

Empowering Progress and Unveiling the Impact of Satisfying Employee's Personal Needs in Saudi Arabia's Manufacturing Sector

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Abstract

This study aimed to analyze the impact of satisfying employee's personal needs on the Company Performance in the Saudi Manufacturing Sector. In particular, the researcher intended to assess the practitioners to develop their strategy to enhance employee engagement. To do that, the researcher observed the relationship between satisfying employee's personal needs on employees' performance and how it contributes to the company growth. In this context, quantitative and qualitative analyses approaches were used to address the research objectives. The researcher used an explanatory sequential mixed research design which was constructed from web-based survey and semi-structured face-to-face interviews. Accordingly, 578 employees working in different organizations in Saudi Manufacturing Sector participated in the survey questionnaires. On the other hand, for the qualitative part, 30 employees working in panel boards manufacturing factory were purposely selected to participate in face-to-face interviews. Significant relationships were observed from the quantitative analysis then verified using qualitative analysis. The findings showed that employees can positively contribute in Company effectiveness when their personal needs are satisfied. Most of the participants believed that their performance is significantly impacted if the company participates in satisfying their personal needs and that positively impacts Company progress.

Keywords: Employee's personal needs, Satisfaction, Employee's Performance, Company Growth

1. Introduction

As per the demand of modern organizations, employees need to be advanced and skillful to accomplish assigned job and achieve acceptable results. One of the most important implications that affects company effectiveness is the efficiency of all employees and to what extent they are committed to company goals. This efficiency results in some sort of sustainability in company human capital, environmental and financial dimensions. Thus, this study analyzed the relationship between the impact of company contribution in satisfying employees' personal needs on their performance and if it is related to the company growth. The researcher argued that employees' personal needs have significant impact on their performance which effects company performance. Accordingly, the independent variables in this research consisted of employees' personal needs satisfaction factors. On the other side, the dependent variable is employees' performance and its effect on the company growth. The findings are expected to contribute positively to empowering the organizational progress in the Saudi manufacturing sector.

1.1. Problem Statement

Inefficient utilization of company's resources made companies less competitive and caused unfavorable revenue decrease. Revenue growth requires improvement in resources and employees' support. Considerably, analyzing the factors that satisfy employee's personal needs can eliminate the cause of low employees' performance and reduce the waste of company existing resources. Moreover, benefits of increasing utilization level of company resources can be re-directed to acquire new market shares or products portfolio expansion. Hence, sustainable revenue growth requires efficient resources utilization.

1.2. Research Objectives

The main objective of this study is to analyze the effect of company contributions towards satisfying employees' personal needs on the growth of companies in Saudi manufacturing sector.

1.3. Research Questions

Is there a significant relationship between company contributions towards employees' personal needs and the performance of companies in the manufacturing sector of Saudi Arabia?

2. Literature Review

Interestingly, previous studies had illustrated critical factors that impact the employees' performance. For instance, employees individual desires are associated with targets attainment (Zepeda, 2013).

The employees' efficiency and effectiveness can be measured by evaluating the factors that impact the employees' performance. An organization's human resources management develop programs that enhance the employees' performance and reduce its risks on the company sustainability. These programs evaluate the employee's motivation, organizational factors, work engagement factors and employee's satisfaction factors that have direct impact on their performance (Alshahrani et al., 2015). Higher management mostly prefers to develop employees' inner self to help them in identifying their needs and wants. Thus, focusing on developing inner self is crucially utilized by organizations to develop employees' confidence, communication ability and awareness (Cottrell, 2015).

Additionally, the development of personal objectives would support the company to achieve the short-term goals and encourage the employees to work efficiently to attain long-term strategic objectives as well. Likewise, employees' specific goals move them towards obtaining the organization strategic objectives and influence the organizational competency (Kuvaas et al., 2017). Employee goals and objectives can be divided into two types. The first type is the job-related objectives or tasks that focus on achieving organizational targets and considered in employees' performance and promotion. The second type is the employee individual needs which can be divided into: Personal, Family, and Social related needs. Both types of objectives can be achieved with proper planning for both short and long terms goals (Albadri, 2016).

In addition, from the understanding of Miron-Spektor and Beenen (2015), satisfying employee's individual needs may have significant impact on employee's effectiveness. Such impact can be evaluated through either family, personal or social employee's need satisfaction. This significant positive relationship between personal goals and organizational objectives was determined with massive impact on the organizations. Correspondingly, individuals focus on joining different associations that are high in reputation with more job securities. Working in such firms increase the employees' satisfaction (Miron-Spektor & Beenen, 2015). Subsequently, employees have high concern about managing and satisfying their personal needs when performing their duties (Fulmer & Ployhart, 2014). Hence, the employees show efficient performance if they want to accomplish their personal needs (Cottrell, 2015). Hence, modern organizations are comprised of complete infrastructure that involves diverse group of people, strategies, and objectives. Therefore, firm's management in Saudi manufacturing sectors need to evaluate employees' satisfaction factors that promote their performance.

2.1. Maslow's Hierarchy of Needs

Employee's personal needs as per Maslow's Hierarchy of Needs are the description of the needs that motivate human behavior. In 1943, Abraham Maslow proposed five different kinds of human needs and ordered them from basic to more complex needs. He suggested that people must fulfill their basic needs before moving on to more advanced needs. The first level is the Physiological Needs which includes food, water, breathing and homeostasis. That is followed by Security and Safety Needs like health, avoid injury and financial security. Then, Social Needs can be targeted which are for example friendships, romantic attachments, family and social groups. The fourth level is the Esteem Needs which are the need for feelings of accomplishment, reputation, and personal worth. Finally, people reach to Self-Actualization Needs like talents, capabilities, and potentialities.

The satisfaction level of an individual is positively related with the attainment of each need fulfilment. Moreover, the personal needs satisfaction is important factor for obtaining family financial outcomes including learning, health and life quality (Jerome, 2013). At the primary level, the physical and safety need are the most significant focus for any firm or individual, which must be obtained to move forward for other desires including social needs, self-esteem, and self-actualization (EK & Mukuru, 2013). Moreover, the model given by Maslow is much productive in regulating goals as per the need of an individual in the organizations (Mangi et al., 2015).

On the other hand, Lee and Hanna (2015) research showed that the retirement security goal was more important than the self-actualization goal. They proved the relationship between human beings' psychological needs and their saving decision. However, both Self-actualization and retirement security goals had the strongest associations with saving behavior (Lee & Hanna, 2015). However, Maslow's hierarchy of needs must be examined before considering them as factor of employees' performance since they are mostly irrelevant in certain organizations. Even though, these needs affected negatively the organizational culture, human resource management and the employees' performance in Nigerian hospitals (Jerome, 2013).

2.2. Studies Done in the Area of Research Topic

2.2.1. Employees' Performance

Employee's performance was analyzed and defined in literature as job related activities that are expected to be done by the employee and how well those activities were executed (Maina, 2015).

As market competition challenges increase, organizations use performance management structure as a method to drive employees' performance improvement. The procedures of the performance management system can have direct impact on employees' downstream attitudes and behaviors. Moreover, positive association between performance management system and employees' accomplishment in the workplace was determined. However, if performance management system is not worthy, then employees would show no interest to achieve the organizational goals and further would fall to commit with organizational responsibilities (Albrecht et al., 2015).

On the other hand, firm performance was defined as the organization capability to efficiently utilize its available resources to accomplish its organizational objectives and sustain in the market. Accordingly, firm performance is presented using the financial measures like earning per share (EPS), return on asset (ROA), return on equity (ROE) and return on sale (ROS). However, return on assets (ROA) is viewed as the best indicator of firm performance in the industry (Barrick et al., 2015). Moreover, firm performance has also been measured using non-financial measures such as corporate social responsibility (CSR) efforts (Cierna & Sujova, 2015).

2.2.2. Satisfactions

There are researchers who defined the jobs or employees' satisfaction during last century. One of the old definitions was in 1938 by Hoppok & Spielgler. They defined employees' satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit their gratifications and acceptance. That can be explained by employees' happiness about their jobs (Raziq & Maulabakhsh, 2015). Hence, the happy staff can deliver the best values among customers (Fulmer & Ployhart, 2014).

On the other hand, from management point of view, the job satisfaction is the acceptable quality and quantity of the completed jobs done by the employees. For instance, in Bucharest, employees' dissatisfactions caused by monotonous jobs and pressure from clients caused weakness in the organizational performance. Moreover, dissatisfied employees search for competitors that offer better work conditions and higher incentives (Dobre, 2013). However, the negative impact of employees' dissatisfactions should not be generalized on all employees since naturally they have different behavior and attitudes. For example, some employees can be satisfied with monetary rewards, while others might be motivated with better work environment.

Other than that, personal goals are useful in creating significant associations with the partners including organization, family, and friends. That enhances employee's satisfaction.

However, earning high pay, maintaining excellent working conditions, training, and gaining other advantages lead to the organizational objectives' attainment with high employees' satisfaction. Moreover, motivated employees are positively related with their environment which satisfy their psychological needs. Consequently, employee's well-being, personal growth as well as organization's outcomes have significant positive relationship with employees' satisfaction level (Strauss & Parker, 2014). In similar case, the employees encouraged with self-satisfaction that can be enhanced through the friendly behavior, high recognition, assigning challenging goals, evaluating performance, etc. (Kuvaas et al., 2017). Thus, both personal satisfaction and employees' job satisfaction are considered as significant factors that noticeably impact their performance in executing the organizational objectives.

2.2.3. Employee's Personal Needs

The personal objectives are individual goals that person needs to achieve for personal growth, which relates to person's life or family. The individual wants to satisfy such immediate needs that belong to the primary needs of Maslow's Hierarchy model (Lee & Hanna, 2015). The personal goals are playing a tremendous role in employee's life because they encourage individual to accomplish the desired state at any cost. In an organizational scenario, employees further have their personal needs along with their employee's job-related objectives. Therefore, designing employee's job-related objectives enhances individual's satisfaction level and provides strength to achieve those objectives (Miron-Spektor & Beenen, 2015).

Precisely, personal needs can be achieved through the employee's development in the organization that merged with employee's benefits. Personal goals are supportive in accomplishing short-term organizational objectives, which further lead to achieve the company mission. Other than that, individual personal needs are concerned with self-development, safety and building strong relationships with surrounding people (Lee & Hanna, 2015). Hence, management should provide proper support and tremendous encouragement in satisfying employees' personal needs.

In addition, personal goals are generated intrinsically and have high values for individuals because of the significant association between their motives and intentions. Hence, personal goals are playing the substantial role in encouraging people for better performance to complete the assigned task or activity. In case of achieving strategic objectives, personal goals influence the individual to work progressively. The personal goals are based on the cognitive representation that is generated through the identification of psychological need,

and the environmental scenario (Lee & Hanna, 2015). Hence, fulfilling personal goals enhances the satisfaction level of the employee and creates the blink of happiness that encourages them to work more productively, which directly affect their subjective well-being.

Consequently, the subjective well-being (SWB) is the human state of mind in which the person is feeling satisfied with the positive psychological resources and stable mental health. The Subjective well-being is identified in two different perspectives namely Eudaimonia and Hedonism. Specifically, the hedonism concentrates on relieving pain and the pleasure feeling whereas, the eudaimonia approach based on the actualization of human psychology (Klug & Maier, 2014). However, there might be a conceptual overlap between job-related objectives and SWB that makes the findings generalization inappropriate.

Additionally, Klug and Maier (2014) determined the significant relationship between SWB and the employees' happiness which influence their objectives' attainment. Further, the SWB emphasizes the identification of personal goals for understanding the behavior and emotions of people in the organization to coordinate efficiently. Besides, the reaction of people is different in unlike cases. For instance, if they achieve the target, they react positively and feel satisfied whereas they respond negatively if they did not achieve. Therefore, the relationship between SWB and goal accomplishment is significant. Moreover, when the employees achieve successful results, the SWB improves remarkably (Klug & Maier, 2014).

Besides, Boat and Taylor (2015) argued that employees are the most prominent force to work on increasing organization's competitive advantages. That is because of their concern in achieving corporate goals which ultimately satisfy their personal needs. In other words, they explained and profoundly determined that individual objectives lead towards the organizational objectives likewise athletes doing on the ground for achieving their targets. Moreover, they have identified that personal objectives and organizational objectives have positive relationship, which further leads to the sustainability in achieving organizational growth. Hence, the personal needs satisfaction and strategic objectives of a firm are interlinked with each other. That leads to sustainable environment and better employees' performance (Boat & Taylor, 2015). Even though their research was assessing small sample of athletes competing in Olympic distance triathlons, the relationship between personal wants and team targets was noticed.

Furthermore, employee's personal well-being is related to organizational commitment, burnout, sickness absenteeism, work enjoyment, job satisfaction and connectedness.

The important well-being, positive psychology and eudemonic dimensions involve in the construction of employee’s full engagement (Bakker et al., 2014). Moreover, other study illustrated that some people show their full potential to maximize their productivity if their personal goals are related with organizational objectives (Duffy & Dik, 2013). Thus, the employees are innovative in their strategies to accomplish targets and provide creative tactics for attaining their personal needs along with the strategic organizational objectives (Li et al., 2014).

2.3. Conceptual Model

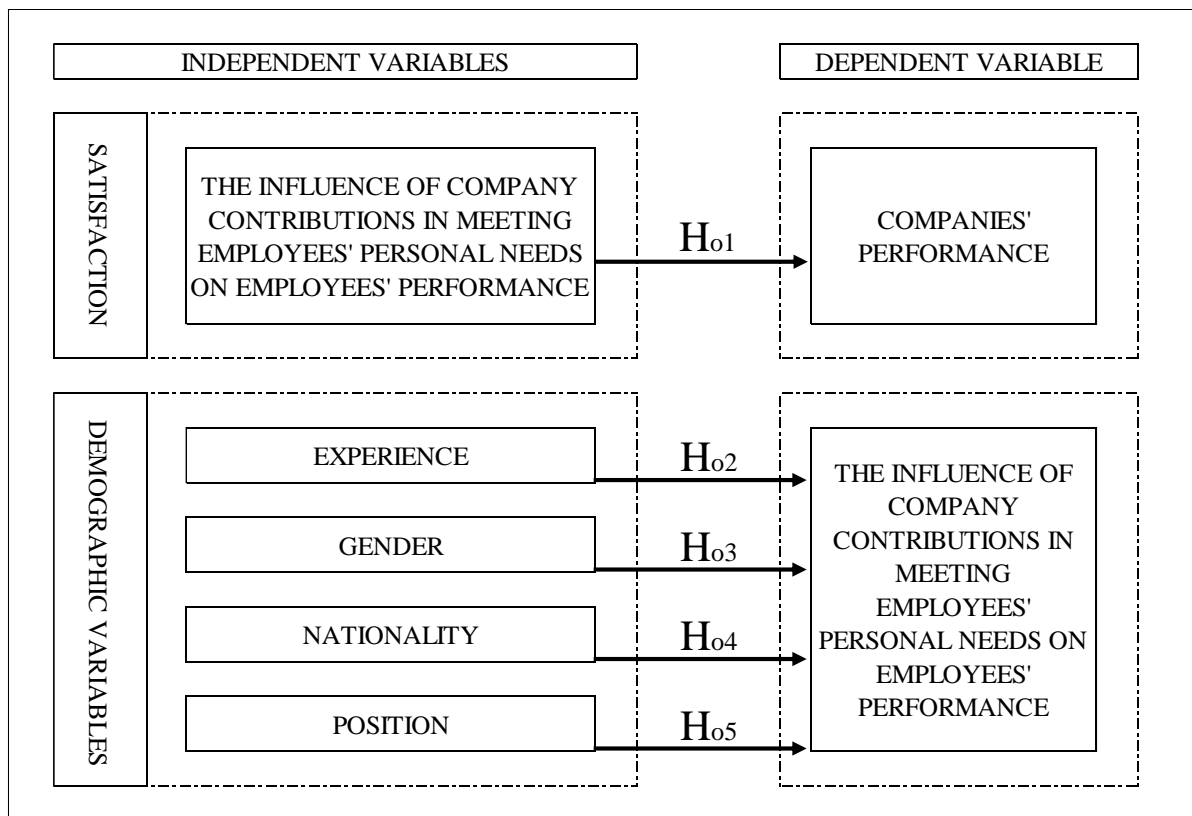


Figure 1: Conceptual diagram

2.4. Hypothesis Statement

- Hypothesis 1

Null Hypothesis (H_{01}): The influence of company contributions in meeting employees' personal needs on employees' performance has no significant relation with Companies' performance in Saudi Arabian Manufacturing Sector.

Alternative Hypothesis (H_{a1}): The influence of company contributions in meeting employees' personal needs on employees' performance has significant relation with Companies' performance in Saudi Arabian Manufacturing Sector.

- Hypothesis 2

Null Hypothesis (H_{o2}): Employees' experience is not significantly related to the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

Alternative Hypothesis (H_{a2}): Employees' experience is significantly related to the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

- Hypothesis 3

Null Hypothesis (H_{o3}): Employees' gender has no significant correlation with the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

Alternative Hypothesis (H_{a3}): Employees' gender has significant correlation with the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

- Hypothesis 4

Null Hypothesis (H_{o4}): Employees' nationality is not significantly related to the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

Alternative Hypothesis (H_{a4}): Employees' nationality is significantly related to the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

- Hypothesis 5

Null Hypothesis (H_{o5}): Employees' position has no significant correlation with the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

Alternative Hypothesis (H_{a5}): Employees' position has significant correlation with the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector.

3. Methodology

This study utilized both quantitative and qualitative research approaches, which are commonly employed in social studies. In this mixed research methods approach, data was collected sequentially, beginning with the quantitative data obtained from survey questionnaires, followed by the qualitative data gathered through face-to-face interviews. The inclusion of both data types aims to comprehensively assess the influence of company contributions towards satisfying employees' personal needs on employees' performance and, consequently, on overall company performance.

The research strategy employed in this study involved data collection and hypothesis development. Following a positivist research approach, a structured methodology was adopted to test the proposed hypotheses. The primary method of data collection was through a survey questionnaire administered to the entire population of employees working in the Manufacturing Sector in Saudi Arabia. The survey questionnaire utilized a quantitative Five (5)-point Likert scale to gather quantifiable observations. The collected data was then subjected to statistical analysis. Specifically, the survey design employed was cross-sectional in nature. The quantitative survey responses report was extracted from SurveyMonkey.com at the end of April 2019. While the face-to-face interviews were conducted at the end of May 2019.

The research strategy consists of eight steps, including a literature review to identify factors affecting employee personal needs and employees' performance in the Saudi Manufacturing Sector. A quantitative questionnaire was prepared and validated through a pilot study. Data collection was done using social media, and statistical analysis was performed. Findings were validated through a case study at a specific company, while qualitative data was collected through face-to-face interviews and analyzed using content analysis.

3.1. Population and sample

Table 1: Saudi Arabian Manufacturing Sector Labor Force Summary

GOSI-Table (3-8)	Saudi	Non-Saudi	Total
Male	210,562	851,315	1,061,877
Female	113,778	8,896	122,674
Total	324,340	860,211	1,184,551

Source: (GOSI, 2023)

According to Saudi General Authority of Statistics (2023), there are 1,184,551 employees working in the manufacturing sector in Saudi Arabia as shown in Table (1). Moreover, this sector consists of diverse types of industries and multinational employees. The industrial establishments in this sector covered different economic activities like manufacturing of food products, manufacturing of clothes, manufacturing of fabricated metal products, transformative industries, etc. Moreover, there are 13 administrative regions in Saudi Arabia. For instance, the largest region is Riyadh which has 475,340 employees while the smallest region is Al-Baha with 4,573 employees. In total, there are 266,336 employees working in the Manufacturing Sector in Eastern region (GOSI, 2023).

Table 2: Collected Primary Data Summary

Category – (Total participants = 578)		Frequency	Percentage
Gender	Female	36	6.36%
	Male	530	93.64%
Nationality	Saudi	476	82.93%
	Non-Saudi	98	17.07%
Position	Production and Site Technicians	179	31.74%
	Administrations and Engineering	235	41.67%
	Middle Management	114	20.21%
	Top Management	36	6.38%
Experience	5 years or less	95	16.78%
	6 to 12 years	148	26.15%
	13 to 19 years	156	27.56%
	20 years or more	167	29.51%

Source: Primary Data

The population for the quantitative phase is all employees who are working in Saudi Arabian Manufacturing Sector. Since population size is known, by using simple random sampling method, the sample size required for this study was estimated under confidence level of 95% and 5% margin of error as 384 participants as indicated in the sample size table issued by (The Research Advisors Web, 2006). As shown in table (2), the total participants in the shared questionnaire were 578 employees.

Additionally, for the qualitative phase, the selected Factory population is 200 employees. Specifically, purposive sampling technique was used to select the required employees for the face-to-face interviews. The researcher selected this sampling method due to the respondents knowledgeable and experience in make to order manufacturing industry. This sampling technique was followed to ensure that all population categories had equal chance to provide their feedback. Moreover, as indicated by Fridlund and Hildingh (2000), one to thirty interviewees were common sample size in qualitative studies (Bengtsson, 2016). Thus, 30 employees were selected to participate in this research face-to-face interviews.

3.2. Analysis Techniques

In the quantitative analysis, the collected data was statistically analyzed using Microsoft Excel 2016. Descriptive analysis was conducted for demographic variables, and statistical tests such as Regression, Chi-Square, Spearman's correlation, Independent Sample t-test, ANOVA and Tukey-Kramer Multiple Comparisons were employed to assess research questions and findings. For the qualitative analysis, the researcher utilized a content analysis approach to analyze the gathered data.

4. Analysis and Discussion

4.1. Hypothesis 1: Employees' personal needs effect

The objective of this study is to identify the impact of company contributions in satisfying employees' personal needs on employees' performance and company performance in Saudi Arabian manufacturing sector. That was tested in the null Hypothesis (H_{01}) which was "The influence of company contributions in meeting employees' personal needs on employees' performance has no significant relation with Companies' performance in Saudi Arabian Manufacturing Sector". While the alternative Hypothesis (H_{a1}) was "The influence of company contributions in meeting employees' personal needs on employees' performance has significant relation with Companies' performance in Saudi Arabian Manufacturing Sector". In this section, researcher analyzed the employees' opinions and feedback about five statements regarding the impact of employees' personal needs on their performance and company growth.

Table 1: Showing the results of employees’ personal needs questionnaire items

Questionnaire Items (32 to 36)		F	P
32- My company concerns about my personal needs satisfaction that impacts my targets accomplishment. M= 3.13 Mo= 4 Md= 3	TR	469	(81.14%)
	SD	53	(11.3%)
	D	97	(20.68%)
	N	115	(24.52%)
	A	145	(30.92%)
	SA	59	(12.58%)
33- My personal needs are directly linked with my job performance. M= 3.41 Mo= 4 Md= 4	TR	470	(81.31%)
	SD	24	(5.11%)
	D	87	(18.51%)
	N	108	(22.98%)
	A	175	(37.23%)
	SA	76	(16.17%)
34- There is positive relationship between my personal needs and Company effectiveness. M= 3.64 Mo= 4 Md= 4	TR	469	(81.14%)
	SD	16	(3.41%)
	D	52	(11.09%)
	N	103	(21.96%)
	A	212	(45.2%)
	SA	86	(18.34%)
35- I appreciate my manager support to satisfy my personal needs by increasing my performance. M= 3.73 Mo= 4 Md= 4	TR	471	(81.49%)
	SD	20	(4.25%)
	D	35	(7.43%)
	N	103	(21.87%)
	A	208	(44.16%)
	SA	105	(22.29%)

36- Companies should consider employee's personal needs in their strategy to increase employee's engagement. M= 4.21 Mo= 4 Md= 4	TR	471	(81.49%)
	SD	6	(1.27%)
	D	11	(2.34%)
	N	53	(11.25%)
	A	207	(43.95%)
	SA	194	(41.19%)

NOTE: M=Mean, Mo=Mode, Md=Median, TR=Total number of responders per item, SD=Strongly Disagreed, D=Disagreed, N=Neutral, A=Agreed, SA=Strongly Agreed, F=Frequency and P=Percentage)

Source: Primary Data

The descriptive analysis findings in table (3) show that the employees’ personal needs at manufacturing sector is slightly linked with the employees’ performance (cumulative mean = 3.41 out of 5). Moreover, the participants believe that there is significant relationship between personal needs and Company effectiveness (cumulative mean = 3.64 out of 5). A comparison on these items’ 2350 responses showed that the percentage of employees who opposed was 17.06 percent. While the percentage of those who were neutral was 20.51 percent. Moreover, the percentage of those who concurred was 62.43 percent. Hence, the range of percentages of the opposed employees’ group and the undecided employees’ group were lower compared to the concurred employees’ group.

Consequently, the respondents noted that they are not sure if the management concerns about the employee’s personal needs (mean = 3.13 out of 5). However, they appreciate manager when supports their personal needs by boosting their performance (mean = 3.73 out of 5). Moreover, they strongly believed that management should consider the employees’ personal needs satisfaction in the company strategy to increase the employees’ engagement (mean = 4.21 out of 5). Thus, employees’ personal needs had significant impact on the employees’ performance and linked with company progress in Saudi manufacturing sector.

Table 4: Showing the results of employees’ personal needs t-test

	Item 32	Item 35		Item 33	Item 34
Mean	3.128	3.728	Mean	3.41	3.64
Standard deviation	1.2075	1.0244	Standard deviation	1.1165	1.0128

Variance	1.458	1.0494	Variance	1.2466	1.0259
Sample	469	471	Sample	469	469
Probability P-Value	6.71E-16		Probability P-Value	0.000975	
t Stat	-16.039		t Stat	-3.3082	
t Critical two-tail	1.9625		t Critical two-tail	1.9625	
(t[938]= -16.039,p<0.05)			(t[936]= -3.3082,p<0.05)		

Moreover, to test if there is significant difference between the means of the responses about the employees’ personal needs satisfaction, two t-test were conducted as shown in table (4). Firstly, after comparing the responses between Item 32 and Item 35 about the Company management involvement in satisfying the personal needs of the employees, the P-Value from t-test was (6.71E-16) less than 0.05 and the absolute value of t-stat was (16.039) greater than t-Critical (1.9625); (t[938]= -16.039,p<0.05). Hence, there was significant difference between the data collected in Item 32 and Item 35 which was most likely reflecting the real intrinsic differences in the population, and they were not by chance.

Secondly, after comparing the responses between Item 33 and Item 34 about the association between the employees’ personal needs and employees effectiveness, as well as the effectiveness of the company, it was observed that the P-Value from t-test was (0.00097) less than 0.05 and the absolute value of t-stat was (3.308) greater than t-Critical (1.9625); (t[936]= -3.3082,p<0.05). Hence, there was significant difference between the data collected in Item 33 and Item 34 which was most likely reflecting the real intrinsic differences in the population, and they were not by chance as well. Therefore, significance relationship between employees’ personal needs satisfaction, employees’ performance, and companies’ performance in Saudi manufacturing sector was observed.

Table 5: Showing the results of employees’ personal needs ANOVA test

ANOVA	Item 32	Item 35	Item 36
Mean	3.136	3.728	4.214
Standard deviation	1.211	1.024	0.829
Variance	1.467	1.0494	0.688
Sample	471	471	471
Probability P-Value		4.699E-52	

F Value		128.6712	
F Critical		3.0021	
(F[2, 1410]=128.6712,p<0.05)			
Tukey-Kramer Multiple Comparisons	Absolute Difference	Critical Range	Results
Item 32 to Item 35	0.5923	0.1576	Different
Item 32 to Item 36	1.0785	0.1576	Different
Item 35 to Item 36	0.4862	0.1576	Different

Additionally, ANOVA test was conducted to compare the differences between the means of Item 32, Item 35 and Item 36 as shown in table (5). After comparing the responses about management supporting employees’ personal needs, the P-Value from ANOVA test was (4.699E-52) less than 0.05 and F-value was (128.6712) greater than F-Critical (3.0021); (F[2, 1410]=128.6712,p<0.05). Hence, there was significant difference between the data collected in Item 32, Item 35, and Item 36. Moreover, Tukey-Kramer multiple comparisons test was conducted and led to differences accrued between these three items. Therefore, the means of the collected data about management supporting employees’ personal needs were most likely reflecting the real intrinsic differences in the population, and they were not by chance. Hence, companies should consider employee's personal needs in their strategy to increase employee's engagement.

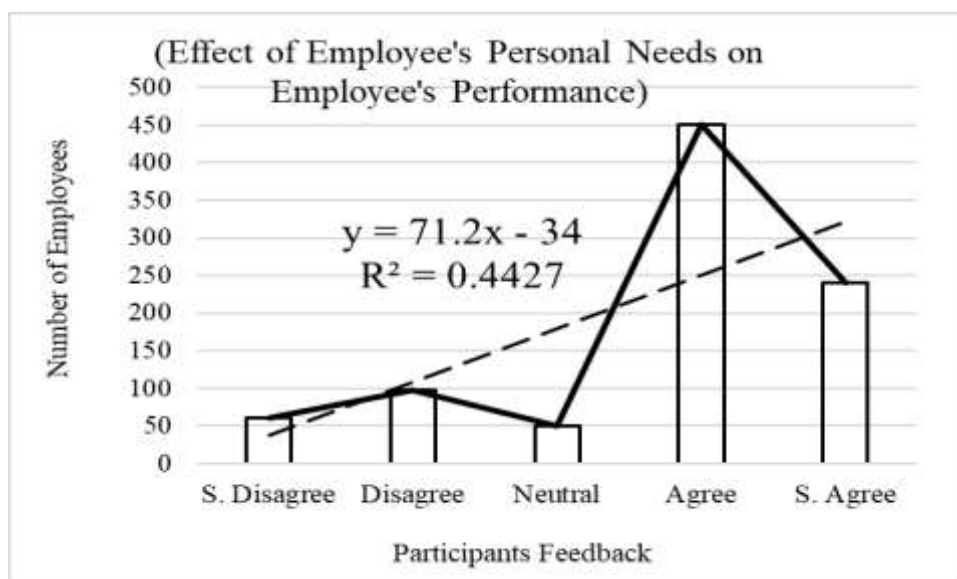


Figure 2: Responses analysis between employees’ personal needs and employee’s performance

Additionally, in order to determine the influence of satisfying employees’ personal needs on company’s performance, the regression analysis was conducted. The first test was comparing the relationship between the respondents’ feedback and number of respondents. Clear trend was observed as shown in figure (2). Specifically, when respondents’ feedback changed from strongly disagree toward strongly agreed, number of employees who are considering the employees’ personal needs as important factor that impact employees’ performance were increased.

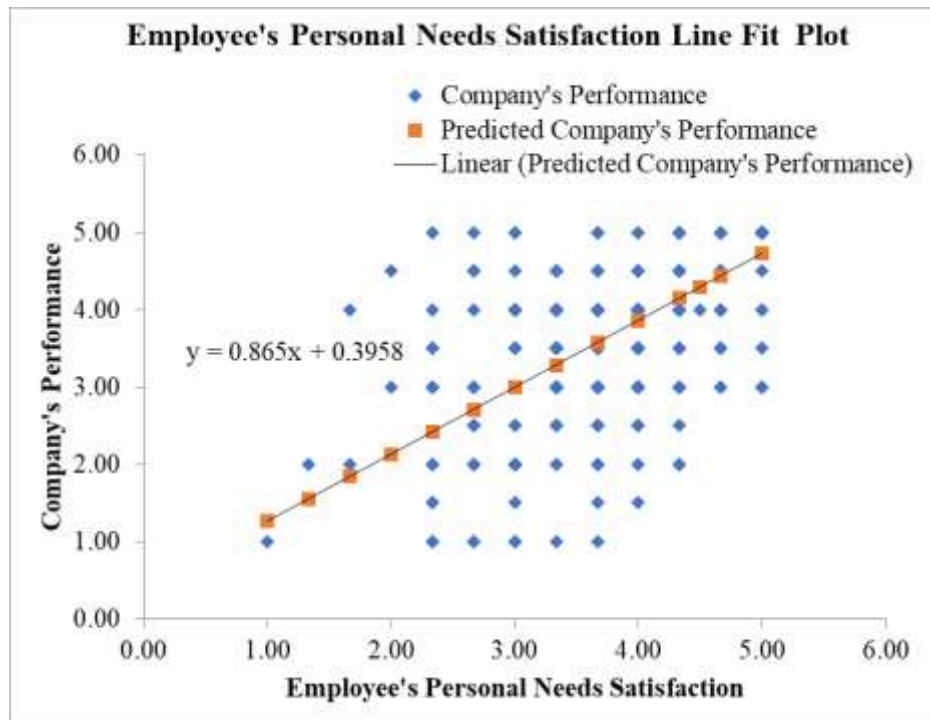


Figure 3: Regression analysis between employees’ personal needs satisfaction and company’s performance

Secondly, the relationship between respondents’ feedback about management contribution in satisfying employees’ personal needs and their responds about company performance was tested using regression test as presented in figure (3). The results are summarized in table (6).

Table 6: Showing the results of employees’ personal needs regression test

Employee's Personal Needs Satisfaction and Companies' Performance Regression Statistics (Means)			
Multiple R	0.6884	t-Stat	22.7805
R Square	0.4739	F-Value	518.95
P-value	2.2E-82	Lower 95%	0.7905

Observations	578	Upper 95%	0.9396
Linear Equation		Y = 0.865 X + 0.3958	
(r=0.6884, F[1, 576]=518.9499,p<0.05)			

According to the results summarized in table (6), the P-value was (2.2E-82) less than 0.05 which indicates a significant association between employees’ personal needs satisfaction and companies’ performance. On the other hand, the correlation coefficient R was (0.6884) not close to one which indicates feeble linear relationship. Therefore, the employees’ personal needs satisfaction was controlling somehow the companies’ performance at Saudi manufacturing sector. Even though, (r = 0.6884, F[1,576] =518.9499, p<0.05) the model was significant. Moreover, the coefficient of determination (R Square = 0.4739) explains that 47.39 percent variance in companies' performance was accounted by employees’ personal needs satisfaction. Therefore, the null hypothesis (H₀₁) “The influence of company contributions in meeting employees' personal needs on employees' performance has no significant relation with Companies’ performance in Saudi Arabian Manufacturing Sector” was rejected.

4.2. The employees’ demography impact

To determine if employees’ demography is moderating the impact of employees’ personal needs satisfaction on company performance, several Chi Square analyses were conducted. Mainly, the researcher examined employees’ experience, gender, nationality and position.

4.2.1. Hypothesis 2: Employees’ experience

The Null Hypothesis (H₀₂) is “Employees’ experience is not significantly related to the impact of the company contributions towards employees' personal needs on employees’ performance in Saudi Arabian Manufacturing Sector”.

Table 7: Observation data to test experience as moderator

Experience	Opposed Employees	Undecided Employees	Concurred Employees	SUM
5 years or less	35	35	129	199
6 to 12 years	63	70	184	317
13 to 19 years	58	89	178	325
20 years or more	61	73	210	344
SUM	217	267	701	1185

Using the observed data in Table (7), the calculated Chi Square (X^2) value was (8.8393) less than the critical value (12.592); ($X^2=[6,N=1185]=8.8393,p<0.05$). That indicates the observed distribution was most likely due to chance. Hence, employee's experience was NOT significantly moderating the relationship between employees' personal needs satisfaction and companies' performance in Saudi Arabian Manufacturing Sector. Therefore, the null hypothesis (H_{02}) was NOT rejected.

4.2.2. Hypothesis 3: Employees' gender

The Null Hypothesis (H_{03}) is "Employees' gender has no significant correlation with the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector".

Table 8: Observation data to test gender as moderator

Gender	Opposed Employees	Undecided Employees	Concurred Employees	SUM
Female	15	16	45	76
Male	203	251	658	1112
SUM	218	267	703	1188

Using the observed data in Table (8), the calculated Chi Square (X^2) value was (0.1582) less than the critical value (5.991); ($X^2=[2,N=1188]=0.1582,p<0.05$). That indicates the observed distribution was most likely due to chance. Hence, employee's gender was NOT significantly moderating the relationship between employees' personal needs satisfaction and companies' performance in Saudi Arabian Manufacturing Sector. Therefore, the null hypothesis (H_{03}) was NOT rejected.

4.2.3. Hypothesis 4: Employees' nationality

The Null Hypothesis (H_{04}) is "Employees' nationality is not significantly related to the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector".

Table 9: Observation data to test nationality as moderator

Nationality	Opposed Employees	Undecided Employees	Concurred Employees	SUM
Saudi	173	212	588	973

Non-Saudi	47	54	117	218
SUM	220	266	705	1191

Using the observed data in Table (9), the calculated Chi Square (X^2) value was (3.4623) less than the critical value (5.991); ($X^2=[2,N=1191]=3.4623,p<0.05$). That indicates the observed distribution was most likely due to chance. Hence, employee's nationality was NOT significantly moderating the relationship between employees' personal needs satisfaction and companies' performance in Saudi Arabian Manufacturing Sector. Therefore, the null hypothesis (H_{04}) was NOT rejected.

4.2.4. Hypothesis 5: Employees' position

The Null Hypothesis (H_{05}) is "Employees' position has no significant correlation with the impact of the company contributions towards employees' personal needs on employees' performance in Saudi Arabian Manufacturing Sector".

Table 10: Observation data to test position as moderator

Position	Opposed Employees	Undecided Employees	Concurred Employees	SUM
Production and Site Technicians	65	75	212	352
Administrations and Engineering	88	108	318	514
Middle Management	50	57	130	237
Top Management	17	23	43	83
SUM	220	263	703	1186

Using the observed data in Table (10), the calculated Chi Square (X^2) value was (5.7194) less than the critical value (5.991); ($X^2=[6,N=1186]=5.7194,p<0.05$). That indicates the observed distribution was most likely due to chance. Hence, employee's position was NOT significantly moderating the relationship between employees' personal needs satisfaction and companies' performance in Saudi Arabian Manufacturing Sector. Therefore, the null hypothesis (H_{04}) was NOT rejected.

4.3. Findings

The researcher found that the employees' personal needs were moderating 47.39 percent of the companies' performance. That is in line with the employees' responses who predicted significant impact of employees' personal needs satisfaction on their performance.

However, reputed organizations in Saudi Arabia invested heavily in human resources enhancement programs to provide better well-being of the employees and their relatives even employee social security. Specifically, Saudi Electricity Company emphasis on employees' medical care, pension and savings plans which reflected positively by employees' loyalty, engagement and performance (Alshahrani et al., 2015). That indicates clear influencing factors to be considered by management to attain better performance from their employees and ultimately company growth. Additionally, the findings show that the employees' personal needs did not differ significantly because of employee's experience, gender, nationality or position.

4.4. Case Study and Implications

The case study was conducted in one of the panel board manufacturing factories in Dammam second industrial city. The factory population was 200 multinational employees, and the selected sample was 30 employees from deferent career level. The researcher analyzed the face-to-face interviews data using content analysis and regression test.

4.4.1. Interview questions

- a) How can the manager help you to satisfy your personal needs so that you can focus on your daily job?
- b) What is the impact of employees' performance on the company growth?

4.4.2. Employees' personal needs satisfaction and company growth

To evaluate the association between employees' personal needs satisfaction and company growth, the interviewee's feedback about both questions were examined by regression test as shown in table (11). According to the results summarized in table (11), the researcher found that the employees' personal needs satisfaction had significant effects on Factory's performance. The P-value was less than 0.05 which indicates significant association between employees' personal needs satisfaction and the Factory's performance. Moreover, the correlation coefficient R values was (0.8) close to one which indicates linear relationship. Consequently, the satisfying employees' personal needs factor was a good predictor of Factory's performance. The coefficient of determination ($R^2 = 0.83$) explains the variance in the Factory's performance due to this factor. Therefore, employees' personal needs satisfaction held to be around 83 percent variance in the Factory's performance.

Table 11: Regression test for (1) the personal needs satisfaction impact on employees’ performance and (2) the employees ‘performance impact on Factory's Performance

Multiple R	0.91	F (ANOVA)	145
R Square	0.83	Significance F	1E-12
Adjusted R Square	0.8	Lower 95.0%	0.73
Standard Error	3.4	Upper 95.0%	1.03
Observations	30		

4.4.3. Content analysis (Employees' personal needs satisfaction)

To evaluate the relationship between employees’ personal needs and employees’ performance, the interviewee’s feedback about “How can the manager help you to satisfy your personal needs so that you can focus on your daily job?” was analyzed using content analysis.

Table 12: Categories and themes from interviewees' feedback about employees’ personal needs effect on employees’ performance

	Category	Frequency	Percentage	Themes
1	Work support	14	29%	Flexible working time with manager assessment during uncertainty help the employees to satisfy their personal needs.
2	Emotional support	10	20%	Psychological prospective with manager moral support help the employees to focus on their daily job.
3	Motivation	8	16%	Appreciation motivates the employees to perform and to satisfy their personal needs.
4	Fix work environment	7	14%	Employees need better work environment to satisfy both company and personal objectives.
5	HR support	5	10%	Employees need HR empathic regulations to satisfy both company and personal objectives.
6	Assessment	5	10%	

In addition, the results shown in table (12) indicate that the considerable theme from interviewee’s feedback was related to the significant effect of employees’ personal needs on employees’

performance. Specifically, 29 percent of the participants believed that flexible working time with manager assessment during uncertainty help them to satisfy their personal needs. In addition, 20 percent of the interviewees required manager psychological and moral support to focus on their daily job. Another 16 percent of them are motivated by appreciation for performing and to satisfy their personal needs. Moreover, four (4) percent of the participants needed a better work environment while 20 percent of them emphasized the importance of HR empathic regulations to satisfy both company and personal objectives.

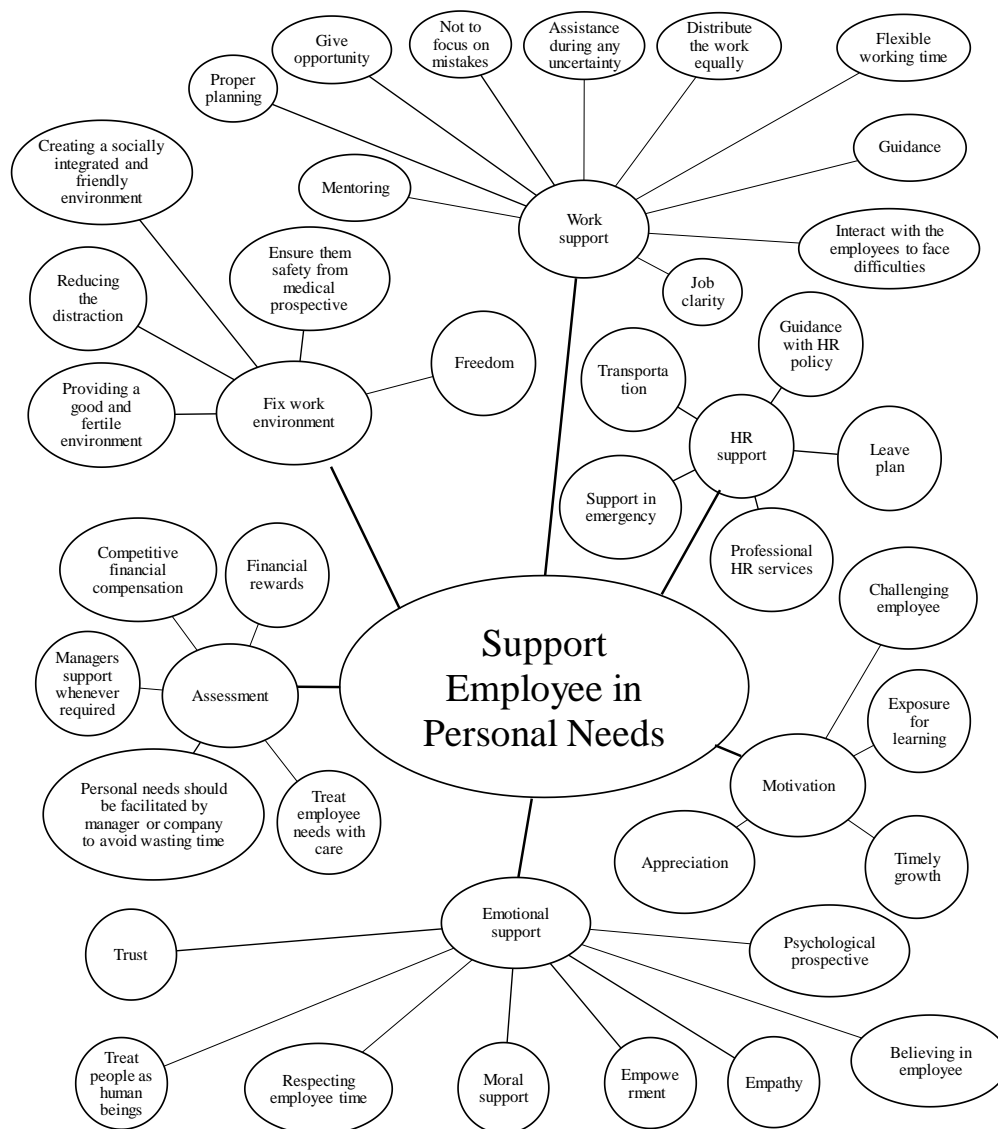


Figure 2: Code and categories conceptual map from interviewees' feedback about employees' personal needs effect on employees' performance

4.4.4. Case study findings:

Firstly, flexible working time with manager assessment satisfied the factory employees the most when they needed to attend to their personal needs. Secondly, there was a significant relationship between the employees' personal needs satisfaction and the Factory's performance as well as between the employees' performance and the factory revenue. Thirdly, a strong leaner correlation was observed where employees' personal needs satisfaction held to be around 83 percent variance in the Factory's performance.

5. Conclusion

From the employees' satisfaction factors, researcher analyzed the relationship of employees' personal needs and companies' performance at Saudi manufacturing sector. Hence, to answer the research question "Is there a significant relationship between company contributions towards employees' personal needs and the performance of companies in the manufacturing sector of Saudi Arabia?", the researcher analyzed the null hypothesis which stated no significant impact. However, the study found significant association between employees' personal needs satisfaction and companies' performance at Saudi manufacturing sector. This infers that employee's performance in companies can be affected negatively with employees' personal problems (Saeed et al., 2013). The findings of this study could be attributed to the fact that there is strong association between well-being satisfaction and personal goal attainment (Klug & Maier, 2014). Moreover, earlier study engrained the significant relationship between employees' psychological needs of human beings and their saving decision which effect significantly their personal needs satisfaction level (Lee & Hanna, 2015). In addition, the study findings are in line with earlier scholars who stated that the managers need to seriously consider the needs of their human resources to raise their job satisfaction and improve their performance (Al-shahrani, 2015).

6. Recommendations

Remember that each employee is unique, and their personal needs may vary. It is important to approach this endeavor with empathy, flexibility, and a genuine commitment to employee well-being. If management wants to participate in satisfying their employees' personal needs, it is important to create a supportive and inclusive work environment that values employee well-being. Here are some recommendations for management:

- 1) Foster open communication: Encourage open and honest communication between management and employees. Create channels for employees to express their personal needs,

concerns, and suggestions without fear of repercussions. Regularly hold team meetings, one-on-one sessions, or surveys to gather feedback.

- 2) Flexible work arrangements: Recognize that employees have different personal needs and responsibilities outside of work. Offer flexible work arrangements such as remote work options, flexible hours, or compressed workweeks to accommodate their needs. This can help employees manage personal commitments and achieve a better work-life balance.
- 3) Employee assistance programs (EAPs): Implement employee assistance programs that provide support for personal challenges such as stress, mental health issues, financial problems, or relationship difficulties. EAPs often include counseling services, referrals to external resources, and educational materials to help employees navigate personal challenges.
- 4) Training and development opportunities: Invest in training and development programs that go beyond job-related skills. Offer workshops or seminars on personal development topics like stress management, work-life balance, communication skills, or financial literacy. This shows employees that you care about their personal growth and well-being.
- 5) Recognition and rewards: Acknowledge and appreciate employees' personal achievements and milestones. Celebrate birthdays, work anniversaries, and other significant events. Recognize employees' efforts and accomplishments publicly and provide rewards or incentives to encourage a positive work environment.
- 6) Workload management: Monitor employees' workloads and ensure they are manageable. Excessive workloads can lead to stress and burnout, negatively impacting personal well-being. Regularly assess work distribution, provide resources or assistance when needed, and encourage employees to prioritize self-care.
- 7) Empathy and understanding: Cultivate a culture of empathy and understanding within the organization. Encourage managers to listen actively, show empathy, and be supportive when employees face personal challenges. Treat employees as individuals with unique needs and circumstances.
- 8) Wellness initiatives: Promote employee wellness initiatives such as wellness programs, fitness challenges, mindfulness sessions, or access to healthy snacks. Encourage employees to take breaks, engage in physical activities, and prioritize their well-being during the workday.
- 9) Work-life integration: Instead of viewing work and personal life as separate entities, promote work-life integration. Encourage employees to find a healthy balance between their personal and professional lives by providing resources, support, and encouraging boundaries.

10) Continuous feedback and improvement: Regularly seek feedback from employees on how management can better support their personal needs. Actively listen to their suggestions and implement changes accordingly. Continuously evaluate and improve the initiatives and programs in place to ensure they meet employees' evolving needs.

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