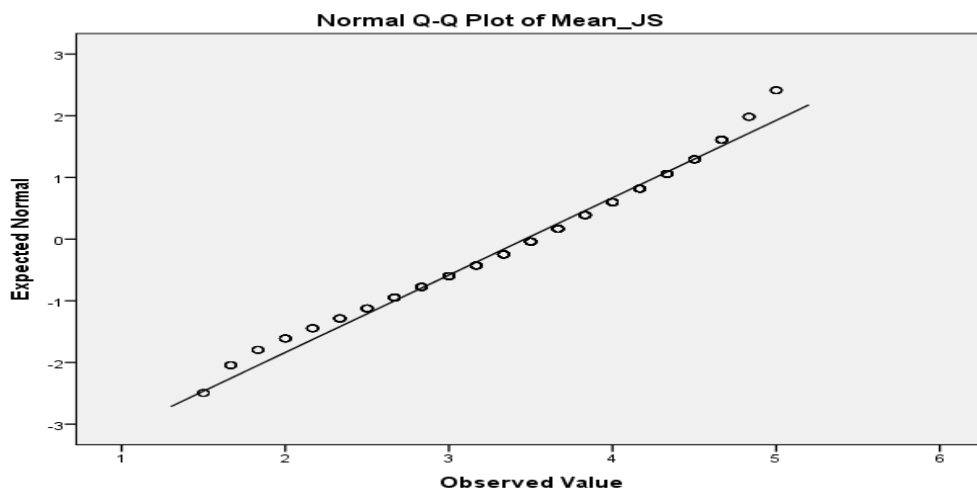


Figure 4.13 The plot curve of Normality Tests of Job Satisfaction

The above figures show the observed values that are not normally distributed of the Job Satisfaction.

CHAPTER FIVE

Discussion, Conclusion and Recommendations

5.1 Discussion:

The findings of this study show both rewards and motivation had a positive and significant impacts on the job satisfaction in Diam as one of the water utility industry in Sultanate of Oman. This result is similar and aligned with the study conducted by Khalid et al., (2011) in Malaysia while studying the similar variables of impacts of rewards and motivation on the job satisfaction in field of water utility industry, the difference is the context, but both concluded with the same result of there are a positive significant relationship between rewards and motivation on job satisfaction.

5.1.1 Relationship of Rewards and Motivation (H1):

Aligned the findings of this study for the first hypotheses H1 with literature, it shows that there is a positive significant relationship between the rewards and motivation in public sector of water utility organization Diam in Sultanate of Oman with $P\text{-value}=0.00$, where ($P<0.05$). So, this hypothesis is accepted because the finding leads to similar findings of other researchers; it was agreed with the finding of the study done by Noor et al., (2020) that states that there is a positive relationship between rewards and motivation in manufacturing companies in Oman. Also, the study of Khalid et al., (2011) was supported this finding, that emphasized the relationships between rewards and motivation of employees are essential to the public and private organizations' success. Therefore, the employer shall be ensuring the employees paying with suitable salaries, bones for achievements and medical insurance that increasing the quality of the output delivered.

In other hand, this study is not agreed with finding of Nur et al., (2018) that shows a negative relationship of the rewards and motivations. The reason behind this disagreement of Nur et al., (2018) came from the sample size of their study was only 30 employees which do not give good indicators as big sample size of this study.

Further and according to Bjorkman and Budhwar (2007) that explained the public sector employees are motivated by intrinsic rewards in comparison to private sector employees who value and rely more on extrinsic rewards. In contrast, the finding of this study is not agreed with finding of Bjorkman and Budhwar (2007) because the public sector which is Diam in Oman is

required to motivate the employees with both intrinsic rewards like salaries, and extrinsic rewards like appreciation which means the more rewards (extrinsic and intrinsic) that give to the employees the motivation level increased accordingly.

Moreover with accordance to Jehanzeb et al., (2012) that reported a rewarding program is a tool used by most of the organizations to motivate the employees and organization relationships. Also, Sathyanarayan & Lavanya, (2018) empathized that the organizational commitment to the employees like rewards encouraging the job motivation for the employees.

Reviewing the previous studies on the relationship between the rewards and employee's motivation this study concludes with the same finding which got a positive significant relationship between rewards and motivation by saying the intrinsic rewards and extrinsic rewards are much crucial for the employee's motivation in Diam organization which is most leading organization in Sultanate of Oman as the water utilities industry.

5.1.2 Relationship of Reward and Job Satisfaction (H2):

Referring to the findings of this study for the second hypotheses H2 shows that there is a positive significant relationship between reward and job satisfaction, with P value=0.00 where ($P < 0.05$). Hence when the employees are getting the intrinsic rewards and extrinsic rewards for accomplishing their tasks on time manner, they become high satisfied and this satisfaction translated to the organizational productivity, career growth, job security and good relationship with co-workers within organization. This result supported by the findings of Al Marhoobi & Atan (2018) that showed the incentives, job security and training are positively impacted with performance of public sector in Oman.

So, this hypotheses is accepted and also supported with many other studies such as the study done by Sathyanarayan & Lavanya (2018) represented that the commitment of the organization to the employees with rewards, played a key factors for influencing job satisfaction. Also, Ali & Ahmed (2009) found that a positive effect of rewards on job satisfaction. Similarly the study of Mafini et al., (2010) showed there is a significant relationship between the extrinsic rewards and the job satisfaction.

The result also matching with Akafo (2015) that represented there is a positive relationship between the organization recognition and the employee's job satisfaction. Although Abdullah & Caniago (2013) empathized the intrinsic rewards influenced employee's performance which results a positive relation with job satisfaction. Also, Pouliakas & Theodossiou (2010) found the

low paid employees (low extrinsic rewards) are negatively significant with job satisfaction than the high paid employees.

However, by demonstration of the previous study findings for describing the relationship between reward and job satisfaction, the finding of this study is in-line with them which got the positive significant relationship between reward and job satisfaction that means the more rewards (extrinsic and intrinsic) that given to the employees the level of the job satisfaction increased accordingly and translated to career growth, job security and good relationship with co-workers in the organization.

5.1.3 Relationship of Motivation and Job Satisfaction (H3):

According to the findings of this study for the third hypotheses H3 that shows there is a positive significant relationship between motivation and job satisfaction with $P=0.00$ where ($P<0.05$). Hence the high employees motivated the more they are satisfied with their job. So, this hypothesis is accepted and also supported with the many other studies. Aligning the finding with study conducted by Nurdiansyah et al., (2020) that found the motivation had a positive impact on job satisfaction and employees performance. According to Mafini & Dlodlo (2014) found there is a relation between the job satisfaction and motivation in a public organization. This result is matching with the finding of this study because it conducted in a public organization and found there is a relation between employees' motivation and job satisfaction.

Similarly, Shah et al, (2012) found that there is a positive relation between the job satisfaction and intrinsic motivation of the teachers in the public educational institutions in Pakistan. This result also confirmed the same finding of this study with respect to the intrinsic motivation like internal feeling of the belonging to the organization translated to the job satisfaction. However, when got satisfied behavior of the employees, they become acting more as citizenship and feeling as they are the owner of the organization which conveying to increase the production of the organization and show up the best image value of the organization as well as saving the time and reducing the cost (Yang et al., 2008).

Moreover, Khalid et al., (2011) described that the job satisfaction is represented as intrinsic motivation of an employee feels either positively or negatively about different criteria to the job like: job conditions, timing, job security, growth and relationships of co-workers with responsibilities.

So, the finding of this study is similarity with above mention studies while describing the relationship between motivation and job satisfaction. Hence, the study concludes with the result of there is a positive relationship between motivation and job satisfaction. So, when the employees are motivated while encouraging and autonomy by the organization, this led to increase the level of job satisfaction towards the work. Accordingly, the job satisfaction converted to job security, career growth and acting cooperative with other employees. All the above satisfactory of the employees in organization, enhancing the business strategy of the organization in which the productivity increased and created wealth of the business by increasing the revenue.

5.1.4 Summary of the Hypotheses tests:

After discussing the findings of the study and aligning with previews researchers' findings, the study concludes with following:

Hypotheses	Form	Decision
H1	There is a significant relationship between rewards and motivation.	Supported
H2	There is a significant relationship between rewards and job satisfaction.	Supported
H3	There is a significant relationship between motivation and job satisfaction.	Supported

Table 5.1 Summary of the Hypotheses tests

5.2 Conclusion

The finding of this study concludes that rewards, motivation as well as job satisfaction have a positive and significant impact with each other's in the Diam company as water industry in Sultanate of Oman. This result aligning with previous researchers locally and internationally. According to Noor, et al., (2020) reported that the rewards affect the motivation in manufacturing companies in Oman showing that the low motivated employees in workplace gives a signs of poor rewards system the been established by organization due less appreciations, respects and promotions. Accordingly, the result of this study is similar and aligned with the study conducted by Khalid et al., (2011) in Malaysia while studying the similar variables of impacts of rewards and motivation on the job satisfaction in the field of the water industry, the difference is the context, but both concluded with the same result of there is a positive significant relationship between rewards and motivation on job satisfaction.

This research ought to explore the origins of the water companies employee's job satisfaction. The level of motivation and rewards of employees will lead to satisfying of the employees in their job. This satisfaction translated to hard working phenomena, job security and good relation with co-worker.

Al Marhoobi & Atan (2018) presented that rewards as incentives are positively impacted with motivation translated to job security of the employees and accordingly the performance of organization is increased. Aligning with study conducted by Nurdiansyah et al. (2020) that reported the motivation had a positive impact on job satisfaction and employees performance.

5.3 Recommendation

This research makes a valuable contribution to the knowledge of the water industry in general and for the water industry located in the Sultanate of Oman. Theoretically, the outcome of this research will contribute to the literature gap as no prior studies been focused on job satisfaction at the water industry in Oman. The outcomes of this study can be benefits to the Sultanate of Oman with following recommendations:

Firstly, the study will provide the policymakers in Oman that will guide them on how they can support their employees. Hence, it comes to guide the organization while developing a new procedure of rewards program for Omani water companies to enhance the employee's motivation and job satisfaction. The reward program either extrinsic or intrinsic are required to enhance the

employee's motivation and job satisfaction in public sector organizations in Oman. The public sector is different from the private sector in rewards program accordingly in public sector there was low motivation employees due to poor rewards program. Thus, this study shows the value of the rewards that conclude by getting loyal employees to the organization.

Secondly, this study comes to align with implementation of the vision of our Majesty Sultan Haitham Bin Tariq when he said, "the development of our human resources is our main challenges for future of Oman". In accordance to these words, the research investigated the Omani government behavior towards rewards and motivation for achieving the employees job satisfaction by showing the positive impacts of rewards on employee's motivation and job satisfaction.

Thirdly, to challenge the new creativity by the employees in water companies to reduce non-revenue water which exceeded 40 percent in 2018 and 35 percent in 2019 (Annual report of Diam, 2018 & 2019). That means while the employees are getting the right rewards against new creativity or ideas for saving the water from wasting, the productivity of the company will increase as well because non-revenue water will decrease when implementing new ideas.

Fourthly, to help the managers for a better understanding of the importance of the rewards and motivation of the employees by understanding the impact on employee job satisfaction. It means when managers had full awareness with rewards and its affect into employees behavior, they will reward their employees at right time in right place where all the terms and conditions are applicable for the employee and to be fairly with all.

Six, to reduce the turnover rate of the employees from the organizations in Oman. The rate will be decreased after this study because the result of the study will reflect the awareness of how to utilize the rewards program and motivation to get the employee's job satisfaction.

Seven, to increase the economic factor of the country when less rate of non-working Omani citizens due to no turnover of the current employees because of the wide understanding of the rewards program and motivation on job satisfaction.

Eight, for welcoming new ideas from the employees towards the organizations which will create a completion among employees who can achieve the higher valuable rewards.

Finally, to get job security by the employees when they feel that the organization is much caring and do appreciation of what they are doing.

5.4 Limitations of study

This study is not free of the limitations. The limitations of the study describe as follow:

First, this study is conducted into one specific water utility organization in Oman which called Diam. Accordingly the structured questionnaire is applied to the Diam employees and the result found generalized to all water utilities organization in Oman which is not reflect the strength of the best outcomes as normal phenomena because different water organization had different rewarding systems with different working environments. So, to increase the findings accuracy, the study needs to be applied to the whole water industries organizations in Oman to be generalized and better results.

Second, this study is not including the culture value of the employees while rewarding process. Because some employees like to share the appreciation (intrinsic rewards) with audience whereas the other did not like that and like to get the appreciation separately to get self-motivation.

Third, as the lack of data available in Oman faced during the conducting of this study the difference of the intrinsic rewards and extrinsic rewards not explained with mediation for more details. This subject can lead the researchers to further processes.

5.5 Direction for Further Research

Future study needs to be developed in Oman among water industry organizations for both public and private sectors not only limitation to one organization to further exploring the relationships between the variables of the study. Also, the top management need to be involved in such study to increase the managerial awareness of the rewarding system for motivation of the employees to get the well satisfied employees working very hard to success the organization and increase the productivity. Beside, the both methods of quantitative and qualitative approaches recommend to be used for future research in the water industry in Oman. This method called mixed method. Finally, future study may need to investigate the organizational development with increasing the productivity on capital intellectual resources.

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Appendix A: Questionnaire

Introduction

This study will develop a model which explaining the impact of rewards and motivation on Diam employee satisfaction. This research proposal study requests for your cooperating towards collection of the required data from the field. The information given here will be treated with maximum confidently to protect the identity of the respondents. The respondent should therefore not indicate his or her name on the questionnaire.

1. Summary of Reviewers comments

The reviewer comments of the questionnaire as face validity from different academic s and filed specialists. The below table is summarizing the comments received from the reviewers:

Variable 1: Reward (Intrinsic and Extrinsic)									
Modified Items in English and Arabic	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Reviewer 6	Reviewer 7	Comments	Action by Author
In Diam I belief that the higher Salary raise the performance of the employees. في ديم الرواتب العالية ترفع من اداء الموظفين.	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.1	Choose in Survey
My job promotion prospects are poor ضعيفة العمل في ترقيتي فرص ان	Agree	disagree	Agree	disagree	Agree	disagree	disagree	Weak question	Not choose in survey
Satisfied with promotional opportunities in Diam. راض عن فرص	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.2	Choose in Survey

التريقيات في ديم.									
Considering all my efforts and achievements, my salary/income is adequate. بالنظر إلى كل جهودي وإنجازاتي ، فإن راتبي / دخلي كافٍ	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.3	Choose in Survey
My colleagues are respecting me. زملائي يحترموني في العمل	Agree	Agree	disagree	disagree	disagree	disagree	disagree	Not related	Not choose in survey
Satisfied with extrinsic rewards in general like pay, medical insurance, and other benefits in Diam. راض عن المكافآت المالية بشكل عام مثل الرواتب و التأمين الصحي والعلاوات الأخرى في ديم.	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.4	Choose in Survey
Satisfied with intrinsic rewards like appreciation in Diam. راض عن المكافآت المعنوية مثل التشجيع في ديم.	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.5	Choose in Survey
Considering all my efforts and achievements, I receive the respect and prestige I deserve at work with Diam. بالنظر إلى كل مجهوداتي وإنجازاتي ، أحظى بالاحترام والهيبة اللذين أستحقهما في العمل مع ديم.	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.6	Choose in Survey
Variable 2: Motivation (Intrinsic Motivation and Autonomy)									
Modified Items in English and Arabic	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Reviewer 6	Reviewer 7	Comments	Action by Author
I feel a sense of personal satisfaction when I do my job well. أشعر بالرضا الشخصي عندما أقوم بمهامي بشكل جيد.	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.1	Choose in Survey

My opinion of myself goes down when I do my job badly. رأيي في نفسي ينخفض عندما أقوم بعملتي بشكل سيئ	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.2	Choose in Survey
Weekend activities help you to get motivated. أنشطة نهاية الاسبوع تساعدك لحصول على تحفيز	disagree	disagree	Agree	disagree	disagree	disagree	disagree	Not related	Not choose in survey
I take pride in doing my job as well as I can أفخر بأداء عملي قدر استطاعتي	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.3	Choose in Survey
The more responsibility the more workload زيادة في المسؤولية يسبب ضغط العمل	disagree	Agree	disagree	disagree	disagree	disagree	disagree	Not related	Not choose in survey
The seniors support is acting as motivation. الدعم من الخبراء يمثل كتحفيز	disagree	disagree	disagree	Agree	Agree	disagree	disagree	Weak question	Not choose in survey
Rewards system in Diam increases motivation level of employees. نظام المكافآت في ديم تزيد من مستوى التحفيز لدى الموظفين	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.4	Choose in Survey
Organizational policies motivate for achieving its aims and objectives. تحفز اللوائح التنظيمية لتحقيق اهدافها وغاياتها	disagree	disagree	disagree	disagree	disagree	Agree	disagree	Weak question	Not choose in survey
My job gives me freedom to choose how to do my work. وظيفتي تعطيني الحرية لاختيار كيفية اداء عملي	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.5	Choose in Survey
I try to think of ways of doing my job effectively. أحاول أن أفكر في طرق اداء عملي بشكل فعال	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.6	Choose in Survey
I like my job overall. انا احب عملي بشكل عام	disagree	disagree	disagree	disagree	disagree	disagree	disagree	Weak question	Not choose in survey

Variable 3: Job Satisfaction (Career growth, job Security and relation with co-workers)									
Modified Items in English and Arabic	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Reviewer 6	Reviewer 7	Comments	Action by Author
Your fellow workers العمال زملائك	disagree	disagree	disagree	disagree	disagree	disagree	disagree	Not related	Not choose in survey
1. The opportunity to use your abilities or skills in Diam is highly appreciated. الفرصة لاستخدام قدراتك او مهاراتك في ديم مقدره بشدة	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.1	Choose in Survey
Your chance of promotion فرصتك في للترقية	disagree	disagree	Agree	disagree	Agree	disagree	disagree	Weak question	Not choose in survey
I take part in decision making at my work اشترك في صنع القرار في عملي	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.2	Choose in Survey
Opportunities for personal growth and career development in Diam is high. الفرص لنمو الذات و التطوير الوظيفي في ديم عالية	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.3	Choose in Survey
I have the job security in Diam. لدي استقرار وظيفي في ديم	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.4	Choose in Survey
The attention paid to suggestions you make الانتباه إلى الاقتراحات التي اقدمها	disagree	disagree	disagree	disagree	Agree	disagree	Agree	Not related	Not choose in survey
Working hours are suitable ساعات العمل مناسبة	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.5	Choose in Survey
The relationship between different levels in the organization العلاقة بين مختلف المستويات في الشركة	disagree	disagree	disagree	disagree	disagree	Agree	Agree	Weak question	Not choose in survey
The relationship with co-workers is strong in Diam. العلاقة مع الزملاء قوية في ديم.	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Items no.6	Choose in Survey
Your satisfaction of immediate boss مدى رضاك على رئيسك المباشر	disagree	disagree	Agree	Agree	disagree	disagree	disagree	Not related	Not choose in survey

2. The final sample draft of the questionnaire items for each variable:

العنوان: التحقق من آثار المكافآت والتحفيز على الرضا الوظيفي في مرافق المياه الصناعة في سلطنة عمان: دليل من ديم

Title: Investigating the Impacts of Rewards and Motivation on Job Satisfaction in Water Utility Industry in Sultanate of Oman: Evidence from Diam

اعزائي الموظفين ديم السلام عليكم ورحمة الله وبركاته تحية طيبة وبعد....

تهدف هذه الاستبانة الى دراسة أثر المكافآت والتحفيز على الرضا الوظيفي في مؤسستنا العزيزة ديم في سلطنة عمان. يقدر الباحثون جهودكم عاليا في الاجابة على اسئلة الاستبانة: حيث سيستغرق تعبئتها 5 دقيقة، كما يؤكدون على انه لا توجد اجابات صحيحة او خاطئة، وان تبقى معلوماتكم الشخصية سرية ولا تستخدم إلا لأغراض البحث العلمي. لذا نرجو التكرم بالإجابة عليها بصدق وموضوعية

Dear Diam Colleague,

This questionnaire aims to study the Impact of Rewards and Motivation on Job Satisfaction in Water Utility Industry in Oman: Evidence from Diam.

The researchers highly appreciate your efforts in filling the questionnaire: it takes 5 minutes to complete. The researchers also assert that there are no correct and wrong answers and that your personal information is kept confidential and used only for scientific research purposes. So, please kindly answer them sincerely and objectively. Thank you very much.

ملاحظة: تستهدف هذه الدراسة موظفين ديم من كل المستويات الوظيفية في عمان

Note: This study is targeted Diam employees from different level positions in Oman

Section A Personal Information: Please fill in your personal information in this statement below		
1. Gender: الجنس A. Male ذكر B. Female انثى	2. Age: العمر A. 20-29 B. 30-39 C. 40-49 D. 50 and Above – اعلى من 50	3. Marital Status: الحالة الاجتماعية A. Single اعزب B. Married متزوج C. Other غير ذلك
4. Nationality: الجنسية A. Omani عماني B. Expat مقيم	5. Level of Education: مستوى التعليمي A. PhD and above دكتوراه فاعلى B. Master ماجستير C. Degree بكالوريوس D. Diploma دبلوم E. Less than a Diploma اقل من الدبلوم	6. What is your total years of experience in general? ما هو اجمالي ما هو اجمالي سنواتك في العمل بشكل عام A. less than one-year اقل من سنة B. 1-4 C. 5-9 D. 10-14 E. 15 and above اعلى من 15
7. What is your current position in Diam? ما هو مسماك الوظيفي الحالي في ديم؟ A. Manager and Above مدير فاعلى B. Head section رئيس قسم C. Technical Employee موظف فني D. Admin Employee موظف اداري	8. Your working region in Diam? محافظتك التي تعمل فيها في ديم؟ A. Muscat B. South Sharqia C. North Sharqia D. Dhakahlia E. Dhahirah F. Al Wasta G. Dohfar H. Musandam I. South Al Batina J. North Al Batina K. Al Buraimi	

Section B:

Variable 1: Reward : Intrinsic:(appreciation and respect) and Extrinsic:(Salary & promotion)

اثر الهدايا المادي والمعنوية في تحفيز الموظفين

Please select your answer from the range of 1 to 5, where 1 is strongly disagree and 5 is strongly agree

عبارة عن اوافق بشدة (5) أي ان الاجابة 1 عبارة عن لا اوافق بشده وان الاجابة 5 يرجى اختيار الاجابة المناسبة بنسبة لك من (1الى

1	In Diam I believe that the higher Salary raise the performance of the employees.	في ديم انا اؤمن ان الرواتب العالية ترفع من اداء الموظفين.
2	Satisfied with promotional opportunities in Diam..	راض عن فرص الترقيات في ديم
3	Considering all my efforts and achievements, my salary/income is adequate.	بالنظر إلى كل جهودي وإنجازاتي ، فإن راتبي / دخلي كافٍ
4	Satisfied with extrinsic rewards in general in Diam like pay, medical insurance, Bonus and other benefits.	راض عن المكافآت المادية بشكل عام في ديم مثل الرواتب و التأمين الصحي والعلاوات الاستثنائية والفوائد الاخرى.
5	Satisfied with intrinsic rewards like appreciation in Diam.	راض عن المكافآت المعنوية مثل التشجيع في ديم.
6	Considering all my efforts and achievements, I receive the respect and prestige I deserve at work with Diam.	بالنظر إلى كل مجهوداتي وإنجازاتي ، أحظى بالاحترام والهيبة اللذين أستحقهما في العمل مع ديم.

Section C: Variable 2:Motivation (Intrinsic Motivation and Autonomy)

Please select your answer from the range of 1 to 5, where 1 is strongly disagree and 5 is strongly agree

عبارة عن اوافق بشدة (5) أي ان الاجابة 1 عبارة عن لا اوافق بشده وان الاجابة 5 يرجى اختيار الاجابة المناسبة بنسبة لك من (1الى

1	I feel a sense of personal satisfaction when I do my job well..	أشعر بالرضا الشخصي عندما أقوم بمهامي بشكل جيد
2	My opinion of myself goes down when I do my job badly.	رأبي في نفسي ينخفض عندما أقوم بعملتي بشكل سيئ
3	I take pride in doing my job as well as I can.	أفخر بأداء عملي قدر استطاعتي
4	Rewards system in Diam increases motivation level of employees.	نظام المكافآت في ديم تزيد من مستوى التحفيز لدى الموظفين

5	My job in Diam gives me freedom to choose how to do my work.	وظيفتي في ديم تعطيني الحرية لاختيار كيفية اداء عملي
6	I try to think of ways of doing my job effectively.	أحاول أن أفكر في طرق لأداء عملي بشكل فعال

Section D: Variable 3:Job Satisfaction (Career growth, job Security and relation with co-workers)		
Please select your answer from the range of 1 to 5, where 1 is strongly disagree and 5 is strongly agree عبارة عن اوافق بشدة (5) أي ان الاجابة 1 عبارة عن لا اوافق بشده وان الاجابة 5 يرجى اختيار الاجابة المناسبة بنسبة لك من (1 الى		
1	The opportunity to use your abilities or skills in Diam is highly appreciated.	الفرصة لاستخدام قدراتك او مهاراتك في ديم مقدره بشدة
2	I take part in decision making at my work	اشارك في صنع القرار في عملي
3	Opportunities for personal growth and career development in Diam is high.	الفرص لنمو الذات و التطوير الوظيفي في ديم عالية
4	I have the job security in Diam.	لدي استقرار وظيفي في ديم
5	Working hours in Diam are suitable	ساعات العمل في ديم مناسبة
6	The relationship with co-workers is strong in Diam.	العلاقة مع الزملاء قوية في ديم

Appendix B: Reliability Analysis report of pilot study N=33

First variable : Reward:

Case Processing Summary			
		N	%
Cases	Valid	33	100.0
	Excluded ^a	0	.0
	Total	33	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.717	6

Accepted since Cronbach's Alpha is > 0.7

Item Statistics			
	Mean	Std. Deviation	N
Rewards_1	6.0606	1.36792	33
Rewards_2	2.6364	1.96561	33
Rewards_3	4.1818	2.00709	33
Rewards_4	2.8788	1.99621	33
Rewards_5	2.7273	1.73696	33
Rewards_6	4.3333	1.45057	33

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
22.8182	46.903	6.84861	6

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Rewards_1	16.7576	49.564	-.235	.821
Rewards_2	20.1818	29.216	.651	.608
Rewards_3	18.6364	32.239	.467	.675
Rewards_4	19.9394	28.059	.703	.587
Rewards_5	20.0909	30.585	.692	.602
Rewards_6	18.4848	36.820	.453	.681

The last column in the above table is most important because it will tell how I can rise up the Cronbach's Alpha in my analysis. That column, titled "Cronbach's Alpha if Item Deleted", which tells what Cronbach's alpha would be for each items.

For example, to get more overall score, if I had deleted (not included) Rewards_1, Cronbach's alpha would have increased from 0.717 (which I got from the "Reliability Statistics" table above) to 0.821. So, deleted Rewards_1 items is good idea to rise up overall Cronbach's Alpha.

However, to increase the overall Cronbach's Alpha of any variable I need to delete the highest Cronbach's Alpha items. So, after run again the result will be:

Reliability Statistics	
Cronbach's Alpha	N of Items
.821	5

Accepted and good score of Cronbach's Alpha is > 0.7

Item Statistics			
	Mean	Std. Deviation	N
Rewards_2	2.6364	1.96561	33
Rewards_3	4.1818	2.00709	33
Rewards_4	2.8788	1.99621	33
Rewards_5	2.7273	1.73696	33
Rewards_6	4.3333	1.45057	33

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
16.7576	49.564	7.04020	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Rewards_2	14.1212	32.610	.583	.796
Rewards_3	12.5758	33.002	.544	.809
Rewards_4	13.8788	29.422	.746	.744
Rewards_5	14.0303	31.905	.746	.749
Rewards_6	12.4242	38.752	.482	.821

Finally, the Rewards can be measured by 5 items in order to be more reliable and the items no 1 can be deleted because it will affect the study and may the respondents not answer it in good way (in hurry) or it is not clear to them.

>>End analysis for the First Variable.

Second variable : Motivation

Reliability Statistics	
Cronbach's Alpha	N of Items
.619	6

Not accepted because Cronbach's Alpha is < 0.7

Item Statistics			
	Mean	Std. Deviation	N
Motiv_1	6.4242	.83030	33
Motiv_2	4.7879	1.74567	33
Motiv_3	6.1515	1.32574	33
Motiv_4	5.3333	2.30036	33
Motiv_5	5.0909	1.40008	33
Motiv_6	5.8485	1.22783	33

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
33.6364	29.426	5.42459	6

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Motiv_1	27.2121	25.360	.404	.581
Motiv_2	28.8485	23.820	.150	.662
Motiv_3	27.4848	22.508	.410	.556
Motiv_4	28.3030	17.280	.358	.602
Motiv_5	28.5455	20.256	.572	.491
Motiv_6	27.7879	22.735	.443	.549

The last column in the above tells if I delete (not included) Motiv_2, Cronbach's alpha would have increased from 0.619 (which I got from the "Reliability Statistics" table above) to 0.662 . So, after run again the result will be:

Reliability Statistics	
Cronbach's Alpha	N of Items
.662	5

The overall score is still below 0.7 which is not accepted.

So, I need to think again for another items to be deleted in order to increase the reliability overall score.

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Motiv_1	22.4242	21.252	.245	.673
Motiv_3	22.6970	16.780	.486	.583
Motiv_4	23.5152	13.383	.306	.744
Motiv_5	23.7576	14.314	.712	.472
Motiv_6	23.0000	16.938	.532	.570

So, if I delete (not included) Motiv_4 from the above table, Cronbach's alpha would have increased from 0.662 (which I got from the "Reliability Statistics" table above) to 0.744 which is accepted. So, after run again the result will be:

Reliability Statistics	
Cronbach's Alpha	N of Items
.744	4

Accepted since Cronbach's Alpha is > 0.7

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Motiv_1	17.0909	11.523	.208	.820
Motiv_3	17.3636	6.926	.673	.600
Motiv_5	18.4242	7.127	.575	.668
Motiv_6	17.6667	7.104	.729	.569

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
23.5152	13.383	3.65822	4

Finally, the motivation can be measured by 4 items in order to be reliable and the items no. 2 and no. 4 can be deleted because it will affect the study and may the respondents not answer it in good way (in hurry) or it is not clear to them.

>>End analysis for the Second Variable.

Third variable : Job satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.672	6

Not accepted because Cronbach's Alpha is < 0.7

Item Statistics			
	Mean	Std. Deviation	N
JobSA_1	4.1515	1.54356	33
JobSA_2	4.2424	1.85456	33
JobSA_3	3.8788	1.67253	33
JobSA_4	5.3030	1.64858	33
JobSA_5	5.9394	1.45644	33
JobSA_6	5.7879	1.51570	33

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
29.3030	35.780	5.98166	6

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JobSA_1	25.1515	31.070	.135	.712
JobSA_2	25.0606	26.059	.332	.659
JobSA_3	25.4242	25.814	.422	.623
JobSA_4	24.0000	25.312	.467	.606
JobSA_5	23.3636	25.926	.521	.593
JobSA_6	23.5152	24.695	.583	.569

The last column in the above tells if I delete (not included) JobSA_1, Cronbach's alpha would have increased from 0.672 (which I got from the "Reliability Statistics" table above) to 0.712. So, after run again the result will be:

Reliability Statistics	
Cronbach's Alpha	N of Items
.712	5

Accepted since Cronbach's Alpha is > 0.7

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
25.1515	31.070	5.57405	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JobSA_2	20.9091	21.210	.376	.709
JobSA_3	21.2727	24.642	.219	.761
JobSA_4	19.8485	20.508	.525	.641
JobSA_5	19.2121	20.672	.625	.608
JobSA_6	19.3636	19.551	.688	.578

Finally, the Job satisfaction can be measured by 5 items in order to be reliable and the items no. 1 can be deleted because it will affect the study and may the respondents not answer it in good way (in hurry) or it is not clear to them.

>>End analysis for the Third Variable.

Appendix C: Approval from Diam company
to conduct the study on their employees

From: Mohammed AL-Jamri
Sent: Saturday, May 16, 2020 12:05 PM
To: Fadi Abdel Muniem Abdel Fattah <fadi.fattah@asu.edu.om>
Cc: Mohammed Ali Al Jamri <1807221@asu.edu.om>
Subject: Fw: الموافقة على الإستبانة

الفاضل/ الدكتور فادي عبد الفتاح المحترم

تحية طيبة وبعد

بالإشارة الى الموضوع أعلاه, اود بالتقدير ان ارفق لكم (حسب الايميلات ادناه) الموافقة على طلب توزيع الاستبيان على جميع الموظفين لدى مؤسسة ديم للمياه, حيث تم فحص المحتوى لديهم واعطاء عدم الممانعة عن طريق الايميل بالمضي قدما بالدراسة والله الحمد.

على ضوء ذلك تم البدء في توزيع الاستبيان وقد تمكنت من جمع العدد المطلوب لعمل التحليل.

هذا للعلم ولكم وافر الشكر والتقدير

تحياتي واحترامي

محمد الجمري

From: Aisha Hamed AL-Malki
Sent: Thursday, May 7, 2020 12:38 PM
To: Mohammed AL-Jamri
Cc: Salima Al-Brashdi; Khalsa Talib AL-Hadrami; Mohammed Sulaiman Ali Al-Busaidi
Subject: الموافقة على الإستبانة

الفاضل/ محمد الجمري المحترم

تحية طيبة وبعد

بالإشارة الى الموضوع أعلاه ، اود بالتقدير افادتكم بالموافقة على توزيع الاستمارة على موظفي الهيئة.

وتفضلوا بقبول فائق الاحترام

From: Ali Said AL-Kalbani
Sent: Thursday, May 7, 2020 10:19 AM
To: Aisha Hamed AL-Malki <aisha.almalki@diam.om>
Subject: RE: استبيان الرسالة

الأخت عائشة المالكية المحترم
نفيدكم بعدم ممانعة هذه المديرية من عمل الإستبانة المذكورة حيث تتوافق والسياسات المتبعة في هذا الشأن.
شكراً ،،

Kind regards,

Ali Said Al Kalbani | Acting GM Policy & Strategy | T: 24611797 | E: ali.al-kalbani@diam.om
Public Authority for Water | P.O Box 106, Postal Code 112, Ruwi | Muscat, Sultanate of Oman

www.diam.com

From: Aisha Hamed AL-Malki
Sent: Wednesday, May 6, 2020 3:44 PM
To: Ali Said AL-Kalbani <ali.al-kalbani@diam.om>
Cc: Khalsa Talib AL-Hadrami <Khalsa.ALHadrami@paew.gov.om>; Salima Al-Brashdi <Salima.ALBrashdi@paew.gov.om>; Mohammed Sulaiman Ali Al-Busaidi <Mohammed.AL-Busaidi@diam.om>
Subject: FW: استبيان الرسالة

الفاضل/ علي الكلباني المحترم

تحية طيب وبعد

تجدون رفق هذا البريد الالكتروني نسخة من استمارة البحث الخاصة بالموظف / محمد الجمري ، كما ارفق لكم رابط الاستبانة للإطلاع عليها:
<https://docs.google.com/forms/d/1NIIUJdZFQRMgBTs1xYicNITNSIK5tqL2Gk6QUNdPkCs/edit>

شاكراً لكم كريم تعاونكم

وتفضلوا بقبول فائق الاحترام

From: Mohammed AL-Jamri
Sent: Wednesday, May 6, 2020 1:02 PM
To: Aisha Hamed AL-Malki <aisha.almalki@diam.om>
Cc: Mohammed Sulaiman Ali Al-Busaidi <Mohammed.AL-Busaidi@diam.om>
Subject: Re: استبيان الرسالة

الفاضلة عائشة المالكية المحترمة

تحية طيبة وبعد

ارفق لكم مستند الاستبانه حسب طلبكم , لتكرم بتكملة الاجراءات.

شاكرا لكم حسن تعاونكم

محمد الجمري

From: Aisha Hamed AL-Malki
Sent: Wednesday, May 6, 2020 10:56 AM
To: Mohammed AL-Jamri
Cc: Mohammed Sulaiman Ali Al-Busaidi
Subject: RE: استبيان الرسالة

الفاضل/ محمد الجمري المحترم

تحية طيبة وبعد

يرجى التكرم بتزويدنا بمستند للاستبانه مع الرابط ، حيث ان الرابط المرفق لايفتح كل صفحات الاستبانه.

وتفضلوا بقبول فائق الاحترام

From: Ali Said AL-Kalbani
Sent: Tuesday, May 5, 2020 1:25 PM
To: Aisha Hamed AL-Malki <aisha.almalki@diam.om>
Cc: Khalsa Talib AL-Hadrami <Khalsa.ALHadrami@paew.gov.om>; Salima Al-Brashdi <Salima.ALBrashdi@paew.gov.om>; Hassan AL-Balushi <hassan.al-balushi@paew.gov.om>
Subject: RE: استبيان الرسالة

الأخت عائشة المالكية المحترمة

يرجى موافاتنا بمستند الإستبانه حيث يتطلب الرابط تعبئة الإستبيان من قبلنا.
شكراً،،

Kind regards,

Ali Said Al Kalbani | Acting GM Policy & Strategy | T: 24611797 | E: ali.al-kalbani@diam.om
Public Authority for Water | P.O Box 106, Postal Code 112, Ruwi | Muscat, Sultanate of Oman

From: Aisha Hamed AL-Malki
Sent: Tuesday, May 5, 2020 12:41 PM
To: Ali Said AL-Kalbani <ali.al-kalbani@diam.om>
Cc: Khalsa Talib AL-Hadrami <Khalsa.ALHadrami@paew.gov.om>; Salima Al-Brashdi <Salima.ALBrashdi@paew.gov.om>
Subject: استبيان الرسالة

الفاضل/ علي الكلباني المحترم

تحية طيبة وبعد

بالإشارة الي البريد الالكتروني ادناه والمرسل من الفاضل/ محمد الجمري ، يرجى التكرم بتزويدنا بالإجراءات المتبعة في هذا الشأن حتى تتمكن من الرد على محمد الجمري المشار اليه أعلاه.

شاكرة لكم كريم تعاونكم

وتفضلوا بقبول فائق الاحترام

From: Mohammed Sulaiman Ali Al-Busaidi
Sent: Sunday, May 3, 2020 11:17 AM
To: Mohammed AL-Jamri; Aisha Hamed AL-Malki <aisha.almalki@diam.om>
Subject: Fw: استبيان الرسالة

الفاضل \ محمد الجمري المحترم
تحية طيبة وبعد:-

شكرا لكم اخي الكريم على التواصل معنا لآخذ لإجراءات المتبعة لدينا حيال الدراسة او المشاريع البحثية وسيتم الرد عليكم من المسؤولين بالدائرة حيال إمكانية عمل المطلوب من عدمه.
شاكر لك كريم تعاونك.

ملاحظة\ الاسم محمد البوسعيدي
وليس البلوشي

الفاضلة\ عائشة المالكية المحترمة
تحية طيبة وبعد:

للتكرم أستاذة بالاطلاع على البريد ادناه والرد فيما ترونه مناسباً
مع الشكر الجزيل

From: Mohammed AL-Jamri
Sent: Monday, April 27, 2020 1:46 PM
To: Mohammed Sulaiman Ali Al-Busaidi
Cc: Sabra Said AL-Mahrooqi
Subject: استبيان الرسالة

الفاضل محمد البلوشي المحترم

نبارك لكم الشهر الفضيل نسال الله ان يتقبل صيامنا وقيامنا، حيث حاولت ان اتواصل معك بالاتصال ولكن حسب ما علمت انكم تعملون من المنزل، وكان هدفي من الاتصال ان اشرح لكم الموضوع قبل ارسال هذا الايميل.

حيث وكما تعلمون اني اكمل دراستي الماجستير في جامعة الشرقية، ولدي مشروع التخرج (البحث او الرسالة) وهذا المشروع يتعلق بجهة عملي حسب تحديد الجامعة لطلاب.

حيث ان عنوان البحث هو أثر المكافآت والتحفيز على الرضا الوظيفي للموظفين في مؤسسات التي تعنى بتوفير خدمات المياه في سلطنة عمان : دليل من مؤسسة ديم

وهذا البحث يتطلب عمل استبانة على ان يتم توزيعها على 500 موظف من الهيئة من اجل استطلاعات الراي لديهم، وكجزء من رسالة الاغراض البحث العلمي، لذا قمت بتطوير استبانة بالتعاون مع الاكاديميين المشرفين على البحث من الجامعة.

وكما تعلمون ان توزيع أي استبانة في أي مؤسسة يطلب توزيعها بشكل رسمي وبطريقة قانونية من المختصين في المؤسسة مثلكم، لذا ارغب في دعمكم لتوزيع الاستبانة بين الموظفين عن طريق قسم التاهيل والتطوير لديكم للحصول على استجابة سريعة من الموظفين.

كما ارفق لكم رابط الاستبانة للإطلاع عليها:

<https://docs.google.com/forms/d/1NIIUJdZFQRMgBTs1xYicNITNSIK5tqL2Gk6QUNdPkCs/edit>

كما انتظر ردكم بالإجراء المطلوب والصحيح للمضي قدما في البحث وحتى اتجنب التأخير في مراحل الخطة للبحث المحدده من الجامعة.

مع الشكر الجزيل
محمد الجمري

Appendix D: Questionnaire results extracted from Google Forms

First page of the Questionnaire:



The screenshot shows the title 'ديام Diam' in Arabic and English. Below the title, the form's purpose is stated in Arabic: 'التحقق من آثار المكافآت والتحفيز على الرضا الوظيفي في مرافق المياه الصناعة في سلطنة عمان: دليل من ديم' and in English: 'Investigating the Impacts of Rewards and Motivation on Job Satisfaction in Water Utility Industry in Sultanate of Oman: Evidence from Diam'. A message indicates that the form is no longer accepting responses and provides a link to resume collecting responses.

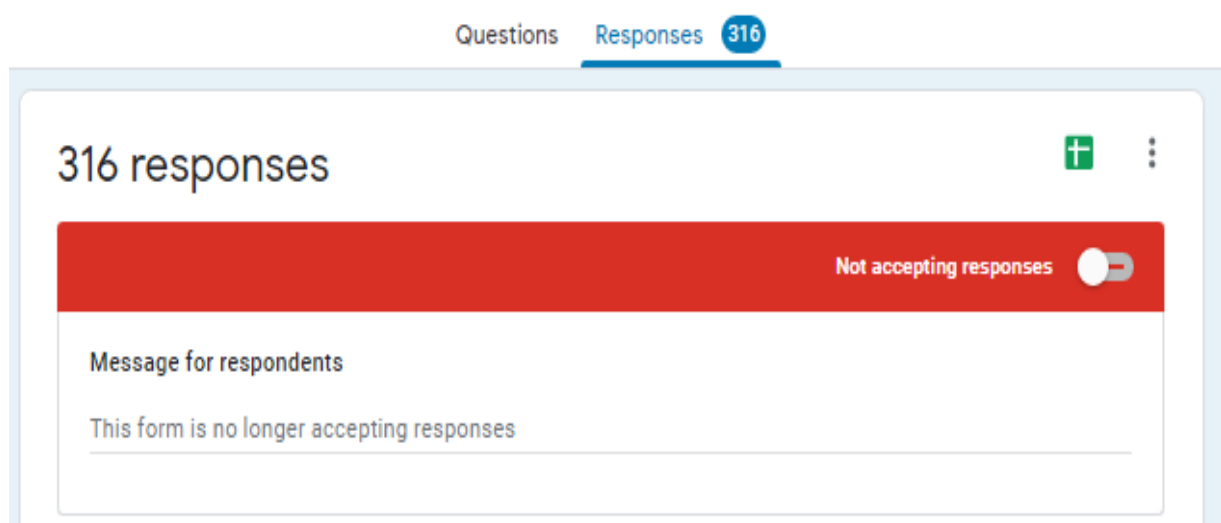
التحقق من آثار المكافآت والتحفيز على الرضا الوظيفي في مرافق المياه الصناعة في سلطنة عمان: دليل من ديم

Investigating the Impacts of Rewards and Motivation on Job Satisfaction in Water Utility Industry in Sultanate of Oman: Evidence from Diam

The form ديم من دليل من عمان: دليل من ديم is no longer accepting responses. Try contacting the owner of the form if you think this is a mistake.

[Resume collecting responses \(Only form editors can see this link\).](#)

The total Number of the participant to the questionnaire :



The screenshot shows the 'Responses' tab with a count of 316. A red banner indicates 'Not accepting responses' with a toggle switch. Below the banner, a message for respondents states: 'This form is no longer accepting responses'.

Questions Responses 316

316 responses

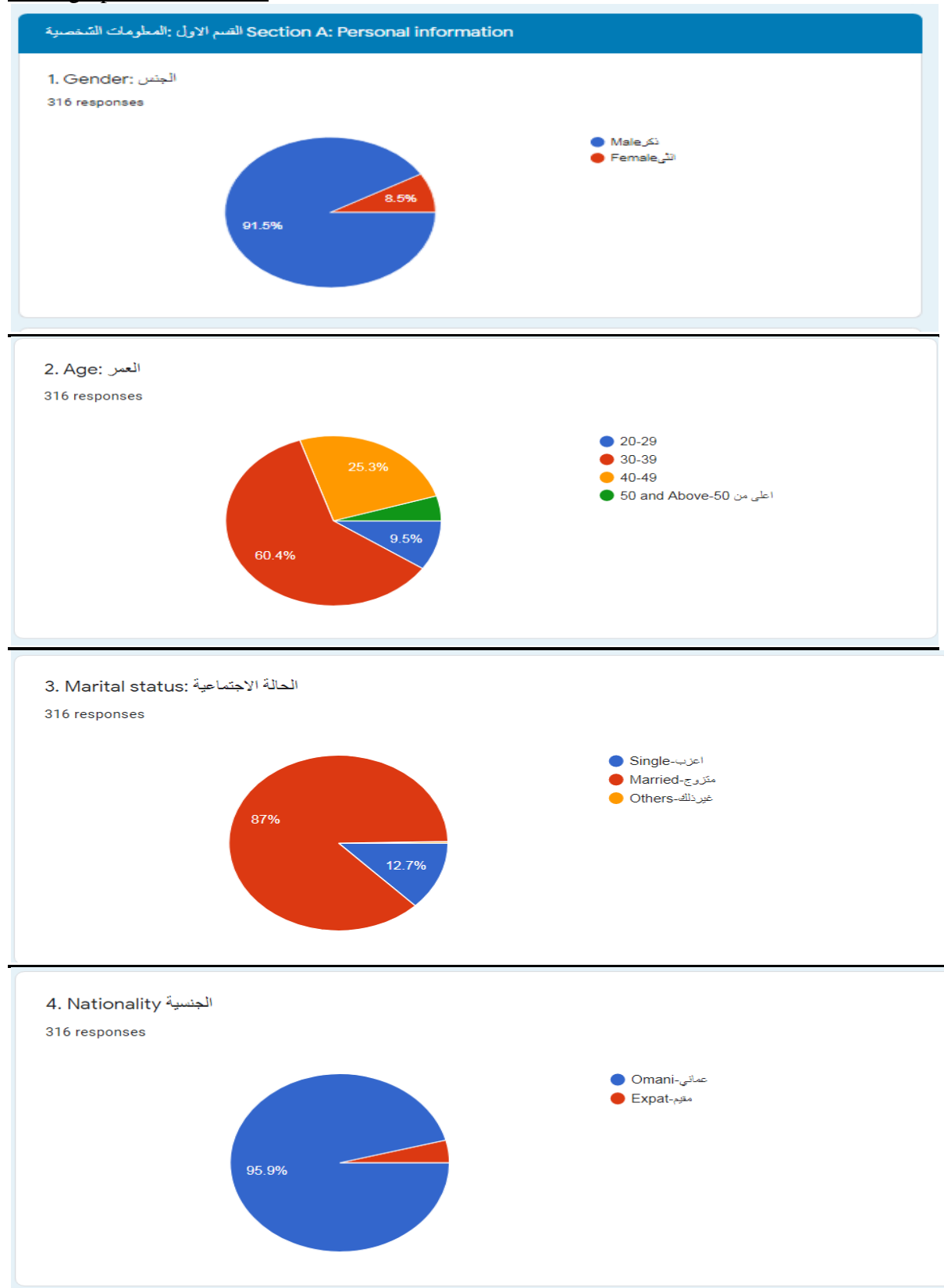
Not accepting responses

Message for respondents

This form is no longer accepting responses

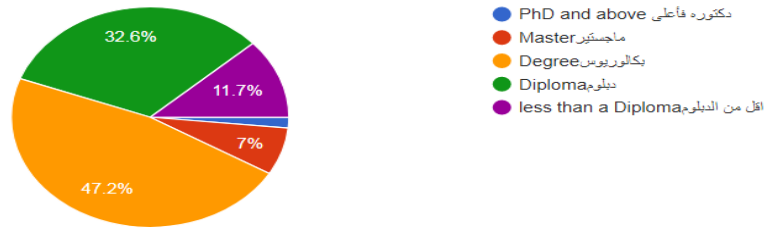
The first part of the questionnaire:

Demographic information



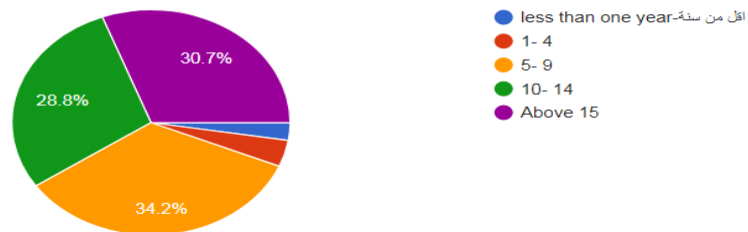
5. Level of education: المستوى التعليمي

316 responses



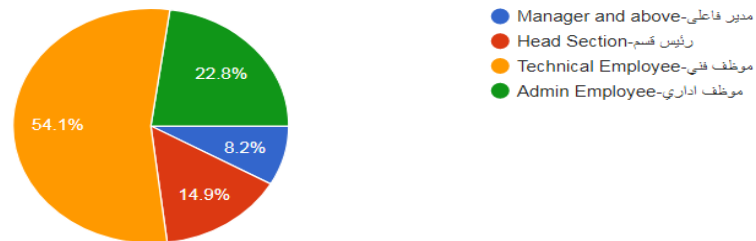
6. Working years experience in general? عدد سنواتك في العمل بشكل عام؟

316 responses



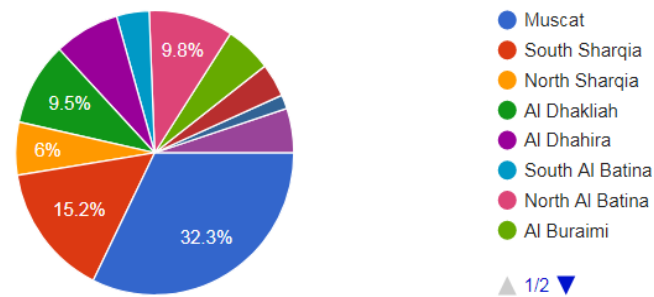
7. What is your current position in Diam? ماهو مسماك الوظيفي الحالي في ديم؟

316 responses



8. Your working region in Diam? محافظتك التي تعمل فيها في ديم؟

316 responses

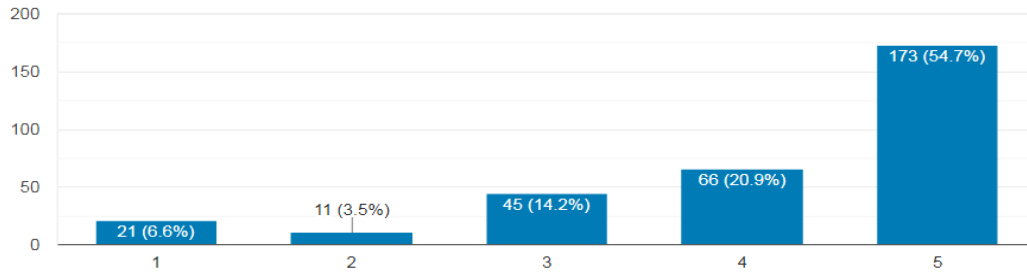


The Second part of the questionnaire: Rewards

Section B: The Impact of the Rewards (intrinsic and extrinsic) to motivate the employees
اثر المكافآت المادية والمعنوية في تحفيز الموظفين

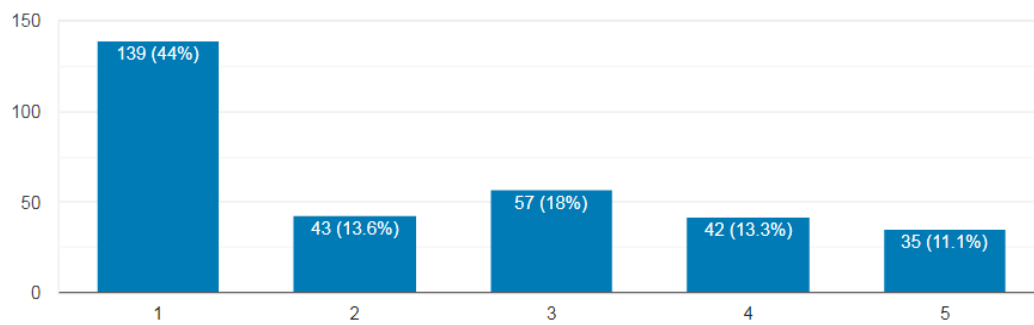
1. In Diam, I believe the higher Salary increase the performance of the employees. في ديم، أنا أؤمن أن الرواتب العالية تزيد من أداء الموظفين

316 responses



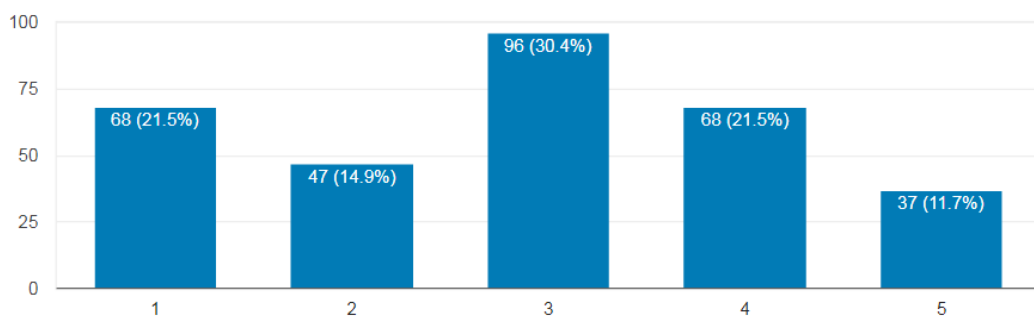
2. Satisfied with promotional opportunities in Diam. راض عن فرص الترقيات في ديم

316 responses



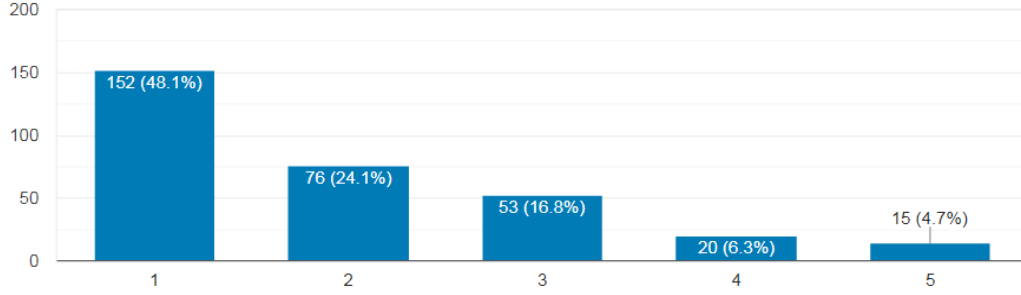
3. Considering all my efforts and achievements, my salary/income is adequate. بالنظر إلى كل جهودي وإنجازاتي، فإن راتبي / دخلي كافٍ

316 responses



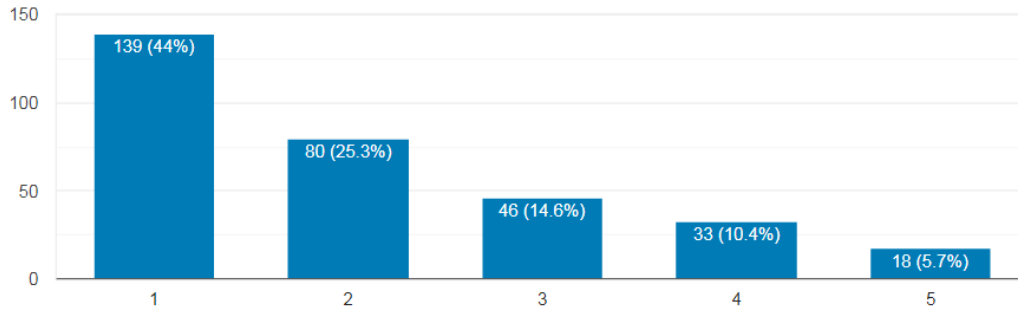
4. Satisfied with extrinsic rewards in general in Diam like pay, medical insurance, Bonus and other benefits. راض عن المكافآت المادية بشكل عام في ديم مثل الرواتب و التأمين الصحي والعلاوات الاستثنائية والفوائد الأخرى

316 responses



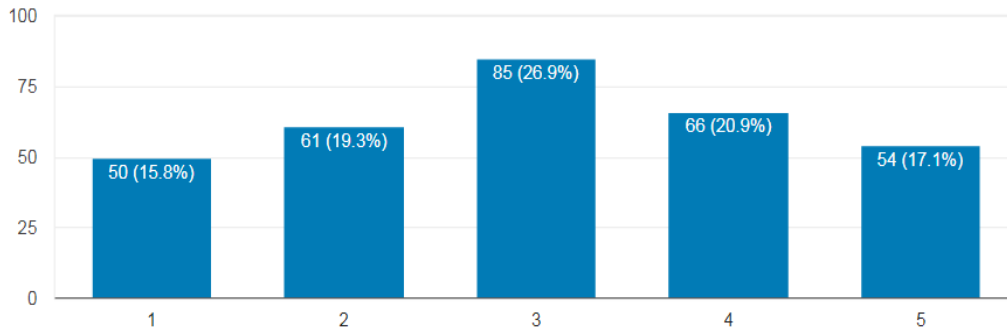
5. Satisfied with intrinsic rewards like appreciation in Diam. راض عن المكافآت المعنوية مثل التشجيع في ديم

316 responses



6. Considering all my efforts and achievements, I receive the respect and prestige I deserve at work with Diam. بالنظر إلى كل مجهوداتي وإنجازاتي ، أحظى بالاحترام والهيبة اللذين أستحقهما في العمل مع ديم.

316 responses

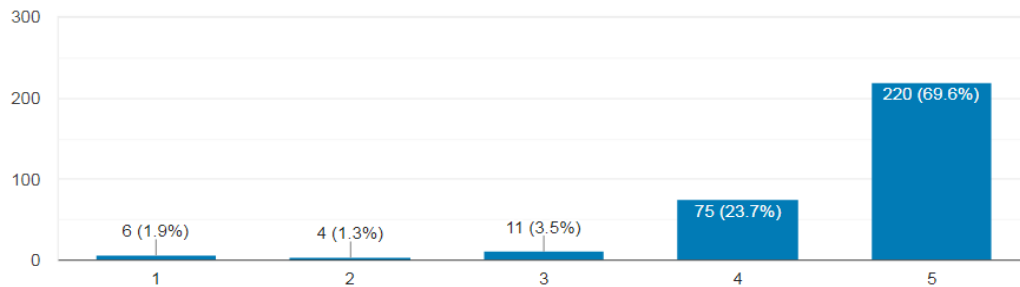


The Third part of the questionnaire: Motivation

Section C: Motivation of the employees in work

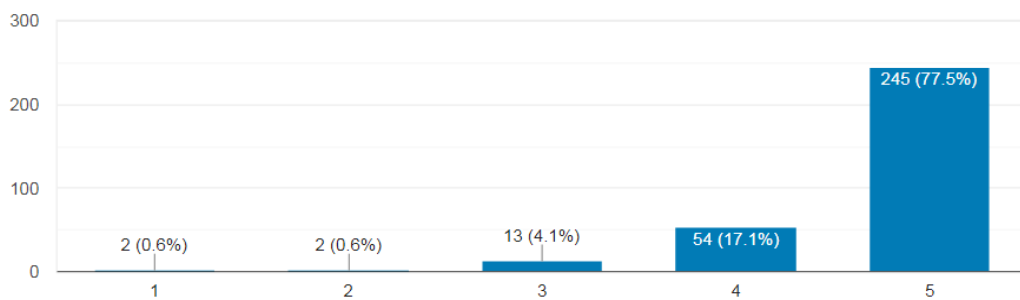
1. I feel a sense of personal satisfaction when I do my job well. أشعر بالرضا الشخصي عندما أقوم بمهامي بشكل جيد.

316 responses



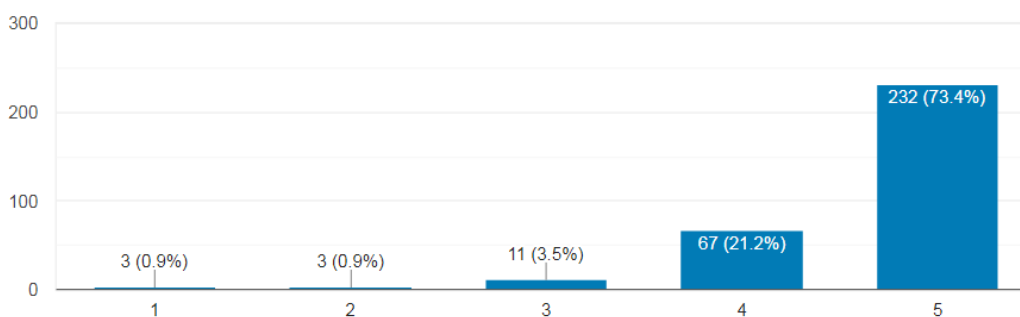
2. My opinion of myself goes up with motivate when I do my job correctly. رأيي في نفسي يزداد همه ونشاط عندما أقوم بعملتي بشكل صحيح.

316 responses



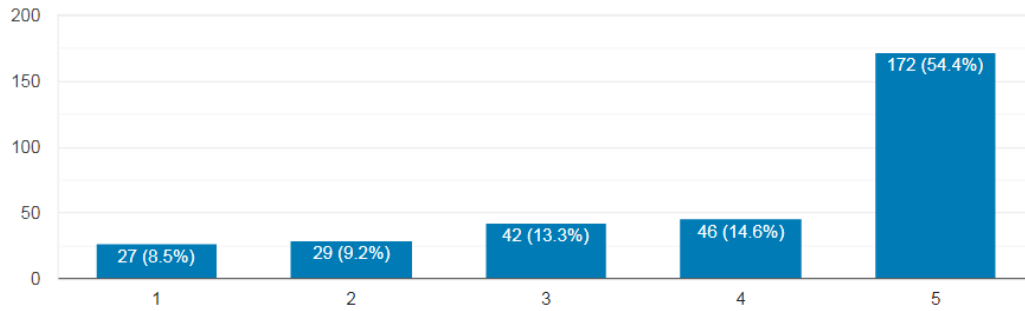
3. I take pride in doing my job as well as I can. أفر بأداء عملي قدر استطاعتي.

316 responses



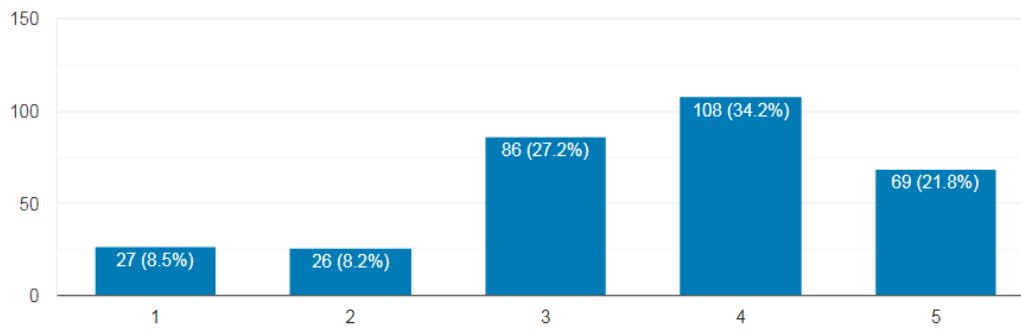
4. I believe, the rewards system in Diam increases the motivation level of employees. أنا اؤمن ان نظام المكافآت في ديم تزيد من المستوى التحفيزي لدى الموظفين

316 responses



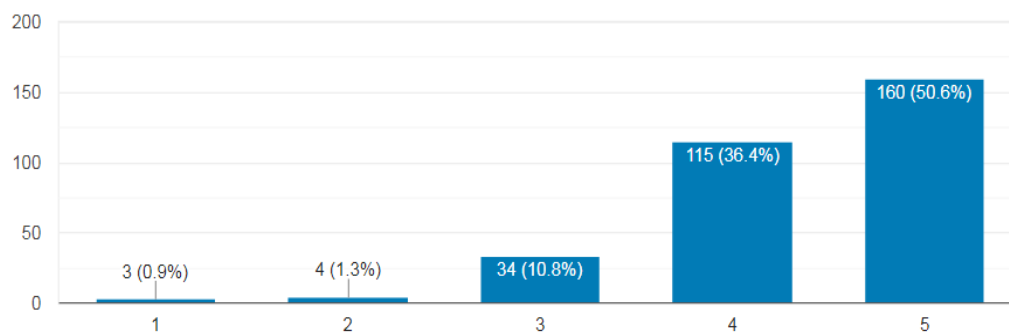
5. My job gives me freedom to choose how to do my work. وظيفتي تعطيني الحرية لاختيار كيفية اداء عملي.

316 responses



6. I try to think of ways of doing my job effectively. أحاول أن أفكر في طرق اداء عملي بشكل فعال.

316 responses

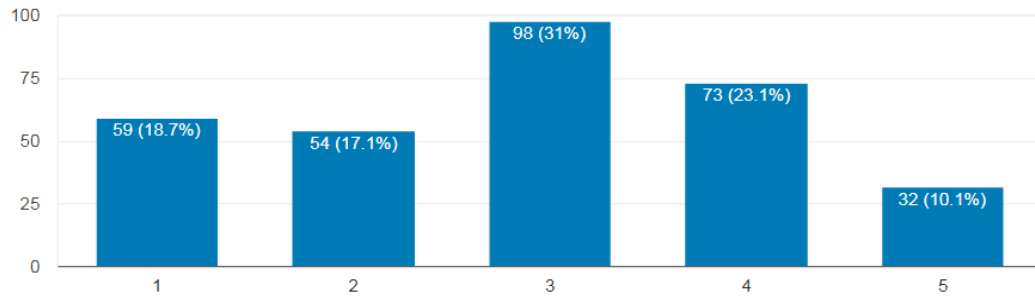


The Fourth part of the questionnaire: Job Satisfaction

Section D: Employees Job satisfaction in Diam

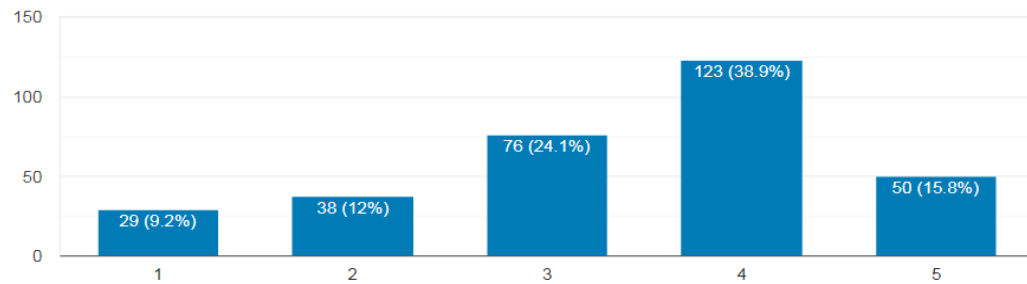
1. In Diam, The using of your abilities and your skills are much appreciated and valuable. في ديم، استخدامك لقدراتك ومهاراتك مقدره ومثمنه بشده

316 responses



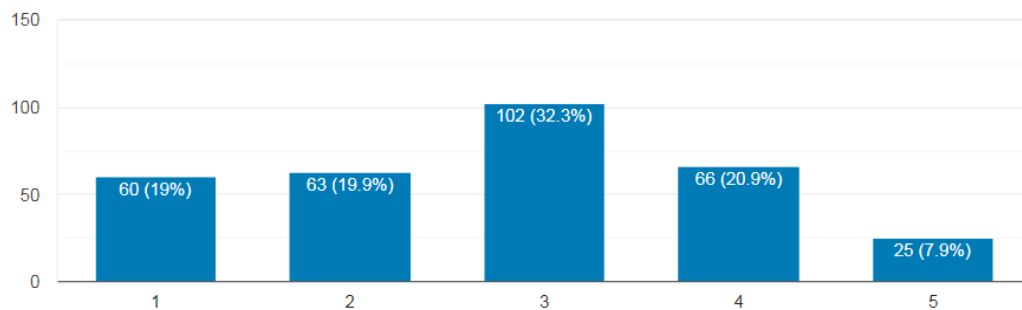
2. I take part in decision making at my work اشارك في صنع القرار في عملي

316 responses



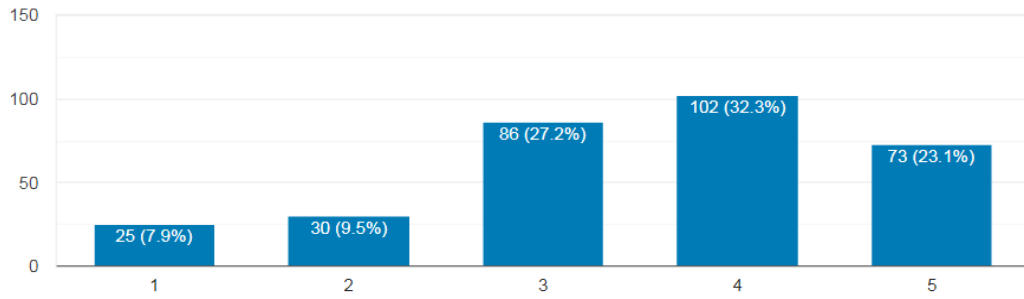
3. Opportunities for personal growth and career development in Diam is high. فرص لنمو الذات و التطوير الوظيفي في ديم عالي

316 responses



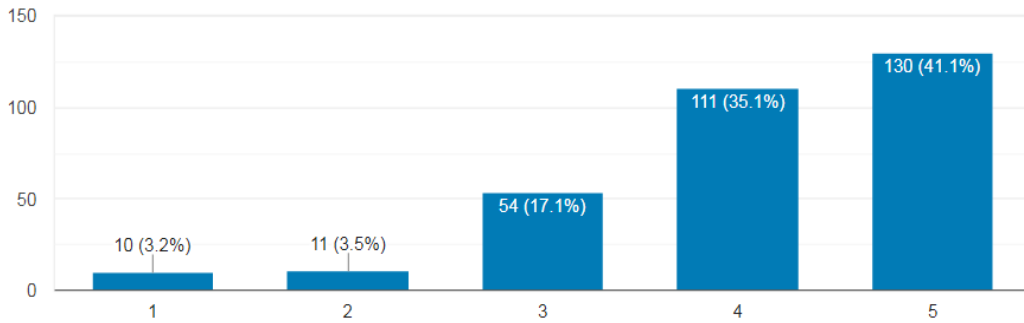
4. I have the job security in Diam. لدي استقرار وظيفي في ديم.

316 responses



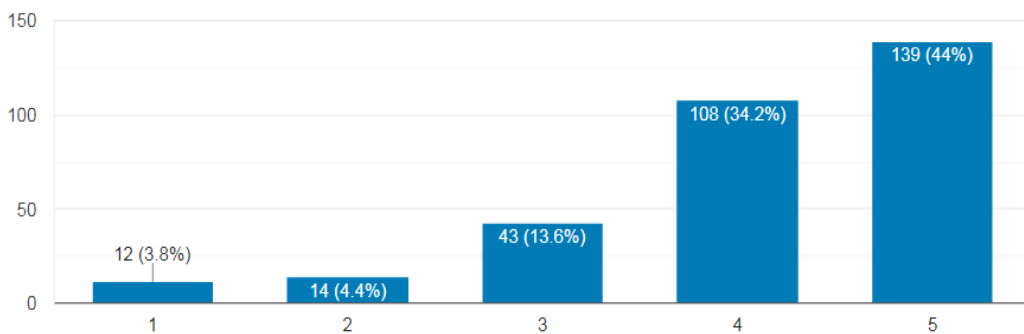
5. Working hours are suitable. ساعات العمل مناسبة

316 responses



6. The relationship with co-workers is strong in Diam. العلاقة مع الزملاء في ديم قوية.

316 responses



Appendix E: Turnitin Result of the study

The following pages have the percentage of the turnitin of the study. The percentage got acceptable percentage since it was less than 20%. In ASU the acceptable range of plagiarism shall not exceed 20% in dissertation.