



A'SHARQIYAH UNIVERSITY

College of Business Administration

Master Dissertation

The Impact of Motivational Factors on Employee Job Satisfaction: Evidence from Oil Field Companies in Oman

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**THE IMPACT OF MOTIVATIONAL FACTORS ON EMPLOYEE
JOB SATISFACTION: EVIDENCE FROM OIL FIELD
COMPANIES IN OMAN**

Submitted to the College of Business Administration in fulfillment of the
requirement for the degree of Master of Business Administration

Prepared by:

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1442 AH/2021 AD

Declaration

I acknowledge that the source of the scientific content of this dissertation has been determined and that it is not provided for any other degree, and that it reflects the researcher's opinions, which are not necessarily adopted by the donor.

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Acknowledgment

I am pleased to acknowledge my beloved parent's encouragement and support they had provided me on all these years before, during and after this study.

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Thank you all.

Dedication

الى أبي وأمي العزيزين

تعليمكم لي منذ الصغر وتشجيعكم لي الدائم ودعواتكم الصادقة الدائمة هي السبب (بعد توفيق الله) في نجاح هذا البحث. شكراً لكم

To my Brother Said

**Your support, encouragement and guidance were helpful and will always do.
Thank You.**

To my Wife, Daughter and Son

**Your support, help and sacrificing all motivated me to finalize my study.
Thank You.**

Abstract

This study addresses the impact of intrinsic and extrinsic motivation on job satisfaction among Oil fields employees in the Sultanate of Oman. The study examined the relationships between motivation factors (Extrinsic and Intrinsic) and job satisfaction with gender as a moderator. In order to examine these relationships, a quantitative basic research strategy was used. A questionnaire of 25 items has been distributed to 252 employees working in oil field companies that worked in Oman, i.e., Petroleum Development Oman (PDO), Oman Oil Refineries and Petroleum Industries Company (ORPIC), Occidental Oman (OXY), Schlumberger Oman and Mohammed Al-Barwani Group (MB). With the help of the Statistical Package for the Social Sciences (SPSS V. 23), the questionnaire correspondents data were analyzed and the hypothesis been tested.

The study found positive relationships between motivation factors (extrinsic and intrinsic) and job satisfaction. Based on these positive relationships, several recommendations were directed to the management of oil field companies to understand the capabilities and performance of their employees and work to motivate them extrinsically by rewarding them for outstanding performance and appreciate them for accomplishments.

This limitation in this research was shortened on the number of research taken in this field in Oman. Therefore, to overcome this limitation, studies from outside of Oman were used.

Key words: Intrinsic, Extrinsic, Motivation, Job Satisfaction, Oil Company, Oman.

ملخص الدراسة

تأثير العوامل التحفيزية على الرضا الوظيفي لدى الموظف: دراسة حالة شركات قطاع النفط في سلطنة عمان

هدفت هذه الدراسة "تأثير العوامل التحفيزية على الرضا الوظيفي لدى الموظف" الى إبراز العلاقة بين هذه العوامل سواء كانت عوامل خارجية أو عوامل داخلية والرضا الوظيفي لموظفي قطاع النفط في سلطنة عمان. ولإختبار هذه العلاقات وتأثيرها، فقد تم عمل استبيان يحتوي على 25 سؤال وتم توزيعه بشكل عشوائي على موظفي شركات قطاع النفط العاملة في سلطنة عمان. مثال: شركة تنمية نفط عمان، شركة النفط العمانية للمصافي والصناعات البترولية، شركة أكسييتيندال عمان، شركة شلمبرجير عمان وشركة مجموعة محمد البرواني. وباستخدام برنامج SPSS V.23 تم تحليل بيانات المشاركين في الاستبيان وكذلك تم اختبار الفرضيات.

تمحورت نتائج هذه الدراسة إلى انه توجد علاقات ذات دلالة إحصائية بين العوامل المحفزة والرضى الوظيفي مع وبدون وجود الوسيط. بناء على هذه النتائج، فقد تم طرح عدة توصيات لمدراء شركات قطاع النفط من اهمها، على المدير إدراك قدرات جميع الموظفين ومعرفة اداء جميع الموظفين. كذلك على المدراء ان يعملوا على تحفيز الموظفين ليس فقط من الجانب الداخلي ولكن ايضا من الجانب الخارجي كالمكافئات وتقدير الانجازات.

تمحورت تحديات الدراسة على ندرة الدراسات المتوفرة في هذا المجال في سلطنة عمان وللتغلب على هذه التحديات، فقد تمت الاستعانة بدراسات اخرى من خارج السلطنة.

الكلمات المفتاحية: الحوافز الداخلية، الحوافز الخارجية، الرضا الوظيفي، قطاع النفط، سلطنة عمان

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List of Abbreviations

PDO	Petroleum Development Oman
ORPIC	Oman Oil Refineries and Petroleum Industries Company
OXY	Occidental Oman
MB	Mohammed Al-Barwani Group
SPSS	Statistical Package for the Social Sciences
NO	Number
GDP	Gross Domestic Product
OQ	Oman Qaboos

CHAPTER ONE

INTRODUCTION

1.1 Background

Sultanate of Oman is an Arabian country located on the southeast corner of the Arabian Peninsula at the confluence of the Persian Gulf and the Arabian Sea. Oman has several income sources such as Fishing, Agricultural, Trading and Mining. The Oil sector is the major contributor to Oman's revenue and Oman's Gross Domestic Product (GDP). The interest in the oil sector is not a matter of the moment as the Sultanate of Oman started exploring the oil in early 1925 by British Company D'Arcy Exploring. Due to technical and non-technical issues, the exploring operations for the next 37 years failed. In 1962 Petroleum Development Oman succeeded in finding an oilfield in the area called Jebel, and then in 1966, two oil fields were discovered in Nateeh and Fahoud. Nowadays, according to the National Center for Statistics and Information (2020), the contribution of oil to Oman's GDP is about 31.6%. In addition, Royal Decree No. 2/2021 reported that the contribution of oil revenue to the state's general budget for the fiscal year 2021 is 41%. These percentages show the importance of the oil sector in Oman's economy. Al-Mawali, Hasim & Al-Busaidi (2016) reported that the oil sector in Oman has significant effects on all other sectors in Oman such as mining, natural gas, agriculture, fisheries, education, real estate, health, trading.

His Majesty Sultan Qaboos, may God rest his soul, attached great importance to the oil sector after assuming power in the country. His Majesty visited Petroleum Development Oman Company after 25 days of assuming power in Oman on 18th Aug 1970. Also, His Majesty visited the Marmoul oilfield in March 1985. On 12th May 2013, His Majesty revisited PDO to stand with the latest projects and technology that the company reached. Moreover, concerning the importance of the oil sector to the Sultanate of Oman, all agreements such as oil exploration and oil production are declared by Royal Decree managed and authorized by the Ministry of Energy and Minerals.

The Ministry of Energy and Minerals (recently renamed from Ministry of Oil and Gas - Royal Decree No 2020/96) - Sultanate of Oman is authorized to set rules, policies, and strategic plans

related to this sector. A Royal Decree no. 8/2011 was issued on Oil and Gas, including the latest regulations and laws regarding oil and gas sectors. The Ministry of Energy and Minerals (MoEM) represents the government of Oman in all agreements with oil companies that work in Oman. In addition, regarding governmental-owned companies working on oil, the MoEM will have their representatives on the Board of Directors to provide objectives and guidelines to the Managing Director. For example, in Petroleum Development Oman, six members represent the Government of Oman led by His Excellency Dr. Mohammed bin Hamad bin Saif al Rumhy (Minister of Energy & Minerals). In the Oman Qaboos group, three members represent the Government of Oman led by Mr. Mulham Basheer Al Jarf (Acting Deputy President for Investment at Oman Investment Authority).

Petroleum Development Oman (PDO) is a Governmental company with 60% of interest, Royal Dutch Shell (34%), Total (4%) and PTTEP (2%). PDO is considered to be the leading exploration and production company in the Sultanate of Oman. The company operates 90,000 KM² with a 209 operating oil field (PDO, About PDO, PDO.CO.OM, June 11, 2021). Per (PDO sustainability report – 2019), the number of staff is 8,828. In 2013, the company established a Graduate Development Programme (GDP), which provides structured, on-the-job training, monitoring and assessment for Omanis who join the Company after graduating from universities or colleges with Bachelor's degrees or above. Also, PDO has 124 scholars and development staff studying at different degree levels in the UK, Australia, Canada, the USA, Oman, and the Netherlands.

Oman Qaboos (OQ) integrates Oman Oil Refineries and Petroleum Industries Company (ORPIC) with Oman Oil Company in 2019. This integration was the critical phase in unifying all nine companies into today's integrated global energy company. These nine companies are Oman Oil Company, Orpic, Oman Oil Company Exploration and Production, Oman Gas Company, Duqm Refinery, Salalah Methanol Company, Oman Trading International, OXEA and Salalah Liquefied Petroleum Gas. Per (OQ sustainability report – 2019), the total number of employees in the OQ group is 6155, where 87% are male, and 13% are female. OQ group reported that in 2019, the number of employees offered training for employment/development was 780, and the number of offered scholarships reached 39, five of which were abroad, and thirty-four were around Oman institutions and universities.

According to oil field companies such as PDO and OQ, human resource is considered an essential asset. Moreover, it can be seen in the number of training and scholarships that these companies are offered to their staff. These training and scholarships are meant to enrich staff skills and develop their capabilities to allow the staff to achieve their personal and professional development targets. Therefore, employees' caring may raise employees' motivation and satisfaction toward the workplace and the organization in general.

Motivation is the psychological feature that works as a driver to act towards a desired goal (Nur & Zainordin, 2018). So, being motivated in the workplace is essential for proper job performance and job satisfaction. Two parties can derive these motivation factors. First is the Employer, as they need to ensure that people are motivated to do the tasks associated with that job. This motivation can be classified as extrinsic motivation, as it comes from outside the person, basically from the Employer. The second driver for motivation is the employee him/herself. This second type of motivation is called intrinsic motivation. In intrinsic motivation, the employee feels like he/she is doing.

For businesses to keep up their competitive edge, it is necessary to use the 'non-imitable assets'-human resources (Akafo & Boateng, 2015). Rewards and recognition play an imperative role in motivating employees and improving performance (Lawler, 2003). Moreover, intrinsic motivation plays the inner drive to meet organization goals. Baron defined motivation as a set of processes that includes the push and pull forces, and these forces give the power to any action to carry out a specific goal (Baron 1983).

Satisfaction is usually considered from the perspective of needs, defined as a person's conscious wants, desires, or motives', which are viewed as each construct (Baard, Deci, and Ryan 2004: 2046). According to that theory, people are self-determining and intrinsically motivated to continue working in their current jobs (Magnier-Watanabe et al., 2019).

Chapter one is an introductory chapter to the thesis presenting the broad background of the study, Sultanate of Oman Economy background, the oil sector in Oman background, the background of oil companies working in Oman, and motivation & satisfaction background. The second part

discusses the problem statement followed by the research questions and objectives. This chapter ends with the thesis structure.

To determine the impact of motivation factors on employee job satisfaction, this study explores the effectiveness of motivations (extrinsic and intrinsic) on the job satisfaction of employees working in the oil sector in Oman.

1.2 Problem Statement

Human Resource is an essential asset for each organization. Human resource is the employees working in the organization to achieve the organization's targets. Employees are responsible for setting the strategies, implementation, evaluation and production of the organization they are working with. On the other hand, the organization is responsible for training the employees and ensuring that the working environment stimulates creativity and productivity. Naturally, training and a good working environment are not free of charge. Most organizations have an annual training budget for their staff to develop employee's knowledge and skills. According to the OQ sustainability report for 2019, they offered 780 training for employment/development and 39 scholarships. PDO as well as the same orientation to their staff as they established GDP and scholarship programs. Therefore, any losses of these trained work forces is to be treated as assets lost.

In the Sultanate of Oman, the Oil field is one of the most critical sectors. This can be seen in the percentage of Oil income which is Oman depends on. Furthermore, the nature of oil in Oman (heavy oil) will require advanced technical knowledge and training as the technology is widely used to extract the most oil from the underground. For these reasons, Oil Field Companies are investing in their employees to improve their skills with the new technologies. This training is costing companies, but it is essential for their staff. Hence, these companies' employees are considered valuable assets, and it is imperative to control the turnover ratio by attracting them financially and non-financially. Nowadays, more than one hundred and fifty companies are working in the Oman oil field, making it difficult for oil field companies to work hard on motivation and job satisfaction. Therefore, each company needs to motivate its employees

intrinsically and extrinsically to motivate and satisfy them, increasing their performance and decreasing employee turnover rate.

The employees turnover ratio is one of the keys to know whether there are losses on human resource assets. Per the OQ sustainability report for 2019, the turnover rate was 16% (9% male and 7% female). In numbers, in 2019, there were almost 985 employees left the organization. Moreover, PDO reported that in 2018, 661 employees left the company with a percentage of 7.1%. In addition, in 2019, PDO reported that 426 employees left the company with a percentage of 4.6%. It can be noticed that in only two following years, several 1,087 (11.7%) employees left PDO and joined other organizations. These numbers from both companies describe the losses of investments such as training and scholarships on human resources.

Employee extrinsic motivation is the key that every organization has to engage their employees toward the job. On the other hand, employee intrinsic motivation mainly comes from the employee himself/herself, but the organization also impacts this motivation. Based on the outcome of the literature review the motivation has an impact on employee performance and satisfaction.

Therefore, employee's motivation and satisfaction toward their job is essential for any organization. Gallup reported that employees join companies but leave managers. This statement describes the importance of non-financial motivation. Besides non-financial motivation, companies may attract skilled people by offering good incentives as these offers are parts of financial motivation. Therefore, oil field companies are working hard to keep their talented employees motivated and satisfied. Otherwise, other companies may steal them with reasonable offers. The main research question is to identify the impact of motivational factors on employee job satisfaction in oil field companies working in Oman.

1.3 Research Questions

Based on the problem statement and the main research question “What is the impact of motivational factors on employee job satisfaction” the four sub-questions were raised:

RQ1: What is the effectiveness of intrinsic (challenge) motivation on job satisfaction?

RQ2: What is the effectiveness of extrinsic (reward) motivation on job satisfaction?

RQ3: What motivation (intrinsic or extrinsic) has a more positive effect on job satisfaction?

RQ4: How does gender affect the relationship between intrinsic and job satisfaction?

1.4 Research Objectives

Based on the research main question and sub-questions, the research objectives are listed below:

RO1: To explore the effectiveness of intrinsic motivation (challenge) on job satisfaction.

RO2: To explore the effectiveness of extrinsic motivation (reward) on job satisfaction.

RO3: To explore the relationship between intrinsic and extrinsic motivation.

RO4: To understand the effect of gender on the relationship between intrinsic and job satisfaction.

1.5 Significant of the Study

The oil field is one of the most critical sectors in Oman, and it is very dynamic. Therefore, the time is limited for managers to conduct additional studies to understand their intrinsic and extrinsic motivation and job satisfaction. Hence, these findings and recommendations of this study will be shared with humane resource managers and line managers to recognize what motivates oil field employees and work accordingly with the output of this research. As the organization is spending much capital on the companies, top and middle management of these companies must be aware of these motivation factors, leading to job satisfaction and high employee performance. As we have a lake of studies targeting this sector and precisely Oman Oil Field companies, this study aimed to be a good opining for future interested researchers to continue the path and achieve the optimized output in this field.

1.6 Operation Definition

Oman: Oman, an Arab country on the southeastern coast of the Arab Peninsula in Asia. The United Arab Emirates borders it to the northwest, Saudi Arabia to the west, and Yemen to the southwest. It also overlooks the Arabian Sea on the southeast and the Oman Sea on the northeast. This vast ideal location opens a channel of political, economic, and cultural communication with others. It is the third-largest country in the peninsula, with an area of 30.9500 km and almost 2.867 million (Omanis). Arabic is the official language of Oman, with the wide use of the English language as an accredited one. Islam is its religion, among the spread of other religions like Christianity and Buddhism. Sultan Haithem bin Tariq has ruled Oman since 2020, and it is an absolute monarchy. Its capital is Muscat, and its official currency is Riyal (OMR).

The Sultanate is deemed one of the most diverse countries geographically. It consists of sandy deserts, fertile plains, and green mountains in the country's south in fall. Its valley and oasis extend over large areas as well. This geographical diversity contributes to climate change among governorates.

In addition, the Sultanate's political and economic stability attracts local and foreign investments and promotes its industries, increasing its economy.

Oil Company: The oil industry is one of the largest sectors in the world in terms of revenue. The largest oil producers are United States, Saudi Arabia, Russia, Canada and China. Oman is ranked the 21st in the world of global oil production with 732,000.00 barrels per day after the agreement with OBIC+ (WafOman, 2020). Nowadays, there are 146 companies in Oman working in the oil industry. These companies are working in different segments such as upstream, midstream, and downstream. The upstream companies are involved in the exploration and production of the oil. The midstream companies are involved in transporting and moving the extracted raw materials to oil refineries. The downstream companies convert the raw material (crude oil) to car petrol, jet fuel, heating oil and asphalt.

Extrinsic Motivation: Kuvaas, Buch, Weibel, Dysvik & Nerstad (2017) have defined extrinsic motivation as the desire to perform an activity to avoid a negative consequence or attain positive consequences such as a reward.

Intrinsic Motivation: Buil, Catalan & Martinze (2019) defined intrinsic motivation as performing an activity for its inner interest. According to (Talmi, Hazzan & Katz., 2018), intrinsic motivation is when people are intrinsically motivated to engage in inherently exciting or enjoyable behaviors.

Job Satisfaction: Sarker & Ashrafi (2018) defined job satisfaction as a great significance for employees to remain happy and deliver their level best toward the work. Cherif (2020) defined job satisfaction as an individual's affective orientation toward the assigned tasks he/she presently holds, and it is linked to that individual's behavior in the workplace.

1.7 Thesis Structure

This study includes five chapters, and in each chapter, there are several subheadings as following in **Figure 1**.

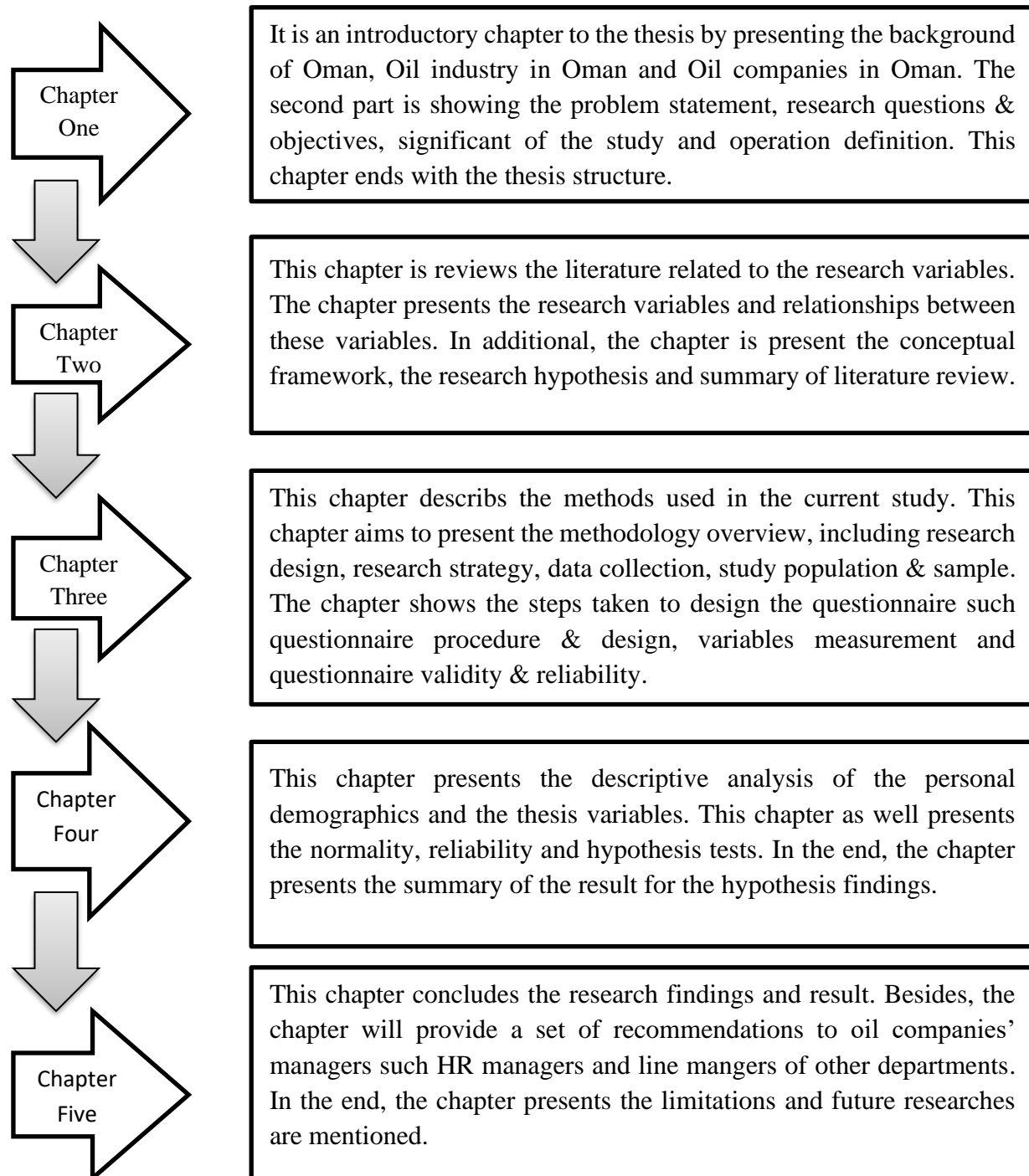


Figure 1 Thesis Structure

CHAPTER TWO

Literature Review

2.1 Introduction

This chapter reviews the literature related to the research variables. The chapter presents the research variables and relationships between these variables. In addition, the chapter presents the conceptual framework, the research hypothesis, and a summary of the literature review.

2.2 Motivation

Kuswati (2019) defines motivation as the sum of processes of giving motives, encouragement, or/and stimulation to employees to work consciously and passionately to achieve organizational goals. It was also defined by (Gopal & Chowdhury, 2014) that motivation is the combination of an individual's internal characteristics and external factors, including job nature, individual differences, and organizational practices. Davoudi Parpouchi & Nikooravesh (2016) defined motivation as an intangible process that keeps targeted goals in progress.

According to Al Rahbi, Khalid & Khan (2017), motivation is an integral part of booming business prosperity in the current dynamic and competitive market. Furthermore, Kuo (2013) stated that a successful organization should combine the strengths and motivations of internal employees and react to external changes and demands quickly to show and keep the organization's value. Likewise, Malina & Selto (2005) concluded their case study by confirming that organization output is greater whenever employees are provided with positive motivation. Vuori & Okkonen (2012) stated that motivated employees are more likely to share knowledge, which can help the organization reach its goals.

Almansour (2012) confirmed that employees' motivation is a critical and complex task besides all the managers' functions. Moreover, Sekhar & Patwardhan (2013) stated that managers need to understand the flow of motivation as it helps them create a culture where employees always get motivated to perform more and feel satisfied with the job. In addition, Gignac & Palmer (2011)

reported that leaders know that at the heart of every successful business and product lies a motivation culture, and hardworking employees collaborate to produce great results.

Per Ryan & Deci (2000), Motivation consists of two factors intrinsic motivation (internal motivation within an individual, like self-challenge and curiosity and extrinsic motivation (external motivating factor like a reward). In addition, Cerasoli, Nichlin & Ford (2014) stated that motivation guides the direction of employees' behaviors and can be categorized into intrinsic and extrinsic motivation. Lepper, Corpus & Iyengar (2005) reported a significant positive relation between intrinsic and extrinsic motivation. (Covington & Kimberly, 2001) reported that intrinsic and extrinsic motivation are not incompatible and can coexist at different levels.

2.3 Intrinsic Motivation Challenge

Isen & Reeve (2005) defined intrinsic motivation as engaging to work for its own sake without aiming for other rewards. Likewise, Seifert Chapman, Hart, and Perez (2012) have defined intrinsic motivation as any movement driven by self-interest or enjoyment in doing the task without any external pressure. Froiland & Worrell (2014) defined intrinsic motivation as a process of emotional engagement.

Locke and Schattke (2019) assured that intrinsic motivation is enforced when unconscious and conscious correspond. Areepattamannil, Freeman, and Klinger (2011) reported that intrinsically motivated employees seem to be found engaging in activities freely driven by interest and enjoyment. Zadran, Tariq & Ahmed (2014) stated that when employees find an environment where their self-challenge is encouraged, they feel satisfied and perform more.

Anderson, Potočnik & Zhou (2014) stated a positive relationship between intrinsic motivation and the creativity & innovation of employees. Lemos & Veríssimo (2014) confirmed that intrinsic motivation will always enhance employees' job satisfaction. Moreover, Olusola (2011) stated that intrinsic motivation is essential over extrinsic motivation as financial rewards are necessary but not self-engage.

2.4 Extrinsic Motivation Reward

Legault (2016) defined extrinsic motivation as individual performance of behavior dependent on the result that can be separated from the action itself. Likewise, Acar (2014) defined extrinsic motivation as doing something to get separable outcomes such as earned or reward. Oriarewo, Agbim & Owutuamor (2013) stated that extrinsic motivation is the outcome employees are looking for by doing some work.

According to Singh (2016), extrinsic motivation is usually financial, and managers give tangible rewards, such as salaries, promotions, and benefits. Also, Hofmans, Gieter, and Pepermans (2013) confirmed that job rewards are significant for job satisfaction. Therefore, Jehanzeb, Rasheed & Aamir (2012) reported that a Business strategy built with taking rewards and motivation toward job satisfaction positively affects organizational success. Moreover, Ong & Teh (2012) assured that the reward system implemented by the organization would enhance employees' behavior and attitude towards their job, especially if the rewards satisfy their needs and help them reach their personal goals.

Hsieh and Chen (2011) declared that the company must make a proper reward system to attract, keep, and motivate employees. Also, Mendis (2017) reported an inverse relationship between financial and non-financial rewards with employee turnover intention, which means an employee's job satisfaction increases.

2.5 Job Satisfaction

There are many definitions for Job Satisfaction. Singh, Amiril, & Sabbarwal (2019) defined job satisfaction as employee attitude toward the work, and this attitude varies from employee to others. Akafo & Boateng (2015) defined job satisfaction as a positive emotional tool to evaluate job experience. Sheihaki Tash, Ali & Ahmadzadeh (2016) defined job satisfaction as employees' feelings toward their job.

As per Pita (2020), job satisfaction positively affects employee behavior and organizational performance. Malangwasira (2013) reported that job satisfaction promotes positive culture and behavior among the employees, helping organizations develop their core competencies and create

a competitive advantage. In addition, Schleicher, Hansen & Fox (2005) described the importance of job satisfaction as it is linked to employee behaviors such as motivation and performance.

Bellou (2010) reported that job satisfaction might vary depending on gender and concluded that men are more satisfied by factors such as payment, promotion and supervision, while on the other hand, women are more satisfied by others factors such as working environment and co-workers. Likewise, AL-Hussami (2008) reported that job satisfaction depends not only on the nature of the job but also on employees' expectations and what they got.

2.6 Relationship between extrinsic motivation and job satisfaction

Alasadi, Muhammed, Abidi & Dzenopoljac (2019) reported that extrinsic motivation factors drive job satisfaction. Riasat, Aslam & Nisar (2016) also confirmed that extrinsic motivation such as rewards positively impacts job satisfaction.

Abdelmoula (2020) stated that extrinsic motivation positively correlates with job satisfaction, improving employee performance. Likewise, Omar, Mary, Cole, Rashid & Puad (2018) reported that employees had been discovered to remain on their job when awarded extrinsic motivators such as rewards.

Per Rani, Mee & Heang (2018), extrinsic motivations have a more significant role in employees' job satisfaction. In other words, Kinman (2016) reported that the lower the gap between the employee's effort and extrinsic rewards, the higher job satisfaction. However, Ryan & Deci (2000) argued that rewards are not necessary to fulfill the satisfaction level of employees.

2.7 Relationship between intrinsic motivation and job satisfaction

According to Karatepe & Tekinkus (2006), there is a significant relationship between intrinsic motivation and job satisfaction, and this relation has a positive effect on organizational commitment. Goetz, Campbell, Broge, Dorfer, Brodowski, and Szecsenyi (2012), reported that the factors that affect overall job satisfaction are the intrinsic motivation factors such as self-challenge, recognition for well done and freedom of working method. Furthermore, Sarraf (2018) stated that

employee who has the space to express his/her skills, abilities and methods his/her job satisfaction is high.

2.8 Theoretical Framework:

Based on the literature review, this research has five variables: motivation, extrinsic motivation, intrinsic motivation, and job satisfaction. As shown in figure 2 of this research, the conceptual framework will test the relationship between these five variables. The variables of this conceptual framework are classified into independent variables such as overall motivation (Extrinsic and Intrinsic), moderating variable (Gender), and one dependent variable (Job Satisfaction).

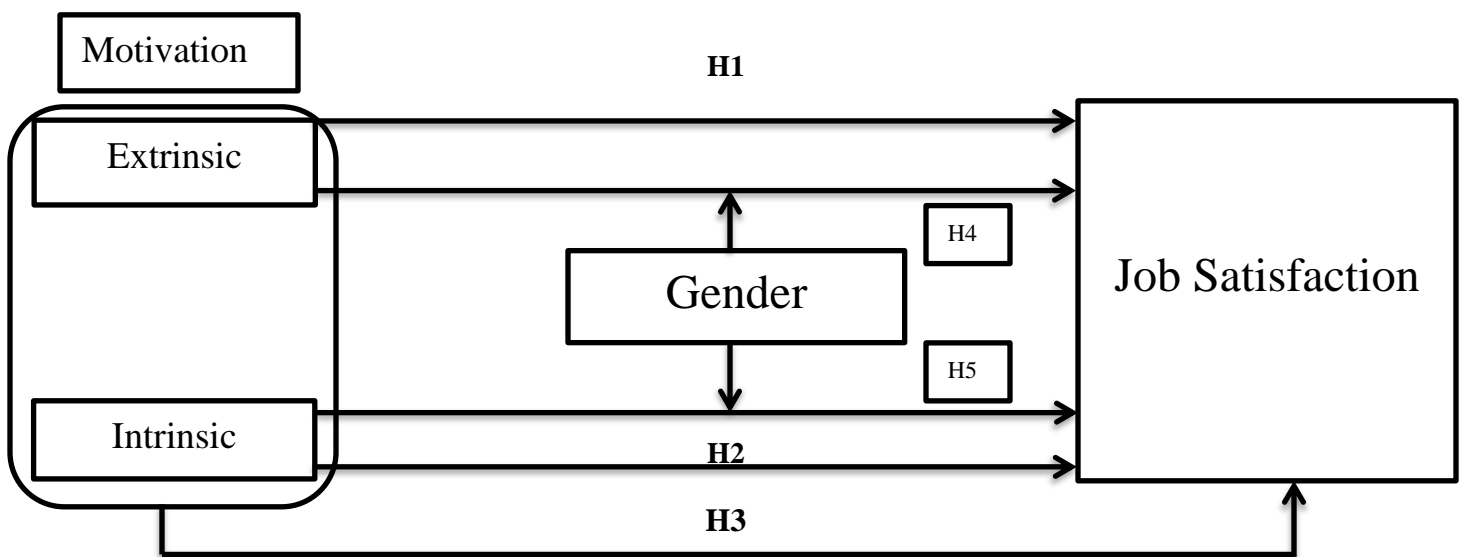


Figure 2: Conceptual Framework

*Source: Based on literature review

2.9 Research Hypotheses:

Based on the conceptual research framework, below are the hypotheses

- H1: There is a positive relationship between extrinsic motivation and job satisfaction.
- H2: There is a positive relationship between intrinsic motivation and job satisfaction.
- H3: There is a direct relationship between motivation and job satisfaction.

- H4: There is a positive relationship between extrinsic motivation and job satisfaction moderated by gender.
- H5: There is a positive relationship between intrinsic motivation and job satisfaction moderated by gender.

2.10 Summary of Literature Review

A summary of the literature review in how it contributes to the conceptual framework is highlighted in **Table 1**.

Table 1: Summary of Literature Review

Variable	Source	Contribution to the Study
Motivation	Kuswati (2019)	It clarified the definition of motivation as a sum of processes of giving motives, encouragement, or/and stimulation to employees to work consciously and passionately to achieve organizational goals.
	Gopal & Chowdhury (2014)	It was clarified the definition of motivation as a combination of an individual's internal and external characteristics.
	Davoudi, Parpouchi & Nikooravesh (2016)	It was clarified the definition of motivation as an intangible process that keeps targeted goals in progress.
	Al Rahbi, Khalid & Khan (2017)	It highlighted the importance of motivation as it is part of business prosperity in the current dynamic and competitive market.
	Kuo (2013)	It was clarified the actions of the successful organization as they should combine the strengths and motivations of internal employees and react to external changes and demands quickly to show and keep the organization's value.
	Malina & Selto (2005)	It was confirmed that organization output is greater whenever employees are provided with positive motivation.

	Vuori & Okkonen (2012)	It was clarified that motivated employees are more likely to share knowledge, which can help the organization reach its goals.
	Almansour (2012)	It was confirmed that employees' motivation is a critical and complex task.
	Sekhar & Patwardhan (2013)	It was clarified that managers need to understand the flow of motivation as it helps them create a culture where employees always get motivated to perform more and feel satisfied with the job.
	Gignac & Palmer (2011)	It was clarified that motivation culture and hardworking employees are the main reason for successful businesses and products.
	Ryan & Deci (2000)	It was clarified that motivation consists of two factors intrinsic motivation (internal motivation within an individual, like self-challenge and curiosity)
	Cerasoli, Nichlin & Ford (2014)	and extrinsic motivation (external motivating factor like a reward)
	Lepper, Corpus & Iyengar (2005)	It was confirmed that there is a significant positive relationship between intrinsic and extrinsic motivation.
	Covington & Kimberly (2001)	It was clarified that intrinsic and extrinsic motivation are not incompatible and can coexist on different levels.
Intrinsic Motivation	Isen & Reeve (2005)	It was defined as intrinsic motivation engaging to work for its own sake without aiming for other rewards.
	Seifert Chapman, Hart, and Perez (2012)	It was defined as intrinsic motivation as any movement driven by self-interest or enjoyment in doing the task without any external pressure.
	Froiland & Worrell (2014)	It was defined as intrinsic motivation as a process of emotional engagement.

	Locke and Schattke (2019)	It was confirmed that intrinsic motivation is a combination of unconscious and conscious corresponding to each other.
	Areepattamannil, Freeman and Klinger (2011)	It was highlighted that intrinsically motivated employees were engaged in activities freely driven by interest and enjoyment.
	Zadran, Tariq & Ahmed (2014)	It was clarified that a motivational environment will always encourage employees' intrinsic motivation, such as self-challenge.
	Anderson, Potočnik & Zhou (2014)	It was clarified that intrinsic motivation has a positive relationship with employee's creativity and innovation.
	Lemos & Veríssimo, (2014)	It was confirmed that intrinsic motivation will always enhance employee's satisfaction with their job
	Olusola (2011)	It was clarified that intrinsic motivation has more priority over extrinsic motivation as it leads to self-engage.
Extrinsic Motivation	Legault (2016)	The extrinsic motivation was defined as individual behavior related to the outcome and separated from the action itself.
	Acar (2014)	It was defined extrinsic motivation as doing something in order to be rewarded or earn.
	Agbin and Owutuamor (2013)	It was defined extrinsic motivation as things that employees are looking for after doing their job.
	Singh (2016)	It was clarified that extrinsic motivators are usually financial and tangible rewards such as salaries, promotions, and benefits.
	Hofmans, Gieter and Pepermans (2013)	It was confirmed that rewards are considered a significant factor for job satisfaction.

	Jehanzeb, Rasheed & Aamir (2012)	It was clarified that extrinsic motivation strategy has a positive relationship with organization success.
	Ong and Teh (2012)	It was highlighted that a reward system enhances employee's behaviors and attitudes toward their job, especially when these rewards satisfy their needs.
	Hsies and Chen (2011)	It was highlighted that the organization must have a reward system to attract, keep, and motivate employees.
	Mendis (2017)	It was clarified that there is a positive relationship between the rewards system and employees satisfaction.
Job Satisfaction	Singh, Amiril, & Sabbarwal (2019)	It was defined that job satisfaction is employee attitude toward the work and organization.
	Akafo & Boateng (2015)	It was defined that job satisfaction is a feeling and emotional tool to evaluate an employee's job experience.
	Sheihaki Tash, Ali & Ahmadzadeh (2016)	
	Pita (2020)	It was highlighted that job satisfaction has a positive effect on employee behavior and organizational performance as well.
	Malangwasira (2013)	It was highlighted that job satisfaction promotes positive culture among employees and helping the organization to develop its core competencies and create a competitive advantage.
	Bellou (2010)	It was clarified that job satisfaction might vary depending on gender and reported that men are more satisfied with salaries and promotions while women are more satisfied with the working environment and co-workers.

	Al-Hussami (2008)	It was clarified that job satisfaction also depends on fulfilling the employee's expectations.
Relationship between extrinsic motivation and job satisfaction	Alasadi, Muhammed, Abidi & Dzenopoljac (2019)	It was clarified that extrinsic motivation factors are the main drivers of employee's job satisfaction.
	Riasat, Aslam & Nisar (2016)	It was clarified that extrinsic motivation such as rewards has a positive impact on employee's job satisfaction.
	Abdelmoula (2020)	It was highlighted that there is a positive relationship between extrinsic motivation and job satisfaction.
	Omar, Mary, Cole, Rashid & Puad (2018)	It was highlighted that satisfied employees tend to remain on their job; a reward system leads to this satisfaction.
	Rani, Mee & Heang (2018) Kinman (2016)	It was clarified that job satisfaction is high whenever the gap between employees' effort and extrinsic rewards is low.
	Ryan and Deci (2000)	It was stated that rewards are not necessary to fulfill the satisfaction level of employees.
Relationship between intrinsic motivation and job satisfaction	Karatepe & Tekinkus (2006)	It was clarified that intrinsic motivation has a positive relationship with job satisfaction, leading to organizational commitment.
	Goetz, Campbell, Broge, Dorfer, Brodowski, and Szecsenyi (2012)	It was highlighted that the factors that affect overall job satisfaction are intrinsic motivation factors such as self-challenge, recognition, and freedom of working method.

	Sarraf (2018)	It was highlighted the importance of giving the employees the space to express their skills, abilities, and methods and how this affects their job satisfaction.
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CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter describes the methods used in the current study. This chapter aims to present the methodology overview, including research design, research strategy, data collection, study population & sample. The chapter shows the steps taken to design the questionnaire, such as questionnaire procedure & design, variables measurement, and questionnaire validity & reliability.

3.2 Research Methodology

According to (Snyder 2019), the research methodology is like a building block where the activity is related. This chapter describes the method used to gather the required data for the study.

3.2.1 Research strategy:

The research strategy aims to assist the researcher in meeting the study's goals, such as achieving the research objectives, answering research questions, and testing the research hypothesis.

Xiao and Watson (2017) stated that the research strategies differ across various types depending on the purpose of the review; the research can be exhaustive and comprehensive or selective and representative.

Gulbrandsen and Kyvik (2010) stated that there are two types of research: experimental or theoretical work to acquire new knowledge and observe & evaluate noticeable facts, and applied research, which is defined as an investigation undertaken to new knowledge directed primarily towards a specific practical objective.

Based on defined research types, this study is basic research that will test the relationship between motivation and its factors with job satisfaction.

Ioiceshyn and Dalellembech (2017) reported that researchers have two methods to conduct the research: firstly deductive method, which will start from a problem statement, draft hypotheses from it, test those hypotheses, and revise the theory based on the result. Secondly, the inductive method will start by making empirical observations about some interest fields and then forming concepts and theories. In summary, the deductive method is moving from general to specific. On the other hand, the inductive is moving from particular to the general.

This study follows the deductive method, which defined the problem statement, drafted hypotheses, defined measures, data collection, data analysis, tested hypotheses, and finalized hypotheses.

Research strategy is used in three different types. Firstly, Exploratory is a way to develop hypotheses, acquire deeper insight, and establish the path for future researchers. Exploratory researches help to understand and assess critical issues of problems. Secondly, Descriptive is used to describe the behavior of some objects, individuals, or events. The descriptive method uses collecting information, conducting surveys, and data analysis. Thirdly, Causal is used to identify the cause and effect relationship between variables (Sreejesh Mohapatra and Anusree, 2014).

This study will follow the descriptive method as collecting information through literature review, conducting survey and data analysis will be made to examine the relationship between motivation (extrinsic and intrinsic) and job satisfaction.

3.2.2 Research Epistemology

Smyth and Morris (2007) clarified that there are types of research epistemology: positivist, interpretive, and empiricism. As the positivist method is applicable where the quantitative method is used to collect the data, this study will use it.

3.2.3 Quantitative Verse Qualitative Research Methods

(Sreejesh et al., 2014) described the research method as quantitative and qualitative and defined each method. The quantitative method usually follows observation and data gathered by personal meetings, audits, or traces, while the qualitative method uses the survey through mail and media

to gather the information. This study follows a quantitative method as a questionnaire will be distributed among employees of oil field companies working in Oman.

3.2.4 Research design

According to Akhtar (2016), the research design is the arrangement of conditions where the data collect and analyze to combine the relevance to the research goal.

The research is designed to relate the research objective, research questions, research strategy, sample of population, data collection and data analysis to achieve the aim of this study.

3.3 Source of Data collection

According to (Sreejesh et al., 2014), the data collection can be through primary or secondary data. The advantages of secondary data are that it is cheaper, can help identify and clarify the research problem statement, and may provide and suggest a solution to the problem statement.

The data collected for this study is secondary data from several sources such as articles, interviews, and questionnaires. In general, research questions were answered by distributing a survey to employees of Oil Field Companies. Both academics and industrial experts tested the questions' validity and reliability before distributing the questionnaire. This concept of testing the data allowed me to examine the commonality of motivation systems among these companies.

3.4 Questionnaire Procedure and Design:

In this research, a questionnaire method has been used to collect the quantitative data. Questionnaire items were developed from reviewed literature and previous questionnaire as well.

In order to ensure its validity and reliability, the questionnaire for this research went through several steps: determining the content of the questionnaire, the form of response, the wording of questions, and the question sequence. The questionnaire was shared with academics and non-academics experts to review and evaluate its items during this stage. Based on feedback received from experts, the questionnaire was revised and then shared with ten oil field employees to test its validity and reliability.

Finally, the newly revised questionnaire was shared with employees of oil field companies working in Oman.

3.5 Variables Measurement

The measurements in this study are addressed in four sections. Dividing measurements into different sections allow us to measure each one separately. Section one includes personal information and demographic variables. This task aims to know respondents' age, gender, marital status, education level, living area, years of experience, salary category, working level, and working location and correlates with research variables.

Variables in sections two, three, and four are the independent and dependent variables. Several items will examine the extrinsic motivation, intrinsic motivation, and job satisfaction variables in these sections. These items were developed based on the past literature and published studies. Firstly, the extrinsic motivation variable has nine items. Secondly, the intrinsic motivation variable has eight items. Thirdly, the job satisfaction variable has eight items.

In Summary, **Table 2** shows the items before and after the modifications.

Table 2: Variable Measurements before and after modifications

Variable	No	Items before Modification	No	Items after Modification
Extrinsic Motivation “Reward”	1.1	The Salaries in your organization satisfies you الأجور في مؤسستك تحقق رضائك	1.1	I am satisfied with the salary in my organization انا راضي عن الراتب في مؤسستي
	1.2	Do rewards lead to increase work productivity in your organization تؤدي المكافآت إلى زيادة إنتاجية العمل في مؤسستكم	1.2	Rewards lead to increase work productivity in the organization تؤدي المكافآت إلى زيادة إنتاجية العمل في المؤسسة
	1.3	The economic environment of your organization is pleasant بيئة العمل المالية في مؤسستكم جيدة		
	1.4	Rewards that satisfy employees expectations have a positive impact on employees loyalty to the organization المكافآت التي ترضي توقعات الموظفين لها تأثير إيجابي على ولاء الموظفين للمؤسسة	1.3	Rewards that satisfy employees expectations have a positive impact on employees loyalty to the organization المكافآت التي ترضي توقعات الموظفين لها تأثير إيجابي على ولاء الموظفين للمؤسسة
	1.5	The individual base reward system has a positive impact on team member collaboration نظام المكافأة الأساسي الفردي له تأثير إيجابي على تعاون أعضاء الفريق	1.4	The individual-based reward system has a positive impact on team member collaboration نظام المكافأة الأساسي الفردي له تأثير إيجابي على تعاون أعضاء الفريق

	1.6	Reward systems are motivational and attractive to the employee to perform their duties reasonably أنظمة المكافآت تحفيزية وجاذبية للموظفين لأداء واجباتهم بطريقة متقنة	1.5	Reward systems motivate employees to perform their duties reasonably أنظمة المكافآت تحفز الموظفين لأداء واجباتهم بطريقة متقنة
	1.7	There is a positive correlation between compensation practices and employee performance هناك ارتباط إيجابي بين ممارسات التعويض وأداء الموظف	1.6	There is a positive relationship between compensation practices and employee performance. هناك علاقة إيجابية بين ممارسات التعويض وأداء الموظف
	1.8	Financial incentives motivate me more than non-financial incentives الحوافز المالية تحفزني أكثر من الحوافز غير المالية	1.7	Financial incentives motivate me more than non-financial incentives الحوافز المالية تحفزني أكثر من الحوافز غير المالية
	1.9	The salary increments given to employees who do their jobs very well motivates them إن الزيادات في الراتب الممنوحة للموظفين الذين يقومون بعملهم تحفزهم بشكل جيد للغاية	1.8	The salary increments given to employees who do their jobs very well motivates them إن الزيادات في الراتب الممنوحة للموظفين الذين يقومون بعملهم تحفزهم بشكل جيد للغاية
	1.10	In General, my job satisfying my extrinsic motivations بشكل عام ، وظيفتي ترضي حوافزي الخارجية	1.9	In General, my job satisfying my extrinsic motivations بشكل عام ، وظيفتي ترضي حوافزي الخارجية

Intrinsic Motivation “Challenge”	2.1	In your organization, you can make decisions on work-related tasks في مؤسستك, لديك القدرة والمساحة لإتخاذ القرارات المرتبطة بالعمل	2.1	In the organization, I can make decisions on work-related tasks في المؤسسة, لديك القدرة والمساحة لإتخاذ القرارات المرتبطة بالعمل
	2.2	Deciding the way to accomplish you work keeps you motivated تحديدك طريقة انجازك لعملك بنفسك يحافظ على حماسك في العمل	2.2	Deciding the way to accomplish my work keeps me motivated تحديدي طريقة انجازي العمل بنفسي يحافظ على حماسي في العمل
	2.3	Work challenge in your organization keeps you active تحديات العمل تجعلك نشيط		
	2.4	I always think of new ways to do my job effectively أفكر دائمًا في طرق جديدة لأداء عملي بفعالية	2.3	I always think of new ways to do my job effectively. أفكر دائمًا في طرق جديدة لأداء عملي بفعالية
	2.5	I feel demotivated when my work is below my usual challenge standard أشعر بالإحباط عندما يكون عملي أقل من مستوى التحدي المعتاد	2.4	I feel demotivated when my work is below my usual challenge standard أشعر بالإحباط عندما يكون عملي أقل من مستوى التحدي المعتاد
	2.6	I feel proud when accomplishing hard tasks أشعر بالفخر عند إنجاز المهام الصعبة	2.5	I feel proud when accomplishing hard tasks. أشعر بالفخر عند إنجاز المهام الصعبة

	2.7	I feel demotivated when I do not do my job in a competitive way أشعر بالإحباط عندما لا أقوم بعملي بطريقة تنافسية	2.6	I feel demotivated when I don't do my job in a competitive way. أشعر بالإحباط عندما لا أقوم بعملي بطريقة تنافسية
	2.8	I feel a sense of personal satisfaction when I do hard tasks well أشعر بالرضا الشخصي عندما أقوم بمهام شاقة بشكل جيد	2.7	I feel motivated when I am given more tasks أشعر بالحماس عندما يتم تكليفي بالمزيد من المهام
	2.9	I feel motivated when I am given more tasks أشعر بالحماس عندما يتم تكليفي بالمزيد من المهام	2.8	I feel motivated when I am given more tasks أشعر بالحماس عندما يتم تكليفي بالمزيد من المهام
	2.10	In General, my job satisfying my intrinsic motivation بشكل عام ، وظيفتي ترضي حافزي الجوهري	2.9	In General, my job is satisfying my intrinsic motivation. بشكل عام ، وظيفتي ترضي حافزي الجوهري
Job Satisfaction	3.1	Overall, I am satisfied by working in this organization بشكل عام ، أنا راضٍ بالعمل في هذه المنظمة	3.1	Overall, I am satisfied by working in this organization. بشكل عام ، أنا راضٍ بالعمل في هذه المنظمة
	3.2	My current work situation does not cause stress to my personal life	3.2	My current work situation does not cause stress to my personal life. وضع عملي الحالي لا يسبب ضغطاً على حياتي الشخصية

	وضع عملي الحالي لا يسبب ضغطاً على حياتي الشخصية		
3.3	My work in this organization has met my expectation لقد حقق عملي في هذه المنظمة توقعاتي	3.3	My work in this organization has met my expectation. لقد حقق عملي في هذه المنظمة توقعاتي
3.4	If I had to do it all over again, I would still choose to work where I do now إذا تطلب مني ذلك, فسوف اختار العمل في هذه الشركة مرة اخرى	3.4	If I had to do it all over again, I would still choose to work where I do now. إذا تطلب مني ذلك, فسوف اختار العمل في هذه الشركة مرة اخرى
3.5	I am satisfied with the incentives provided by the organization to the employees أنا راضٍ عن الحوافز التي تقدمها المؤسسة للموظفين	3.5	I am satisfied with the incentives provided by the organization to the employees. أنا راضٍ عن الحوافز التي تقدمها المؤسسة للموظفين
3.6	I recommended this organization to others as an excellent place to work أوصي الآخرين بهذه المؤسسة كمكان جيد للعمل	3.6	I recommended this organization to others as an excellent place to work. أوصي الآخرين بهذه المؤسسة كمكان جيد للعمل
3.7	I enjoy working in this organization أنا استمتع بالعمل في هذه المؤسسة	3.7	I enjoy working in this organization. أنا استمتع بالعمل في هذه المؤسسة
3.8	I am satisfied with organization motivation polices أنا راضٍ عن سياسات تحفيز المؤسسة	3.8	I am satisfied with the motivation policies in this organization. أنا راضٍ عن سياسات التحفيز في المؤسسة

3.6 Questionnaire Design

According to (Sreejesh et al., 2014), there are various structured, unstructured, disguised, and undisguised questionnaires. Moreover, to receive the necessary information from the respondent, the questions should be direct and tactful wording.

A validity check was conducted to ensure that the questionnaire is related to the problem statement, the object of the study, and research questions.

3.6.1 Questionnaire Translation

The questionnaire of these studies targets employees of oil field companies working in Oman. Moreover, the questionnaire of this study was built from previous literature and questionnaires written in the English language; the questionnaire items are in English as well. Therefore, the questionnaire items were translated to Arabic to better understand and receive accurate answers from respondents.

3.6.2 Pre-Testing Procedures

The questionnaire was shared with experts for their review and evaluated the validity of the items. Three were academic (Ph.D. holders), and three were (non-academic) engineers in the oil field. This ensures that the questionnaire item will help get the required information and are understandable by the respondents.

After receiving the comments and recommendations from academics and non-academics, the questionnaire items have been revised. The total number of questionnaire items was reduced from 28 to 26 items.

The questionnaire will examine nine items out of ten for variable one (Extrinsic motivation “Reward”). The questionnaire will examine nine items out of ten for the second variable (Intrinsic motivation “Challenge”). For the third variable (Job Satisfaction), the questionnaire will examine eight items out of eight.

3.7 Final Questionnaire

Based on comments and recommendations of academics and non-academics experts, a newly revised questionnaire was developed. The newly revised questionnaire consists of five sections. The first section of the questionnaire gave a brief introduction about the study, thanking respondents for their answers and assuring them that all their input are was confidential. The second section includes demographical items to know the respondent's personal information and its effect on the study variables. The third section includes items of extrinsic motivation variables. The fourth section includes the items of the intrinsic motivation variable. Lastly, the fifth section includes the items of the job satisfaction variable.

The final questionnaire was sent to ten employees working in an oil field in Oman. The answers were used for the pilot test to examine the questionnaire's validity and reliability.

* Final questionnaire attached in Appendix I.

3.8 Validity and Reliability

The final questionnaire was developed on Google from which it will be easier to reach targeted respondents, especially during pandemic Covid-19. The questionnaire was sent via e-mail, WhatsApp, and LinkedInApp to employees to examine the questionnaire's validity and reliability. Employees' responses were transferred to SPSS V.23 for test purposes.

3.8.1 Pilot Study

The pilot study aims to ensure those questionnaire items are transparent, free from confusion, and serve the purpose of the questionnaire. Therefore, a pilot study was conducted among ten oil field employees. Furthermore, the respondents' answers were used in SPSS V.23 to get Cronbach's Alpha.

3.8.2 Validity

Taherdoost (2016) reported that validity is the tool that will know how well the collected data covers the critical area of investigation, and it divided the validity into four types: face validity, content validity, construct validity, and criterion validity. (Sreejesh et al., 2014) reported that

questionnaire validity refers to the questionnaire's ability to produce results required by the researchers.

In order to check and confirm the validity of the questionnaire, it was developed from previous literature and questionnaires, and it was shared with academics and non-academics experts for their review and comment.

3.8.3 Reliability

Taherdoost (2016) reported that reliability check is used to ensure that measured phenomena has stable and consist result. In other words, reliability refers to the consistency with which the results are produced under the same conditions with the same or comparable population (Sreejesh et al., 2014).

Based on the respondents' answers, their responses were transferred to SPSS V.23 program. This software tested the reliability of the responses in terms of Cronbach's Alpha and Cronbach's Alpha results if the item is deleted. This process helps the researchers to know the impact of each item on questionnaire reliability.

Table 3 shows the Cronbach's Alpha for each variable

Table 3: Cronbach's Alpha for each variable

No.	Variable	No. of items	Cronbach Alpha
1	Extrinsic motivation “Reward.”	9	0.686
2	Intrinsic motivation “Challenge”	8	0.671
3	Job Satisfaction	8	0.923

* Tables of Cronbach's Alpha if the item is deleted for each variable attached in Appendix II

3.9 Study population & sample

According to Acharya, Prakash, Saxena, and Nigam(2013), A sample is a subset of the population selected to represent the larger population. (Acharya et al., 2013) reported that sampling methods

are classified into two types, probability, and non-probability samples. In this study, a non-probability sample has been used.

CHAPTER FOUR

Data Analysis and Findings

4.1 Introduction

This chapter presents the descriptive analysis of the personal demographics and the thesis variables. This chapter as well presents the normality, reliability and hypothesis tests. In the end, the chapter presents the summary of the result for the hypothesis findings.

4.2 Descriptive Analysis of Personal Demographic

The aim of conducting a descriptive analysis of personal demographics is to link these data with research variables data.

There are seven items in the personal demographic section: age, gender, marital status, level of education, years of experience, salary category, and working level.

4.2.1 Age

Based on collected data, most respondents are in the range of 30 to 39 years old, with a percentage of 53.2% of the total respondents. 30.6% were in the range of 20 to 29 years old. 11.5% were in the range of 40 to 49 years old. Moreover, the remaining was above 50 years old. These data show that most workforces in this sector are within a range of 30 to 39 years old. **Table 4** shows the percentage of each item and respondents' inputs.

Table 4: Sample Distribution According to Age

Name	Item	Frequency	Percentage %
Age	20-29	77	30.6%
	30-39	134	53.2%
	40-49	29	11.5%
	Above 50	12	4.8%
	Total	252	100%

4.2. Gender

Most respondents were male, with a percentage of 85.7%. At the same time, females were 14.3% of the total respondents. As the Sultanate of Oman is considered a conservative society, the large discrepancy in male and female percentages is understandable, especially since most activities of this sector are in the desert in oil fields. Lately, female postgraduates have started joining this sector, but referring to the following table, they still have low representation. **Table 5** shows the percentage of each item and respondents' inputs.

Table 5: Sample Distribution According to Gender

Name	Item	Frequency	Percentage
Gender	Male	224	88.90%
	Female	28	11.10%
	Total	252	100%

4.2.3 Marital status

Married respondents were 73% in total, with 27% of single ones. This percentage can show how employees of this sector are psychologically and emotionally stable. Scholars came to the statement that emotional stability may enhance personal performance in the workplace (Muldoon et al., 2016). **Table 6** shows the percentage of each item and respondents' inputs.

Table 6: Sample Distribution According to Marital status

Name	Item	Frequency	Percentage
Marital Status	Married	184	73%
	Single	68	27%
	Total	252	100%

4.2.4 Level of Education

As the oil field is one of the sectors requiring knowledge and skills, most respondents were degree holders with 58%. The master holders were 22.6%. The diploma holders were 17.9%, and Ph.D. holders were 1.5%. These data show how this sector is attractive to post graduates as we can see the degree holders and up are more than 75% of respondents. **Table 7** shows the percentage of each item and respondents' inputs.

Table 7: Sample Distribution According to Level of education

Name	Item	Frequency	Percentage
Level of Education	Diploma	57	22.60%
	Degree	147	58.40%
	Master	46	18.30%
	PHD	2	0.80%
	Total	252	100.0%

4.2.5 Living Area

The living area was classified into Sultanate Oman's central regions. Most respondents lived in Muscat, while the other middle percentage live diving in A'Sharqiyaa and Al Dakheliya. **Table 8** shows the percentage of each item and respondents' inputs.

Table 8: Sample Distribution According to Living Area

Name	Item	Frequency	Percent
Living Area	Muscat	149	59.1%
	A'Sharqiyaa	55	21.8%
	Al Dakheliya	24	9.5%
	Al Buraimi	3	1.2%
	Al Batina	17	6.7%
	Salalah	4	1.6%
	Total	252	100.0%

4.2.6 Years of Experience

This element shows that the years of experience are close to each other, which may show how attractive this sector is in Oman. 40.5% were in the range of 4 to 10 years of experience. 21.8% were with 10 to 15 years of experience. At the same time, 19% and 18.7% were with more than 15 years and 0 to 3 years of experience respectively. **Table 9** shows the percentage of each item and respondents' inputs.

Table 9: Sample Distribution According to Years of experience

Name	Item	Frequency	Percentage
Years of Experience	1 to 3	48	19.10%
	4 to 10	100	39.70%
	10 to 15	56	22.20%
	Above 16	48	19%
	Total	252	100%

4.2.7 Salary Category

It can be seen that in salary category that the percentage were close as years of experience. The majority were in the range of 1,000 Omani Rial to 1,500 Omani Rial. Furthermore, the lowest percentage was for above 3,500 Omani Rial. This can be linked with the astonishing number of years of experience as it can be seen that this sector attracted and gave reasonable wages to a lower turnover ratio. **Table 10** shows the percentage of each item and respondents' inputs.

Table 10: Sample Distribution According to Salary Category

Name	Item	Frequency	Percentage
Salary Category	Less than 1,000 OMR	71	28.20%
	1,000 - 1,500	55	21.80%
	1,500 - 2,000	55	21.80%
	2,000 - 3,500	47	18.70%

	Above 3,500	24	9.50%
	Total	252	100%

4.2.8 Working Level

The majority were Engineers, with 40.5% of all respondents. In contrast, Coordinators were the lowest respondent's percentage with 6.4%. As the majority of level of education was degree holders, this explains the large percentage of Engineers on the following table. **Table 11** shows the percentage of each item and respondents' inputs.

Table 11: Sample Distribution According to Working Level

Name	Item	Frequency	Percentage
Working Level	Technician	33	13.10%
	Operator	19	7.50%
	Engineer	102	40.50%
	Supervisor	52	20.60%
	Coordinator	16	6.40%
	Team Lead	30	11.90%
	Total	252	100%

4.2.9 Working Location

The Areas were classified into the main major oil fields in Oman. The result showed that 34.5% of respondents are working in the Mukhaizen oil field. The second large percentage of the working area is the Safa oil field, with 29.8% of total respondents. The third large percentage was Qarn al Alam with 21%. **Table 12** shows the percentage of each item and the respondent's inputs.

Table 12: Sample Distribution According to Working Location

Name	Item	Frequency	Percent
Working Location	Mukhaizen	87	34.5%
	Fahood	22	8.7%
	Marmool	15	6.0%
	Qarn al Alam	53	21.0%
	Safa	75	29.8%
	Total	252	100%

4.3 Descriptive Analysis

This section aims to analyze the variable of the conceptual framework. The variables are Extrinsic Motivation, Intrinsic Motivation, and Job Satisfaction. In this study, the five-point Likert Scale been used to measure these variables. Likert Scale goes from up to down where (5) strongly agree, (4) Agree, (3) Natural, (2) Disagree, and (1) Strongly Disagree; all these scales were set in SPSS V.23 as scale. However, to weigh each scale, a number has been located for each one in SPSS so that strongly agree=5, agree=4, natural=3, disagree=2, and strongly disagree=1. Therefore, to calculate the average of each variable, the range between highest number (5) and lowest number (1) is calculated and found 4. Likewise, the mean calculated by taking the range divided by the number of scales been used, $4/5=0.80$. Following **Table 13** describes the mean average for each option;

Table 13: Descriptive Statistics of Extrinsic Motivation

Categories	Mean Average
Strongly Disagree	1.00 – 1.80
Disagree	1.81 – 2.60
Neutral	2.61 – 3.40
Agree	3.41 – 4.20

Strongly Agree	4.21 – 5.00
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4.3.1 Extrinsic Motivation

In this variable, it had been noticed that the majority of respondents are either strongly agreed or agree with listed items in the questionnaire as following **Table 14**;

Table 14: Descriptive Statistics of Extrinsic Motivation

Extrinsic Motivation (EM)	Minimum	Maximum	Mean	Std. Deviation
EM1	1.00	5.00	2.38	1.04
EM2	1.00	5.00	1.54	0.75
EM3	1.00	5.00	1.42	0.57
EM4	1.00	5.00	1.86	0.93
EM5	1.00	5.00	1.60	0.78
EM6	1.00	5.00	1.69	0.70
EM7	1.00	5.00	2.01	0.90
EM8	1.00	5.00	1.51	0.57
EM9	1.00	5.00	2.18	0.94
EM (1-9)	1.00	5.00	1.80	0.80

4.3.2 Intrinsic Motivation

In the intrinsic motivation variable, most respondents strongly agreed or agreed with listed items in the questionnaire, the same as the extrinsic motivation variable. We can understand from this data that both extrinsic and intrinsic variables can motivate the employees toward their job. The following **Table 15** lists the data of respondents to the intrinsic variable section.

Table 15: Descriptive Statistics of Intrinsic Motivation

Intrinsic Motivation (IM)	Minimum	Maximum	Mean	Std. Deviation
IM1	1.00	5.00	2.25	0.82
IM2	1.00	5.00	1.65	0.60
IM3	1.00	5.00	1.66	0.60
IM4	1.00	5.00	1.93	0.74
IM5	1.00	5.00	1.27	0.51
IM6	1.00	5.00	2.04	0.80
IM7	1.00	5.00	2.03	0.91

IM8	1.00	5.00	2.14	0.96
IM (1-8)	1.00	5.00	1.87	0.74

4.3.3 Job Satisfaction

In the job satisfaction variable, we can see the percentage of “agree” is almost 40% in each item listed in the questionnaire. This percentage describes the positive relationship between motivation variables (extrinsic & intrinsic) and job satisfaction. Following **Table 16** will list the job satisfaction items and respondent’s data.

Table 16: Descriptive Statistics of Job Satisfaction

Job Satisfaction (JS)	Minimum	Maximum	Mean	Std. Deviation
JS1	1.00	5.00	2.0238	0.97755
JS2	1.00	5.00	2.5437	1.20179
JS3	1.00	5.00	2.4286	1.00935
JS4	1.00	5.00	2.4087	1.13773
JS5	1.00	5.00	2.6627	1.17803
JS6	1.00	5.00	2.4206	1.16628
JS7	1.00	5.00	2.2302	1.01904
JS8	1.00	5.00	2.6667	1.19094
JS (1-8)	1.00	5.00	2.42	1.11

4.4 Normality Test

The normality test is used to test the sample data whether was normally distributed or not. With the use of SPSS V.23, the sample data will be tested. Moreover, there are several ways to perform this test, such as Kolmogorov-Smirnov and Shapiro-Wilk tests (Test for normality, EZSPSS.com). Furthermore, if the results of Kolmogorov-Smirnov and Shapiro-Wilk tests are found to be similar, it can be stated that the data were normally distributed (Test for normality, EZSPSS.com).

Q-Q Plot is a tool that does provide a visual chart of the data distribution. Per (Test for normality, EZSPSS.com), if the dots in the figure are following the trend line, then it can be stated that data were distributed normally.

The data of this research were tested in SPSS V.23 and found normally distributed. The figure of Q-Q Plot and tables of Kolmogorov-Smirnov and Shapiro-Wilk test of research variables are attached in **Appendix III**.

4.5 Reliability Test

Received responses from oil field employees were transferred into SPSS V.23, and a reliability test was calculated for research variables using Cronbach Alpha. The results vary from 0.67 to 0.92, as showing in the following **Table 17**;

Table 17: Cronbach's Alpha for variables

No	Variable	No. of items	No. of Responses	Cronbach Alpha
1	Extrinsic Motivation	9	252	0.686
2	Intrinsic Motivation	8	252	0.671
3	Job Satisfaction	8	252	0.923

Based on the Cronbach Alpha results, which are above 0.6, it is considered to be acceptable. As mentioned in table 14, the number of employees who responded to each variable was 252 employees working in the oil field.

4.6 Hypotheses Test

According to Trafimow (2003), the hypotheses test is used to assess the plausibility of two variables using sample data. Based on the result of the test, the plausibility hypotheses may be accepted or rejected.

Frick (1995) reported that the results of hypotheses could be classified into two null hypotheses and alternative hypotheses. The following point is the comparison of these two hypotheses;

- Null Hypotheses (H0) are null hypotheses when one variable does not influence the other variable.

- Alternative Hypotheses (H1): it is considered alternative hypotheses when both variables have a significant relationship.

4.6.1 Pearson Correlation and Linear Regression

According to EZSPSS, the Pearson Correlation and Linear Regression analyses are used to determine whether two variables are significantly linearly related or not. Pearson Correlation coefficient and marked as “r” can take values between -1 to 1. The far away the r is positively from zero (0), the more the two variables are strangely significantly linearly related. On the other hand, the more r is negative 1, the weak and small correlation between variables. Moreover, if r is found to be at zero, the relationship between variables is considered not to exist.

The following analysis has been conducted to check the correlation between research variables and the relationship; thanks to SPSS V.23, the Pearson correlation coefficient, linear regression, and multiple regression tests have been performed.

4.6.1.1 Correlation between Extrinsic and Job Satisfaction (H1)

- Null Hypotheses:
H₀: There is no relationship between Extrinsic Motivation and Job Satisfaction.
- Alternative Hypotheses:
H_{1.1}: There is a relationship between Extrinsic Motivation and Job Satisfaction.

A correlation test has been performed to test the relationship between the independent variable Extrinsic Motivation and Dependent variable Job Satisfaction. Based on the result, the positive correlation relationship between Extrinsic Motivation and Job Satisfaction with Pearson Correlation 0.335 the following **Table 18** illustrates the Pearson Correlation, Sig. (20tailed) as 0.000 and Number (N) of sample data.

Table 18: Correlations Test Extrinsic and Job Satisfaction

	Job Satisfaction		
	Pearson Correlation	Sig. (2-tailed)	N

Extrinsic Motivation	0.335	0.000	252
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Moreover, to confirm the relationship, r-square was calculated using linear regression and found 0.112, which shows that the relationship between Extrinsic Motivation and Job Satisfaction is positive.

Therefore, based on the above results, the null hypothesis is rejected. On the other hand, the alternative hypothesis was tested and accepted as there is a correlation between both variables.

4.6.1.2 Correlation between Intrinsic and Job Satisfaction (H2)

- Null Hypotheses:

H₀: There is no relationship between Intrinsic Motivation and Job Satisfaction.

- Alternative Hypotheses:

H_{1.1}: There is a relationship between Intrinsic Motivation and Job Satisfaction.

A correlation test has been performed to test the relationship between the independent variable Intrinsic Motivation and Dependent variable Job Satisfaction. Based on the result, the positive correlation relationship between Intrinsic Motivation and Job Satisfaction with Pearson Correlation 0.532 the following **Table 19** illustrates the Pearson Correlation, Sig. (20tailed) as 0.000 and Number (N) of sample data.

Table 19: Correlations Test Intrinsic and Job Satisfaction

	Job Satisfaction		
	Pearson Correlation	Sig. (2-tailed)	N
Intrinsic Motivation	0.335	0.000	252

In addition, the r-square been calculated and found to be 0.283. This shows that the relationship between Intrinsic Motivation and Job Satisfaction is positive.

Therefore, based on results, the null hypothesis was rejected, and the alternative hypothesis has been accepted as the relationship between Intrinsic Motivation and Job Satisfaction is positive.

4.6.1.3 Correlation between Motivation and Job Satisfaction (H3)

- Null Hypotheses:

H₀: There is no relationship between Motivation and Job Satisfaction.

- Alternative Hypotheses:

H_{1,1}: There is a relationship between Motivation and Job Satisfaction.

A correlation test has been performed to test the relationship between the independent variable Motivation, which includes both Extrinsic and Intrinsic items, and the Dependent variable Job Satisfaction. Based on the result, the positive correlation relationship between Motivation and Job Satisfaction with Pearson Correlation 0.506 the following **Table 20** illustrates the Pearson Correlation, Sig. (2tailed) as 0.000 and Number (N) of sample data.

Table 20: Correlations Test Motivation and Job Satisfaction

	Job Satisfaction		
	Pearson Correlation	Sig. (2-tailed)	N
Motivation	0.506	0.000	252

However, the r-square has been calculated and found to be 0.256 this indicates a positive relationship between Motivation factors and Job Satisfaction.

Therefore, based on the results, the null hypothesis was tested and rejected. On the other hand, the alternative hypothesis was tested and accepted as the relationship between Motivation and Job Satisfaction is significantly positive.

4.6.2 Moderator Effect

4.6.2.1 Regression relationship between Extrinsic Motivation and Job Satisfaction moderated by Gender (H4)

- Null Hypotheses:

H₀: There is no relationship between Extrinsic Motivation and Job Satisfaction moderated by Gender.

- Alternative Hypotheses:

H_{1.1}: There is a relationship between Extrinsic Motivation and Job Satisfaction moderated by Gender.

The hypothesis was tested using Linear Regression test with independent variable Extrinsic Motivation, dependent variable Job Satisfaction, and moderator variable Gender as showing in the following **Figure 3**;

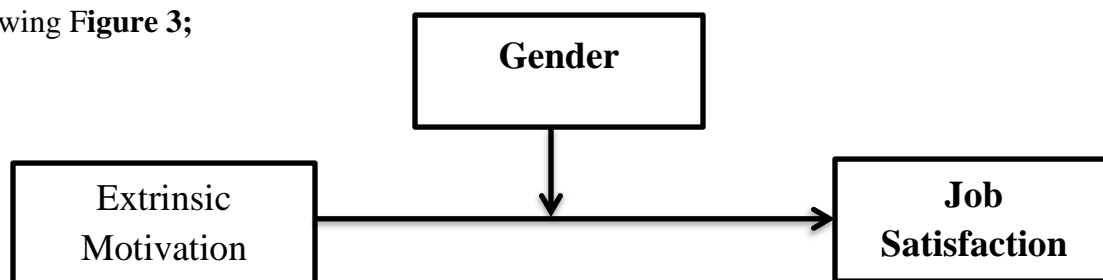


Figure 3: Moderator effect between Extrinsic Motivation and Job Satisfaction

The test conducted in SPSS V.23 with the model includes the interaction of extrinsic motivation and gender data (Extrinsic*Gender); the dependent variable is job satisfaction. The following **Table 21** illustrates the model;

Table 21: Regression test variables (H4)

Model	Variables Entered
1	Extrinsic * Gender
Dependent Variable: Job Satisfaction	

The result of r and r-square described in the following **Table 22** “Model Summary” shows a significant relationship between extrinsic motivation and job satisfaction moderated by gender.

Table 22: Model Summary (H4)

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	0.314	0.099	0.095	0.85291

Moreover, the ANOVA test shows that the independent variable statistically significantly predicts the dependent variable where $F(1,250) = 27.333$, $p < 0.0005$, which means the regression model is suitable for data. Therefore, since the $p < 0.0005$, the relationship between independent and dependent variables with moderator gender is significant. Following **Table 23** shows the ANOVA result;

Table 23: ANOVA between Extrinsic Motivation*Gender and Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.883	1	19.883	27.333	0.000
Residual	181.862	250	0.727		

Total	201.745	251		
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An unstandardized coefficient is a tool that will indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. This test will examine the value of standard coefficients, whether it is less or greater than 0.05. The following **Table 24** shows that the standard coefficients beta value is 0.341, more significant than 0.05.

Table 24: Unstandardized Coefficients between Extrinsic Motivation*Gender and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
Extrinsic *Gender	0.251	0.048	0.314	.000

Therefore, the null hypothesis was tested and rejected, and the alternative hypothesis been accepted as there is a significant relationship between extrinsic motivation and job satisfaction moderated by gender.

4.6.2.2 Regression relationship between Intrinsic Motivation and Job Satisfaction moderated by Gender (H5)

- Null Hypotheses:

H₀: There is no relationship between Intrinsic Motivation and Job Satisfaction moderated by Gender.

- Alternative Hypotheses:

H_{1.1}: There is a relationship between Intrinsic Motivation and Job Satisfaction moderated by Gender.

The hypothesis was tested using Linear Regression test with independent variable Intrinsic Motivation, dependent variable Job Satisfaction, and moderator variable Gender as showing in the following **Figure 4**;

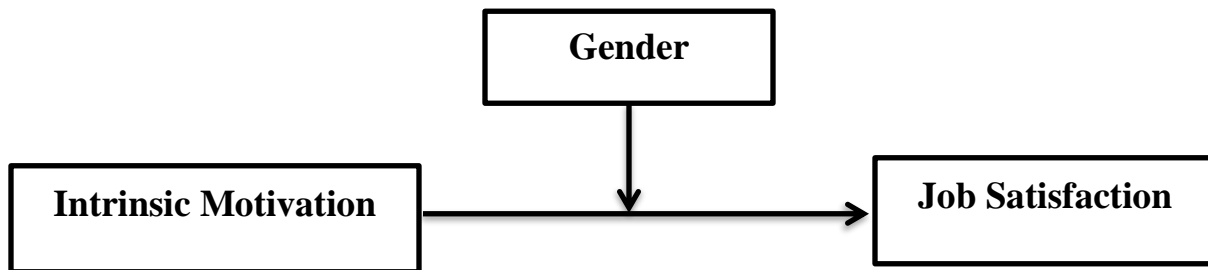


Figure 4: Moderator effect between Intrinsic Motivation and Job Satisfaction

The test Linear Regression was conducted in SPSS V.23 with the model includes interaction of intrinsic motivation and gender data (Extrinsic*Gender) and the dependent variable, job satisfaction. The following **Table 25** illustrates the model;

Table 25: Regression test variables (H5)

Model	Variables Entered
1	Intrinsic * Gender
Dependent Variable: Job Satisfaction	

The result of both r and r-square described in the following **Table 26** “Model Summary” shows a significant relationship between extrinsic motivation and job satisfaction moderated by gender.

Table 26: Model Summary (H5)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	0.461	0.213	0.210	0.79695

The ANOVA test shows that the independent variable statistically significantly predicts the dependent variable where $F(1,250) = 67.640$, $p < 0.0005$, which means the regression model is a good fit for data. Therefore, since the $p < 0.0005$, the relationship between independent and dependent variables with moderator gender is significant. Following Table 25 shows the ANOVA result;

Table 27: ANOVA between Intrinsic Motivation*Gender and Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	42.961	1	42.961	67.640	.000 ^b
Residual	158.784	250	.635		
Total	201.745	251			

Unstandardized coefficients test was conducted to examine the value of standard coefficients whether it is less or greater than 0.05. The following **Table 28** shows that the standard coefficients beta value is 0.461, more significant than 0.05.

Table 28: Unstandardized Coefficients between Intrinsic Motivation*Gender and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
Intrinsic * Gender	0.363	0.044	0.461	.000

Therefore, the null hypothesis was tested and rejected, and the alternative hypothesis been accepted as there is a significant relationship between intrinsic motivation and job satisfaction moderated by gender.

4.7 Summary of Findings

In conclusion, **Table 29** summarizes the results and findings;

Table 29: Summary of the Findings

No. of Hypothesis	Hypothesis	Significance of the test	Remark
H1	There is a positive relationship between Extrinsic Motivation and Job Satisfaction.	A positive relationship between Extrinsic Motivation and Job Satisfaction.	The null hypothesis was rejected. Alternative hypothesis accepted as there is a relationship between Extrinsic Motivation and Job Satisfaction.
H2	There is a positive relationship between Intrinsic Motivation and Job Satisfaction.	A positive relationship between Intrinsic Motivation and Job Satisfaction.	The null hypothesis was rejected. Alternative hypothesis accepted as there is a relationship between Intrinsic Motivation and Job Satisfaction.
H3	There is a direct relationship between motivation and job satisfaction.	A positive relationship between Motivation and Job Satisfaction.	The null hypothesis was rejected. Alternative hypothesis accepted as there is a relationship between Motivation and Job Satisfaction.
H4	There is a positive relationship between Extrinsic Motivation and Job Satisfaction moderated by Gender.	A positive relationship between (Extrinsic*Gender) and Job Satisfaction.	The null hypothesis was rejected. Alternative hypothesis accepted as there is a relationship between Extrinsic Motivation and Job Satisfaction moderated by Gender.
H5	There is a positive relationship between Intrinsic Motivation and job satisfaction moderated by Gender.	A positive relationship between (Intrinsic*Gender) and Job Satisfaction.	The null hypothesis was rejected. Alternative hypothesis accepted as there is a relationship between Intrinsic Motivation and

			Job Satisfaction moderated by Gender.
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CHAPTER FIVE

Conclusion and Recommendations

5.1 Introduction

This chapter concludes the research findings and results. Besides, the chapter will provide recommendations to oil companies' managers such as HR managers and line managers of other departments. In the end, the chapter presents the limitations, and future researches are mentioned.

5.2 Conclusion

This study was conducted to examine the impact of motivational factors on employee job satisfaction. Therefore, the relationships between motivation variables and job satisfaction with and without moderator variable gender were examined.

The questionnaire items of this study were developed from previous literature and questionnaires, and it was distributed to oil field employees working in Oman. Two Hundred and Fifty-Two responses were received, transferred to SPSS V.23, and analyzed to test the hypotheses.

According to Mendis (2017), there is a positive relationship between extrinsic motivation and job satisfaction, leading to a lower employees turnaround ratio. The result of this study confirmed a significant positive relationship between extrinsic motivation and job satisfaction of the employee.

Lemos & Veríssimo (2014) reported that intrinsic motivation enhances employee job satisfaction. Likewise, Zadran, Tariq & Ahmed (2014) stated that intrinsic motivation such as self-challenge keeps employees satisfied toward their job and tends to perform well. The result of this study confirmed that there is a positive relationship between intrinsic motivation and job satisfaction. Moreover, the study finds that there is a positive relationship between motivation variable (together extrinsic and intrinsic) and job satisfaction.

Based on Bellou (2010), employees' job satisfaction may vary depending on the gender of each extrinsic and intrinsic motivation. The results of this study showed a positive relationship between

extrinsic motivation and job satisfaction moderated by gender. Likewise, the study showed a positive relationship between intrinsic motivation and job satisfaction moderated by gender.

5.3 Recommendation

Based on the findings of this study, in which it was conducted to explore the impact of motivation factors on employee job satisfaction, a list of recommendations are addressed to decision-makers in Oman oil field companies and other organizations. The management of oil field companies and other organizations are advised to:

- Understand the importance of employee motivation and how it affects job satisfaction and employee performance as well.
- Set a motivation (extrinsic and intrinsic) system within the organization.
- Recognize employee's effort and performance, as fair extrinsic motivation help to enhance employee job satisfaction.
- Understanding their employees' skills and capabilities will help enhance employee's intrinsic motivation by assigning the right tasks to the right employee.
- Allow the employee to expose his/her skills and knowledge.
- Allow the employee to decide the method to accomplish the assigned work.
- Take into consideration that the work environment should not affect an employee's personal life.

5.3. Limitation and Future Study

This study explores the impact of motivation factors on employee job satisfaction, evidence from oil field companies in Oman.

The limitation faced in this study was inducted and finalized during the Covid-19 pandemic. This pandemic limited the access to distribute the questionnaire in hard copy and get instant feedback,

and to overcome this limitation, the soft version of the questionnaire been used. Also, based on the findings of this study, it has been noticed that managers are the ones who can motivate employees the most. He/she can motivate the employees extrinsically using rewards and can affect employee's intrinsic motivations by assigning the right tasks for team members. Therefore, future studies may examine the relationship between employees and managers to optimize job satisfaction.

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Appendix I

Questionnaire

<p>The Impact of Intrinsic and Extrinsic Motivation factors on Job Satisfaction</p>	<p>أثر الدافع الداخلي والخارجي على الرضا الوظيفي</p>
<p>Dear Respondents,</p> <p>I am kindly requesting your assistance to fill up this survey as it is part of my MBA final graduation thesis. The aim of this survey is to collect required data for a quantitative study of the impact of intrinsic and extrinsic motivation on job satisfaction. All collected data are confidential and will be used only for the purpose of the study. This will take 5 to 10 minutes of your time. Your time and answers are highly appreciated.</p> <p>For additional queries and clarification please do not hesitate to contact me on my e-mail: 1706223@asu.edu.om Sultan Al-Aamri</p>	<p>عزائي الموظفين, تحية طيبة</p> <p>ارجو مساعدتي في مشروع تخرجي لدراسة ماجستير ادارة الاعمال بالاجابة على الاسئلة التالية. هذه الدراسة تهدف لمعرفة مدى تأثير الدوافع الداخلية والخارجية للموظف على الرضا الوظيفي. كل المعلومات سيتم التعامل معها بشكل سري وسيتم استخدامها فقط لاغراض الدراسة.</p> <p>ستحتاج من خمس الى عشر دقائق للاجابة على هذا الاستبيان. وقتك واجاباتك محل تقدير.شكرا جزيلا</p> <p>لأي استفسارات خرى بالامكان التواصل عبر البريد الالكتروني: asu.edu.om@1706223 سلطان العامري</p>

Demographical Items بيانات عامة	Characteristic	
Age العمر	20-29	
	30-39	
	40-49	
	Above 50 أكثر من 50	
Gender الجنس	Male ذكر	
	Female أنثى	
Marital Status الحالة الإجتماعية	Married متزوج	
	Single أعزب	
Level of Education المستوى التعليمي	Diploma دبلوم	
	Degree بكالوريوس	
	Master ماجستير	
	PHD دكتوراه	
Living Area مكان السكن		
Years of Experience عدد سنوات الخبرة العملية	1 to 3	
	4 to 10	
	10 to 15	
	Above 16 أكثر من 16	
Salary Category الراتب الشهري	Less than 1,000 OMR أقل من 1,000 عماني ريال	
	1,000 - 1,500	
	1,500 - 2,000	
	2,000 - 3,500	
	Above 3,500 أكثر من 3,500	

Working Level المستوى العملي	Technician فني	
	Operator مشغل معدات	
	Engineer مهندس	
	Supervisor مسؤول	
	Coordinator مسؤول أول	
	Team Lead مسؤول أول	
Working Location مكان العمل		

Variables	No	Modified Statement in English and Arabic	Strongly Disagree	Disagree	Natural	Agree	Strongly Agree
Extrinsic Motivation	1.1	The Salaries in your organization satisfies you? الأجور في مؤسستك تحقق رضائك؟					
	1.2	Rewards lead to increase work productivity in the organization تؤدي المكافآت إلى زيادة إنتاجية العمل في المؤسسة					
	1.3	Rewards that satisfy employees expectations have a positive impact on employees loyalty to the organization المكافآت التي ترضي توقعات الموظفين لها تأثير إيجابي على ولاء الموظفين للمؤسسة					
	1.4	The individual based reward system has a positive impact on team member collaboration نظام المكافأة الأساسي الفردي له تأثير إيجابي على تعاون أعضاء الفريق					
	1.5	Reward systems motivate employees to perform their duties reasonably أنظمة المكافآت تحفز الموظفين لأداء واجباتهم بطريقة متقنة					
	1.6	There is a positive relationship between compensation practices and employee performance. هناك علاقة إيجابية بين ممارسات التعويض وأداء الموظف					

	1.7	Financial incentives motivates me more than non-financial incentives الحوافز المالية تحفزني أكثر من الحوافز غير المالية					
	1.8	The salary increments given to employees who do their jobs very well, motivates them إن الزيادات في الراتب الممنوحة للموظفين الذين يقومون بعملهم تحفزهم بشكل جيد للغاية					
	1.9	In General, my job satisfying my extrinsic motivations بشكل عام ، وظيفتي ترضي حوافزي الخارجية					
Intrinsic Motivation	2.1	In the organization, I can make decisions on work related tasks في المؤسسة, لديك القدرة والمساحة لإتخاذ القرارات المرتبطة بالعمل					
	2.2	Deciding the way to accomplish my work keeps me motivated تحديدي طريقة انجازي العمل بنفسي يحافظ على حماسي في العمل					
	2.3	I always think of new ways to do my job effectively. أفكر دائماً في طرق جديدة لأداء عملي. بفعالية					
	2.4	I feel demotivated when my work is below my usual challenge standard أشعر بالإحباط عندما يكون عملي أقل من مستوى التحدي المعتاد					
	2.5	I feel proud when accomplishing hard tasks. أشعر بالفخر عند إنجاز المهام الصعبة					
	2.6	I feel demotivated when I don't do my job in a competitive way. أشعر بالإحباط عندما لا أقوم بعلمي بطريقة تنافسية					

	2.7	I feel motivated when I am given more tasks أشعر بالحماس عندما يتم تكليفي بالمزيد من المهام					
	2.8	I feel motivated when I am given more tasks أشعر بالحماس عندما يتم تكليفي بالمزيد من المهام					
	2.9	In General, my job is satisfying my intrinsic motivation. بشكل عام ، وظيفتي ترضي حافزي الجوهري					
Job Satisfaction	3.1	Overall, I am satisfied by working in this organization. بشكل عام ، أنا راضي بالعمل في هذه المنظمة					
	3.2	My current work situation does not cause stress to my personal life. وضع عملي الحالي لا يسبب ضغطاً على حياتي الشخصية					
	3.3	My work in this organization has met my expectation. لقد حقق عملي في هذه المنظمة توقعاتي					
	3.4	If I had it to do it all over again, I would still choose to work where I do now. إذا تطلب مني ذلك، فسوف أختار العمل في هذه الشركة مرة أخرى					
	3.5	I am satisfied with the incentives provided by the organization to the employees. أنا راضي عن الحوافز التي تقدمها المؤسسة للموظفين					
	3.6	I recommended this organization to others as an excellent place to work. أوصي الآخرين بهذه المؤسسة كمكان جيد للعمل					
	3.7	I enjoy working in this organization. أنا استمتع بالعمل في هذه المؤسسة					

	3.8	I am satisfied with motivation polices in this organization. أنا راضي عن سياسات التحفيز في المؤسسة					
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Appendix II

Cronbch's Alpha

Cronbch's Alpha if item is deleted for extrinsic motivation:

Item-Total Statistics	
Item	Cronbach's Alpha if Item Deleted
I am satisfied with the salary in my organization	0.730
Rewards lead to increase work productivity in the organization	0.651
Rewards that satisfy employees expectations have a positive impact on employees loyalty to the organization	0.643
The individual based reward system has a positive impact on team member collaboration	0.664
Reward systems motivate employees to perform their duties reasonably	0.619
There is a positive relationshio between compensation practices and employee performance	0.632
Financial incentives motivates me more than non-financial incentives	0.677
The salary increments given to employees who do their jobs very well, motivates them	0.639
In General, my job satisfying my extrinsic motivations	0.678

Cronbach's Alpha if item is deleted for intrinsic motivation:

Item-Total Statistics	
Item	Cronbach's Alpha if Item Deleted
In the organization, I can make decisions on work related tasks	0.667
Deciding the way to accomplish my work keeps you motivated	0.634
I always think of new ways to do my job effectively	0.637
I feel demotivated when work is below my usual challenge standard	0.648
I feel proud when accomplishing hard tasks	0.653
I feel demotivated when do not do my job in a competitive way	0.648
I feel motivated when I am given more tasks	0.61
In General, my job is satisfying my intrinsic motivation	0.627

Cronbach's Alpha if item is deleted for job satisfaction:

Item-Total Statistics	
Item	Cronbach's Alpha if Item Deleted
Overall, I am satisfied by working in this organization	0.908
My current work situation does not cause stress to my personal life	0.934
My work in this organization has met my expectation	0.911
If I had it to do it all over again, I would still choose to work where I do now	0.908
I am satisfied with the incentives provided by the organization to the employees	0.915
I recommended this organization to others as an excellent place to work	0.906
I enjoy working in this organization	0.905
I am satisfied with motivation polices in this organization	0.91

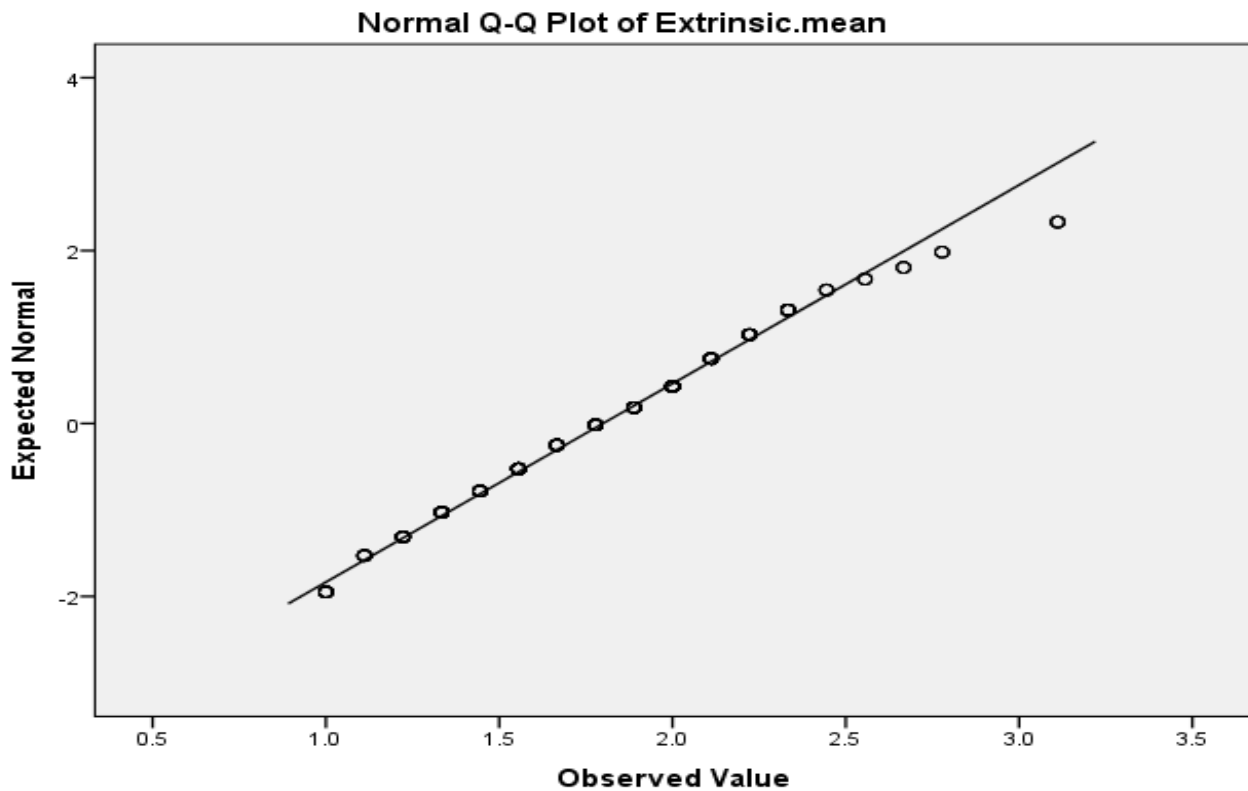
Appendix III

Normality Test

Extrinsic Motivation data

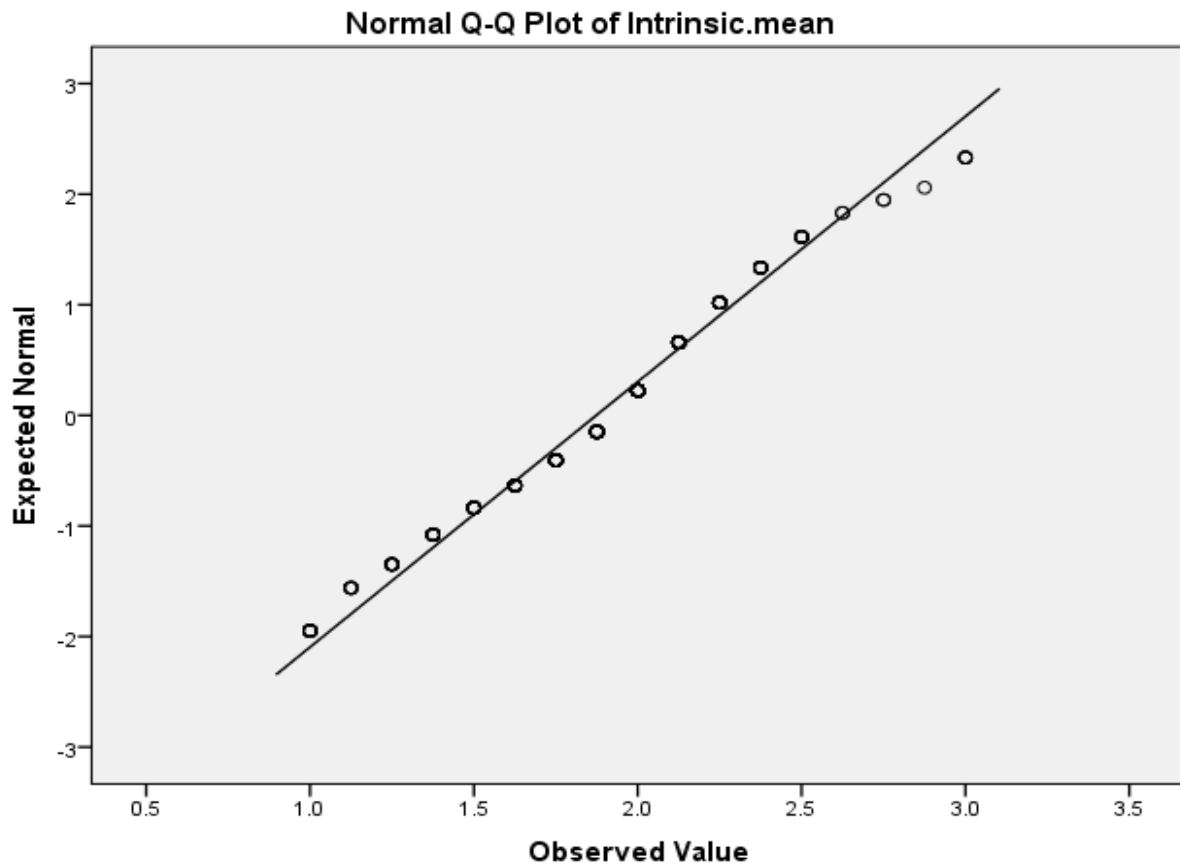
Tests of Normality Extrinsic Motivation data						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Extrinsic Motivation	0.075	252.000	0.002	0.976	252.000	0.000

a. Lilliefors Significance Correction



Intrinsic Motivation data

Tests of Normality Intrinsic Motivation data						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Intrinsic Motivation	0.127	252.000	0.000	0.971	252.000	0.000
a. Lilliefors Significance Correction						



Job Satisfaction

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Satisfaction	0.097	252.000	0.000	0.943	252.000	0.000
a. Lilliefors Significance Correction						

