



## Motivating the staff of Jazan University

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### ABSTRACT

The quality of public services and the yield of organizations are not limited to the financial investment and innovation solely. Human capital plays a critical role in the growth and excellence in institutions, but its contribution remains dependent on several factors. Its role is not limited on quantitative and qualitative accumulating, because it should be coherent and integrated in the development process. The theories of endogenous growth contributed to account for the disparity in levels of development between countries, by assuming that the extent of human capital response or inversely lack of responsiveness the economic system. This inaction is usually the prime cause of the deterioration of the quality of service and lack of satisfaction of the citizens, in addition of the lack of employee satisfaction about the circumstances of his work. Hence, arose the significance of several research about the mechanisms of reducing non-enthusiasm for the job or complacency professional and indifference. Staff of Jazan University has been chosen as a context of the empirical investigation of this study. The data has been collected using a well designed questionnaire and analyzed by SPSS program.

### Indexing terms/Keywords

Motivation, satisfaction, Quality of service, human researches, SPSS.



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## I. INTRODUCTION

At this framework, arose the importance of the theory and practice of motivation on the job and public services, since the government interests differ and vary depend on the service provided, the location and the region, we saw the necessity to address the problem of motivation, its causes and mechanisms of treatment and thrust it through the reality of stimulation in Jazan University.

We selected the university because it remains as the rest of the administrative departments, depending on human capital significantly and therefore stimulus policies if succeeded would have significant positive impact on the quality of service provided and the satisfaction of employees and on the role of university as pillars of science and knowledge, hence, motivation should improve the functional yield and quality of service management.

To discuss the role of motivation on the productivity of the employees, we have adopted in our study an inductive approach and compared the theory with reality practical, which is reflected on the components of this study: In the first part and to sum up we target of the most important theories of employee motivation and then we studied its accordance with the reality of the staff of Jazan University in the second part of this paper.

## II. THEORITICAL FRAMWORK

Linguistically, motivating means elements and mechanisms of external urges individual to do the work and pay it to the movement. It was the definition of mental stimulation in comparison that urges and encourages individuals and even their active mobilization in their business in order to achieve the objectives of the organization. The motivating process begins by external effects on individual like offering them higher wages to achieve certain goals. According to Deckers (2010), every employee has the right to choose a group of possible behavior or factors, because the author assume that motivating is an energy stock used to achieve some specific goals.

In economics and management, motivating and its several definitions, continue to preserve the same content, that we could define as a group mechanisms adopted by the organization management (to urge employees to exert more efforts) to raise energy mental and physical stored of the employee and the mobilization of forces to urge him to provide more efforts, satisfy the employees, satisfy their needs, achieve their goals and raise their motives.

In this study, I have adopted a principal assumption survey that stimulation system remains classic and traditional for employees and useless to satisfy their needs, and pushed him to exert more efforts and to work more. (The classic assumption stresses that motivation has two principal bases in public administration: a sense of pride to serve the community on the one hand, and the desire to upgrade from a second hand.

## III. IMPROTANCE OF MOTIVATION

1. The motivation is an important tool in organizations for attracting employees and satisfying them in order to improve their effectiveness.
2. Such incentives could target individuals, groups or management teams - companies - organizations to take multiple forms of financial and non-financial, positive or negative, tangible and intangible. Financial incentives embedded in labor contracts and represented in payments directly from employers to workers as wages, bonuses and loans (kingma 2003. P3.).

## IV. MOTIVATION CONCEPT IN THE ECONOMY

The individual yield and productivity at work are subject to several human and economic data. Motivation becomes the prime strategy adopted by human resources to raise the effectiveness of the individual in production. The theme of motivation is an old concept cited by several studies about individual behavior at work, because it represents an important tool in the creation of value-added in the economy and in society in general.

## V. DEFINITION OF MOTIVATION

We can define motivation as exciting the behavior of the individual in his work to achieve certain goals may be economic or social. As we can define the concept of motivation as a means used by human resource management, based on the development of individual's desire to exert greater effort at work, so as to achieve the objectives of the organization.

And we can also define motivation as a process or method of specific management, used also in human resources management department to create opportunities and means for workers, to raise their desires to work through creating a specific motive, which push the employee to provide more efforts in his work to satisfy his needs.

The definition of stimulus that could be adopted in this research, focuses on encouraging staff to do more efforts in their job and achieve a specific goal in the organization. According to this definition, the influential motive is generated through a psychological need to feel a particular sense that would raise its performance, such as a sense of the extent of its effectiveness, efficiency and acceptance in the enterprise. We can argue that we could not motivate workers directly, but we can utilize some intermediary means that can play the role of catalyst.



According to many scientific theories concerned with interpreting the motivation, which is focused on identifying the causes of behavioral and psychological factors of motivation, which includes the following concepts:

1. Capacity: To sum up, it includes the scientific and practical skills of the worker that reflect his qualifications and competencies and that finish by improving its performance at work.
2. Effort: we could define it by the necessary energy and power that worker should provide to perform his work in a way contribute to achieve a particular goal in his work.
3. Desire: it is a behavior and an individual sense that increases the possibility of motivation and finish by achieving the desired goal in the organization and administration.

## VI. TYPES OF MOTIVATION

Classifying the motivation depends on some standards and criteria, and adopting several methods that could make the issue more complicated. For this reason, the current paper will be limited to two methodologies, the first based on the nature of motivation: internal or external. The second approach classify motivation in two components: tangible or intangible.

For the first method, it depends on the choice of the policy maker of the company or administration, according to the resources of the organization. For internal stimulation it is based on the individual's desire to develop itself by improving its performance to achieve a particular interest.

The external stimulation is based on a set of external factors utilized, which in turn will affect the internal factors of motivation, such as: the promotions, bonuses at work, that improve the performance of the worker and therefore, it finishes by affect his personal interest. The stimulus is considered as external forces "stimulating" because of its effect on the internal stimulation of employees.

The second method of motivation is focused on identifying the difference between material and non-material incentives (moral). For the material, it represented in satisfying the individual and concrete needs, such as: food, clothes that remains significant human need that could be affected by lifting wages, promotions and bonuses. For the moral incentives, they satisfy the intangible needs of the employee, such as the need for thanks and appreciation at work. This concept also includes satisfying social needs, like: integrity in the organization, which creates an atmosphere of cohesion and solidarity among workers. We could consider providing the opportunity for employees to participate in making decisions relating to work, as award of thanks and medals for employees like the best examples of moral incentives.

## VII. THEORIES OF MOTIVATION

We could consider the motivation field as the most important area addressed by several researchers, which contributed to the emergence of many theories to account for the basic pillars. Eventually, some authors consider motivation as human need,<sup>2</sup> from these theories, we can cite:

- a) Maslow's need hierarchy theory:
- b) Maslow consider motivating as a concept that focuses on the individual needs, the researcher arranged the different human needs by importance, using the shape of a pyramid on five types, namely as follows:
- c) Physiological needs: It is related to the basic necessities and the elements of Human life, for example: food, water, air, shelter and clothing. Any institution needs to meet these necessities, through attributing wages and salaries covering these needs and should encourage workers through providing housing loans .
- d) Security needs: The security sense when you do the work required remains a basic condition that should be provided, limiting the risks and threats is major need for any worker. For this reason, all institutions are supporting free treatment as well as pension after retirement.
- e) Social needs: The need to create friends and colleagues at work constitute the sense of belonging for employee. For this we note that most of the companies supports creating an atmosphere of social and organize social gatherings to support the formation of these relationships between staff and work.
- f) Assessment needs: after satisfying its basic necessities, security, social, the individual becomes in need of an estimation about his work and his presence in the enterprise, the feel to be appreciated by the rest of the staff supports his sense success. For this reason, many of the institutions are in favor for rewarding employees financially and delivering them certificates of appreciation, as a way to show appreciation for the efforts made by them the added-value of the institution.
- g) Self-realization: After getting all the needs cited above, arose the self-realization need and become the prime necessity for any human through providing more effort in work and creativity.

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<sup>1</sup> Fatima Ben Kaid (2012)," The role of strategic management of human resources in the development of the competitive advantage of economic institutions Algerian - study

<sup>2</sup> Arab Forum for Human Resource management: <http://www.hrdiscussion.com/hr24573.html>



## VIII. ERG THEORY

This theory remains similar to the developments provided by Maslow in classifying the different needs as pillars of motivation for Man. According to this theory, we rearrange them to three types:

- 1) Existence needs: It is a set of needs and requirements including physiological and safety.
- 2) Relatedness needs: It constitutes the same needs classified by Maslow as social needs.
- 3) Growth needs: it is a division of needs that includes appreciation and self-realization in the theory of Maslow. Any researcher that connects the growth of human achievements with reciprocal gratitude and appreciation from the institution.

## IX. EMPIRICAL RESEARCH

The main objective of the empirical research is about to limit and define the mechanisms of motivation and the reasons for non-enthusiasm for the job or dissatisfaction in Jazan university and then attempt to find the appropriate solutions.

## X. PRESENTATION OF JAZAN UNIVERSITY

The University of Jazan is considered from the most important academic institutions that have been established in 1425 H in the region of Jazan. More than 2,000 employees are working at the University, because of the importance of its departments and scientific disciplines, which led us to conduct this study to determine the motivating factors that affect the university employees.

The future outlook for Jazan University is focused on achieving a set of objectives that we can sum up as follows:

Providing and developing a sophisticated education for its students, facilitating the access to academic excellence, Hiring skilled employees in the field of scientific research and ensure the renewal and development of its services. To achieve these objectives: the university adopted to build partnerships with prestigious universities from all over the world, and to rely on highly qualified academics and administrators to realize its leadership strategy.

Jazan University Includes nearly 60,000 students from all disciplines, it relies on many of them to fill its future needs of teachers and administrators, in addition to the generating qualified staff to meet the needs of the community at the district level and the KSA in overall.

## XI. RESEARCH METHODOLOGY

In this paper, we will rely on applying an empirical research to find out the importance of motivation in the institution, considering the Jazan University as a case of study and identifying the incentives that affect the productivity of the university staff, taking into account several types of factors affecting the motivation, such as: physical, psychological factors and employee behavior in accordance with the several types of incentives offered by the university.

The empirical investigation is focused on data collected from individual interviews with number of staff of the university. All the results mentioned are derived from the employees' answers to the questionnaire that was distributed in this study. The questionnaire consists of 15 questions which identify 3 different dimensions of the motivation. These dimensions could be presented as following:

1. Registration of employees to Jazan University.
2. Assessing productivity and upgrade.
3. Encouraging and efficiency recognition.

The conducted study is focused on the opinions of the participants in this survey. The number of participants is 50 staff workers at Jazan University.

## XII. RESULTS

The collected data of the dimensions in the survey is analysed using SPSS program, and we obtained the following results:

### The first dimension: job satisfaction by joining the staff of Jazan University:

1. 95 percent of employees who participated in the survey have satisfaction from the climate of working at Jazan University, this percentage reflects the effort made by the university to improve the yield of employees and its contribution to facilitate them tasks by providing a favorable environment, in line with the requirements of achieving an effective administrative work.
2. 65 percent of respondents are satisfied with the methods adopted by the organization to motivate its employees, although the quarter of the staff contributed in the questionnaire consider such means inappropriate to motivate them.
3. 87.5 percent think that the security means provided by the University is sufficient to ensure their safety at work.
4. The analysis of the first component of the empirical investigation conducted enabled us to infer that the bulk of employees are satisfied with their job climate at the University of Jazan. It seems that the major share of



employees are virtually satisfied about the security means offered by this institution to its workers. But there is some deny from employees about the policy formulated by the university to show its attention about motivating the staff, nearly 30 percent of them considered that the public administration is not interested to motivate them at work.

#### **The second dimension: the opinion of the staff evaluating the yield and the promotion:**

1. Nearly two-thirds of the respondents in this questionnaire are in favor of the current means followed by the university when increasing the wages of the workers. Although, the remaining one-third of the staff remains not satisfied that the increase in salaries are in accordance with their effectiveness and production at work.
2. As for the evaluation of employee productivity, the results showed that only 35 percent are satisfied with the current method followed by the university in assessing the production of its staff, noting that 40 percent of the staff are not in line with the current means of evaluation, that are rejected by a quarter of respondents.
3. Regarding promotions, half of the Participants in the interrogation are satisfied about the promotions and think that it's compatible with the efficiencies and productivity, 12.5 percent of the respondents denies these promotions.
4. In overall, we can denote the apparent discrepancy in job satisfaction of the staff at Jazan University, it arose that the bulk of officers are in line with the current evaluation process of productivity and promotion attribution. The survey shows that two-thirds of employees are satisfied with the financial motivation implemented by the University (increase in salaries and allowances). The half did not accept the promotions. They refuse the methods adopted to evaluate their productivity.
5. Therefore, we can conclude that job satisfaction in the second field conducted in the survey in Jazan University, reflected relative disagree by the bulk of the employee about the current method for assessing their performance and production.

#### **The third dimension: the encouragement and recognition of competence:**

1. The results related to this dimension demonstrated that 100 percent of the employees who participated in this survey think that the working relationship between colleagues is good, and 87.5 percent assert the existence of extensive cooperation in all the departments of the university.
2. 57.5 percent of the staff contributed in the study assert that encouraging and efficiency recognition constitutes the most significant elements of working at the University of Jazan. The staff remains in accordance with the current method implemented by the university to reward its employees.
3. 52.5 percent of those who took part in the questionnaire thought that the policy formulated by the institution to motivate employees is effective and good, near the quarter of the respondents disagree the incentives methods of the university and are not sure about its effectiveness.
4. 57.5 percent of the staff are in favor of the motivation policy, and consolidate its contribution in supporting the overall performance and the added value of the different sections of the institution, but 15 percent refuse this policy.
5. The decision making in Jazan University continue to be bound with senior positions of the institution, and this makes participating in decision-making at the University difficult to apply despite its importance in motivating employees, 62.5 percent of the participants in the survey admit the extensive centrality of the decision at the university.

### **XIII. CONCLUSION**

The questionnaire applied to Jazan University covers various concepts related to the motivation issue: it enabled us to infer that the survey attributed prime attention to the means of financial and moral motivation, and even social needs: such as encouraging working and efficiency recognition. The in-depth analysis of the results obtained from the study shows the following:

- 1) The findings enabled us to conclude that the Jazan University is making many efforts to create an appropriate climate of working facilitating the success to its employees through maintaining safety at work, and raising the level of performance and efficiency inside the institution. From the main conclusions drawn in the empirical investigation carried out, it appears that the professional relationships between the staff are characterized by goodness and appreciation.
- 2) The motivation policy adopted by the university to improve the productivity of its employees is classified into two categories: The financial and the moral.
  - a) For the financial motivation, it's obvious that the efforts exerted by the University the satisfaction of employees about motivation reached near the two thirds of the respondents of the questionnaire.
  - b) For the moral motivation, it arose that the employee satisfaction in working about the policies formulated by the University has reached the half of respondents to the questionnaire. The ratio remains satisfactory, assuming the



efforts exerted by the university to support its motivation policies, considering the psychological and moral factors as bases to alter positively the behavior of their employees in working.

- 3) The two-thirds of respondents to the questionnaire underlines the problem of the centralized decision in the university, the study demonstrated that employees of the university would like to participate in decision-making. Although, the university was deciding its strategic orientation based on consultation style in most of the decisions through an advisory commission, composed of the Rector, agents, Deanships, and manager's centers. Every Faculty, take its decision through consulting its Council constituted by advisory bodies, and it seems that the degree of dissatisfaction from the employees was the result of distributing the questionnaire on the administrative staff executives, and were not distributed to the high staff of university, such as deans and directors of the centers.

#### **XIV. RECOMMENDATIONS**

The most significant recommendations drawn by the study are the following:

- 1) Paying attention to the following: the nature of the work - diversity - Autonomy - the importance and quality of employees and permanence or job security. However, these factors could be hampered by other elements: the bureaucracy, the lack of internal communication, lack of human and material resources and public policy.
- 2) The acceptance and the policy perception of the Ministry of Higher Education has a significant impact on motivation and satisfying the staff of the University. And it seems obvious for the university to reformulate its incentives and motivation policy in accordance with the aspirations of its employees.
- 3) The director image and his character have a profound effect on motivating employees, which are considering him as an ideal to follow.

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