

Impact of Non-Financial Drivers on Job Satisfaction and Their Influence on the Sustainability of Startups and Small Businesses in Saudi Arabia

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Abstract

This research investigates the impact of non-monetary factors on employee satisfaction and how these factors contribute to the sustainability and growth of startups and small businesses in Saudi Arabia. Recognizing the financial constraints often faced by these companies, the study emphasizes the importance of non-monetary incentives—such as work-life balance, recognition, career development opportunities, and a positive organizational culture—in enhancing employee satisfaction. Through a quantitative approach involving a sample of 51 participants, the research identifies key non-monetary drivers that influence job satisfaction and examines their relationship with organizational performance, employee retention, and overall business success. The findings highlight that factors like recognition and career advancement are crucial for fostering a motivated and committed workforce, which is essential for the long-term sustainability of startups and small businesses. The study contributes to the broader discourse on employee satisfaction within the context of Saudi Arabia's evolving entrepreneurial landscape and offers actionable recommendations for business leaders and policymakers to support the sustainability and growth of these enterprises, in alignment with the goals of Saudi Vision 2030.

Keywords: Job Satisfaction, Sustainability, Startups Businesses, Small Businesses, Saudi Arabia.

First Chapter:

Introduction

In the dynamic and competitive landscape of modern business, startups and small businesses play a crucial role in driving innovation, economic growth, and job creation. Saudi Arabia, in its ambitious Vision 2030, places significant emphasis on fostering entrepreneurship and nurturing small and medium-sized enterprises (SMEs) as a means to diversify its economy and reduce dependency on oil revenues. As these businesses strive to establish themselves and achieve sustainable growth, understanding the factors that influence employee satisfaction becomes paramount.

Traditionally, monetary compensation has been considered the primary driver of employee satisfaction and motivation. However, recent research suggests that non-monetary factors, such as work-life balance, recognition, professional development opportunities, and a positive organizational culture, are equally, if not more, significant in enhancing employee satisfaction. These factors not only contribute to the well-being and productivity of employees but also play a crucial role in reducing turnover rates and fostering loyalty, which are vital for the long-term sustainability and growth of startups and small businesses.

The unique challenges faced by startups and small businesses in Saudi Arabia, such as limited financial resources, high competition, and the need to attract and retain talent, underscore the importance of leveraging non-monetary factors to boost employee satisfaction. By focusing on these factors, businesses can create a motivated and engaged workforce, which is essential for achieving organizational goals and maintaining a competitive edge in the market.

This research aims to explore the impact of non-monetary factors on employee satisfaction within the context of startups and small businesses in Saudi Arabia. It seeks to examine how these factors contribute to the overall sustainability and growth of these enterprises. Through a comprehensive analysis, this study will provide insights into the key non-monetary drivers of employee satisfaction and offer practical recommendations for business leaders and policymakers to foster a conducive environment for the flourishing of startups and small businesses in the region.

Aligned with Saudi Vision 2030, which emphasizes the development of a vibrant society, a thriving economy, and an ambitious nation, this research underscores the significance of nurturing human capital and fostering an entrepreneurial ecosystem. Vision 2030 aims to create an attractive business environment, support innovation, and enhance the quality of life for all citizens. By shedding light on the significance of non-monetary factors, this research aspires to contribute to the broader discourse on employee satisfaction and its critical role in the sustainability and growth of entrepreneurial ventures. Understanding these dynamics is essential for developing strategies that not only enhance employee well-being but also drive the success and longevity of startups and small businesses in Saudi Arabia, thereby aligning with the strategic objectives of Vision 2030.

Study Problem

The sustainability and growth of startups and small businesses are crucial to the economic development of any country, including Saudi Arabia. However, these enterprises often face unique challenges that can hinder their progress. A significant challenge is employee satisfaction, which greatly impacts organizational success. Many of these companies struggle to retain employees long-term due to limited capital for competitive salaries, leading to high turnover rates and low morale. This situation stymies their growth and sustainability.

Therefore, this study aims to investigate the impact of non-monetary factors on employee satisfaction and how this, in turn, influences the sustainability and growth of startups and small businesses in Saudi Arabia. By identifying the non-monetary drivers of employee satisfaction and understanding their effects on organizational outcomes, this research seeks to provide actionable insights that can help entrepreneurs and business leaders create the most suitable employee profiles and implement effective programs to boost satisfaction. Ultimately, this study aspires to contribute to the broader discourse on enhancing the performance and longevity of startups and small businesses in Saudi Arabia through improved employee satisfaction.

Study Importance

Understanding the impact of employee satisfaction on the sustainability and growth of startups and small businesses in Saudi Arabia holds significant importance for several reasons:

1. Scientific (Theoretical) Importance:

Advancement of Knowledge:

The study contributes to the theoretical understanding of how nonmonetary factors influence employee satisfaction and, consequently, the sustainability and growth of startups and small businesses in Saudi Arabia. This can fill a gap in existing literature and provide a focus reference for such companies.

Correlation Between Satisfaction and Performance:

By examining the relationship between employee satisfaction and organizational performance, the study reinforces and adds to existing theories that link employee wellbeing with business success. It highlights the importance of nonmonetary factors, providing a detailed understanding that can inform future research.

Framework for Further Research:

The study offers a foundation for future research by identifying key nonmonetary factors that influence employee satisfaction in startups and small businesses. This can guide subsequent studies in exploring these factors across different industries and cultural contexts.

2. Practical (Applied) Importance:

Talent Acquisition and Retention:

The findings can help startups and small businesses in Saudi Arabia develop effective employee satisfaction programs that enhance talent retention and development. By focusing on nonmonetary factors, businesses can create an attractive work environment that fosters long-term employee commitment and innovation. Additionally, the findings can also help these companies when it comes to acquiring talents by understanding which candidates would be the best fit for the company.

Improving Organizational Performance:

Insights from the study can be applied to improve operational efficiency, creativity, and collaboration within organizations. By understanding the nonmonetary factors that drive employee satisfaction, businesses can implement targeted strategies that boost performance without relying solely on financial incentives.

Economic Impact:

The study's findings can contribute to the broader economic development of Saudi Arabia by supporting the growth and sustainability of startups and small businesses. Enhancing employee satisfaction can lead to higher productivity and lower turnover rates, which in turn can strengthen the resilience and diversity of the Saudi economy.

Study Objectives

The primary objective of this study is to examine the impact of non-monetary factors on employee satisfaction and its subsequent effect on the sustainability and growth of startups and small businesses in Saudi Arabia. To achieve this overarching goal, the study has several specific objectives:

○ To Identify the Key Non-Monetary Factors Influencing Employee Satisfaction:

This objective aims to determine the various non-monetary elements, such as work-life balance, job autonomy, recognition, career development opportunities, and organizational culture, that significantly affect employee satisfaction within startups and small businesses in Saudi Arabia.

○ To Analyze the Relationship Between Employee Satisfaction and Organizational Performance:

This objective seeks to explore how employee satisfaction impacts critical organizational performance indicators, including productivity, turnover rates, customer satisfaction, and overall business success in the context of Saudi Arabian startups and small businesses.

○ To Examine the Role of Organizational Culture in Shaping Employee Satisfaction:

This objective aims to understand how different aspects of organizational culture within startups and small businesses contribute to employee satisfaction and how these cultural factors can be leveraged to enhance workplace morale and commitment.

○ To Formulate the Right Employee Profile That Fits the Startup and Small Business Environment:

This objective aims to develop a comprehensive profile of employees who are most likely to thrive in the dynamic and often challenging environments of

startups and small businesses. This profile will consider the experience and characteristics that align with the unique demands and culture of these organizations.

- To Provide Actionable Recommendations for Improving Employee Satisfaction:
Based on the findings, this objective aims to formulate practical recommendations for entrepreneurs, business leaders, and policymakers to improve employee satisfaction through non-monetary means. These recommendations will ultimately support the sustainability and growth of startups and small businesses in Saudi Arabia.

By addressing these objectives, the study seeks to provide comprehensive insights into the critical role of non-monetary factors in fostering employee satisfaction and supporting the sustainable growth of startups and small businesses in Saudi Arabia. The findings are expected to inform both academic discourse and practical strategies for enhancing workplace satisfaction and organizational resilience in the entrepreneurial sector.

Research Questions

The survey will be distributed to a sample of individuals residing in Saudi Arabia, selected using a random sampling method to ensure a representative cross-section. Conducted online via a sophisticated survey platform, the survey includes 31 crafted questions (refer to appendix 1). These questions aim to gather demographic information and insights on the topic under the research.

The questions revolve round the following main questions:

- 1. What are the Non-Financial Factors That Influence Employee Satisfaction in Startups and Small Businesses in Saudi Arabia?**

This question seeks to identify the non-financial factors (such as work environment, opportunities for career advancement, work-life balance, etc.) that have a positive or negative impact on employee satisfaction.

2. How Does Employee Satisfaction Affect the Performance and Sustainability of Startups and Small Businesses in Saudi Arabia?

This focuses on the relationship between employee satisfaction and overall company performance, and how increasing employee satisfaction can contribute to the sustainability and growth of the company.

3. What are the Ideal Traits and Characteristics of Employees Who Can Contribute to the Sustainability of Startups and Small Businesses in Saudi Arabia?

This seeks to determine the personal and professional qualities that make employees well-suited for working in startups and small businesses, encouraging long-term retention and contributing to their sustainability.

Study Hypotheses

Main Hypothesis (H1): There is a positive relationship between non-monetary factors influencing employee satisfaction and the sustainability and growth of startups and small businesses in Saudi Arabia.

Explanation:

1. Non-monetary Factors:

Non-monetary factors refer to elements of the work environment and organizational culture that are not directly related to financial compensation such as:

- **Work Environment:** The workplace conditions and culture impact employee morale and productivity in startups and small businesses in Saudi Arabia.
- **Opportunities for Career Advancement:** Clear paths for promotions and skill development programs motivate employees, supporting retention.
- **Work-Life Balance:** Flexible schedules and wellness programs helping employees manage work and personal life.
- **Recognition and Rewards:** Acknowledging achievements through praise and incentives.
- **Supportive Management and Leadership:** Open communication and empowerment from leaders build trust and a positive work culture.
- **Clear Job Roles and Responsibilities:** Defined expectations clarify roles and promote efficiency and teamwork.
- **Flexible Working and Autonomy:** Empowering employees with flexible work arrangements and decision-making autonomy.

2. Employee Satisfaction:

Employee satisfaction reflects the overall happiness, contentment, and fulfillment of employees within their roles and within the organization. It is influenced by both intrinsic (non-monetary) and extrinsic (monetary) factors.

3. Impact on Sustainability and Growth:

The sustainability and growth of startups and small businesses depend significantly on the performance, productivity, and retention of their workforce. Employee satisfaction plays a crucial role in:

- **Retention and Turnover:** Satisfied employees are more likely to stay with the organization, reducing turnover costs and maintaining continuity.

- **Productivity and Performance:** Happy employees tend to be more engaged, motivated, and productive, which can enhance organizational performance.
- **Organizational Reputation:** Positive employee experiences contribute to a favorable employer brand, attracting top talent and enhancing the organization's reputation in the market.

4. Context of Saudi Arabia:

- In the context of Saudi Arabia, where startups and small businesses are emerging and evolving rapidly, understanding the drivers of employee satisfaction beyond financial incentives is crucial. Cultural and societal factors may influence how non-monetary factors are perceived and valued by employees.

Second Chapter:

Introduction

The review of previous studies delves into the crucial role of employee satisfaction in driving organizational success, particularly within startups and small businesses. Given the resource constraints and competitive pressures faced by these organizations, understanding the impact of non-monetary factors on employee morale and retention becomes essential. This section explores existing research on the relationship between non-monetary incentives and employee satisfaction, with a specific focus on the context of Saudi Arabian startups. The insights drawn from this review will inform the research on how startups and small businesses in Saudi Arabia can leverage non-monetary factors to achieve sustainable growth.

Previous Studies

Employee satisfaction is pivotal for organizational success, particularly within startups and small businesses where resource constraints and competitive pressures

can significantly impact employee morale and retention. This review explores the relationship between non-monetary factors, employee satisfaction, and their implications for sustainability and growth in Saudi Arabian startups and small businesses.

1. Non-Monetary Factors and Employee Satisfaction

Non-monetary factors include aspects of the workplace environment that enhance employee well-being and job satisfaction. This research emphasizes key factors such as work-life balance, job autonomy, recognition, career development opportunities, and the overall work environment as essential contributors to employee satisfaction. A study by Norudin, Jannah, and Nik (2012), which surveyed 236 respondents over a two-month period in 2009, showed that job satisfaction can be influenced by motivational factors, reward systems, supervision and leadership, a supportive work environment, and industry competition. Similarly, research by Abdullah, Muhammad, and Najla (2019), which surveyed 100 employees from the Real Estate Tax Directorate in Menoufia Governorate, concluded that non-financial incentives have a significant impact on job satisfaction, while financial incentives do not.

Therefore, non-monetary factors are particularly important in startups and small businesses, where intrinsic motivators often play a more vital role than financial incentives in promoting employee engagement and commitment.

2. Organizational Sustainability and Growth

The sustainability and growth of startups and small businesses depend on their ability to attract, retain, and leverage talented employees effectively. Fostering a positive work environment characterized by robust non-monetary incentives enhances employee satisfaction and contributes to organizational resilience and long-term viability. This is crucial in Saudi Arabia's economic landscape, where

startups play a vital role in diversifying the economy and driving innovation. As Ahmed (2019) notes:

"Happy employees are naturally more loyal to the company and its goals. They tend to go above and beyond their required tasks to help achieve the company's objectives and take pride in their jobs and accomplishments within the organization. Therefore, it is important for human resources management to understand employees' needs and determine what can be offered and done to align these needs with the company's goals."

Further supporting this, Amal (2018), in her research titled "The impact of job satisfaction among workers in ready-made garment factories on performance quality," demonstrated a strong relationship between job satisfaction and performance quality, with statistical analysis showing a correlation ranging from 100% to 66.7% within the sample. She recommended implementing fair performance evaluation standards and establishing a complaint and suggestion box to gauge employee satisfaction and identify areas for improvement. These insights underscore the importance of understanding and addressing employee needs to enhance both satisfaction and overall organizational performance.

3. Contextual Factors in Saudi Arabia

In Saudi Arabia, the effectiveness of non-monetary incentives in boosting employee satisfaction is significantly influenced by cultural norms, regulatory frameworks, and socio-economic factors. The emphasis on non-monetary incentives is crucial due to the financial challenges faced by small companies. This is especially pertinent given the financial pressures that many of these businesses encounter. As Almalki (2023) notes, "SMEs face an increasing number of fees and fines from the government, and multiple interview transcripts illustrate the impact

that this has had on the daily running of their business, causing stress, anxiety, and financial concern".

Additionally, in addressing the same issue, Majed (2023) highlighted in his study on the main challenges encountered by startups in Saudi Arabia that the primary challenge identified is securing funding, with Saudi startups placing significant importance on product innovation. This financial strain underscores the need for non-monetary strategies to retain and satisfy employees, as monetary rewards may not always be feasible in such constrained environments.

This study aims to address the lack of references that connect the relationship between non-monetary factors, job satisfaction, and the sustainability of startups and small businesses in Saudi Arabia. It will explore the impact of seven non-monetary factors—work environment, career advancement opportunities, work-life balance, recognition and rewards, supportive management and leadership, clear job roles, and flexible working—on employee satisfaction within these companies. By examining these factors, the research will provide insights into how non-monetary incentives can be utilized to boost employee satisfaction, thereby supporting the sustainability and growth of these businesses.

Theoretical Foundations of the Study

The theoretical framework for this study is grounded in several interrelated concepts and theories that provide a foundation for understanding the impact of non-monetary factors on employee satisfaction, and subsequently, on the sustainability and growth of startups and small businesses in Saudi Arabia.

1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is a psychological theory that categorizes human needs into five levels: physiological, safety, social, esteem, and self-actualization. According to this theory, individuals are motivated to fulfill their needs in a

hierarchical order, starting with basic physiological needs and moving towards self-actualization. In the workplace, non-monetary factors such as job security, social belonging, recognition, and opportunities for personal growth align with the higher levels of Maslow's hierarchy.

This theory is pertinent to the study as it explains why non-monetary factors are crucial for employee satisfaction, particularly in startups and small businesses, where financial rewards may be limited. By satisfying higher-level needs, organizations can enhance employee motivation and satisfaction, leading to better organizational outcomes.

2. Expectancy Theory

Expectancy Theory, formulated by Victor Vroom, suggests that an individual's motivation is determined by the expectation that a particular behavior will lead to a desired outcome. The theory is based on three key components: expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to a reward), and valence (value of the reward).

In the context of non-monetary factors, Expectancy Theory explains how employees' expectations regarding the relationship between their efforts and the rewards they receive (such as recognition, career development, or work-life balance) can influence their overall satisfaction and performance. The theory supports the idea that startups and small businesses can enhance employee satisfaction by clearly linking non-monetary rewards to performance outcomes.

3. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, serves as a central component of the theoretical framework. This theory posits that job satisfaction and dissatisfaction are influenced by two distinct sets of factors: motivators and hygiene factors. Motivators, which include elements such

as recognition, career advancement, and job autonomy, are directly linked to employee satisfaction. Hygiene factors, such as company policies, work conditions, and salary, are related to dissatisfaction when absent but do not necessarily motivate employees when present.

In the context of this study, non-monetary factors can be considered as motivators that contribute to employee satisfaction. By identifying and analyzing these motivators, the study aims to understand how they affect the overall satisfaction of employees in startups and small businesses, which in turn influences organizational performance and growth.

4. Sustainable Development Theory

Sustainable Development Theory is relevant to the overarching goal of promoting the sustainability and growth of startups and small businesses. This theory emphasizes the need for businesses to operate in a manner that meets the needs of the present without compromising the ability of future generations to meet their own needs. In the context of employee satisfaction, the theory supports the idea that sustainable business growth can be achieved by fostering a work environment that prioritizes employee well-being and satisfaction, which in turn enhances organizational performance.

5. Job Characteristics Model

The Job Characteristics Model (JCM) highlights five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—that contribute to job satisfaction and motivation. This model provides a framework for understanding how specific job-related factors can be optimized to enhance employee satisfaction. The study utilizes JCM to examine how non-monetary factors such as job autonomy and feedback contribute to employee satisfaction in the context of startups and small businesses.

6. Self-Determination Theory (SDT)

Self-Determination Theory (SDT) posits that individuals are motivated by three innate psychological needs: autonomy, competence, and relatedness. When these needs are met, individuals experience higher levels of intrinsic motivation, engagement, and satisfaction. In the context of this study, non-monetary factors such as job autonomy, opportunities for skill development, and a supportive work environment align with the principles of SDT.

SDT provides a framework for understanding how the fulfillment of these psychological needs through non-monetary incentives can lead to increased employee satisfaction and organizational commitment, which are crucial for the sustainability and growth of startups and small businesses.

Application to Study Objectives

The integration of these theories provides a comprehensive framework for addressing the study's objectives:

- **Identification of Key Non-Monetary Factors:** The combination of Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Job Characteristics Model facilitates the identification of non-monetary factors that significantly impact employee satisfaction.
- **Examination of Organizational Culture:** the Self-Determination Theory enriches the analysis of how organizational culture influences employee satisfaction and retention.
- **Analysis of Employee Satisfaction and Organizational Performance:** Expectancy Theory, offers insights into how non-monetary factors drive employee behavior and impact organizational performance.

- **Formulation of Employee Profile:** Maslow's Hierarchy of Needs Theory supports the development of an employee profile that aligns with the specific needs and characteristics of the startup and small business environment.
- **Actionable Recommendations:** Drawing from the theoretical insights, the study aims to propose practical recommendations for improving employee satisfaction through non-monetary means, thereby supporting sustainable business growth.

This theoretical framework anchors the study in well-established theories that collectively provide a robust foundation for understanding the impact of non-monetary factors on employee satisfaction and the subsequent effect on the sustainability and growth of startups and small businesses in Saudi Arabia. The integration of these theories allows for a comprehensive analysis that addresses the study's objectives while contributing valuable insights to both academic research and practical business strategies.

Third Chapter:

Introduction

This study employs a quantitative approach to investigate the impact of non-monetary factors on employee satisfaction in startups and small businesses Saudi Arabia. Utilizing a survey design, data will be collected from 51 participants working across various industries, providing diverse insights into job satisfaction. A structured questionnaire distributed via Google Forms ensures efficient and broad data collection. Descriptive and inferential statistical methods will analyze the data to identify key trends and relationships. Ethical considerations, including confidentiality and informed consent, are rigorously followed. The study's focus on the Saudi context allows for an exploration of how local cultural and economic factors influence job satisfaction. Despite limitations such as sample size and survey methodology, the

research offers valuable insights into non-monetary factors affecting employee satisfaction and organizational sustainability in the region.

Methodology and Research Methods

This study employs a quantitative research methodology to investigate the impact of non-monetary factors on employee satisfaction and its implications for the sustainability and growth of startups and small businesses in Saudi Arabia. The research utilizes a survey design, allowing for the collection of data at a single point in time to understand the relationships and trends associated with the research problem.

Study Community and Sample

The study community consists of individual working in startups and small businesses across various industries and living in Saudi Arabia. The sample is drawn using purposive sampling, targeting individuals who can provide insights into the influence of non-monetary factors on job satisfaction within their organizational contexts. The sample size includes 51 participants, ensuring diversity in terms of industry, role, and experience, which allows for a broad understanding of the non-monetary factors affecting job satisfaction.

Data Collection Method

Data will be collected using a structured survey questionnaire. The questionnaire comprises 31 questions, including demographic inquiries and multiple-choice questions (MCQs) designed to assess the participants' perceptions of the non-monetary factors that impact their job satisfaction. Google Forms platform will be utilized to create and distribute questionnaire electronically. This method allows for efficient data collection across a wide range of respondents, ensuring a diverse sample.

Statistical Methods for Data Analysis

The survey data will be analyzed using descriptive statistics to summarize the demographic characteristics and the overall trends in the responses. Comparative analysis will be employed to identify significant differences in job satisfaction levels across various non-monetary factors. Additionally, correlation analysis will be used to explore relationships between the different non-monetary factors and job satisfaction. Additionally, an OpenAI tool will be employed to assist with data analysis and interpretation. This tool will support identifying key themes from qualitative data, generate insights from survey results, and support the drafting and refinement of the research report. Utilizing AI enhances the analysis process for greater efficiency and depth, ensuring a comprehensive examination and presentation of the data and preparing this research as a whole.

Ethical Considerations

Ethical guidelines will be rigorously followed throughout the research process. Participants will be provided with clear information about the study's objectives, confidentiality protocols, and their right to voluntary participation. Informed consent will be obtained before data collection begins, and anonymity and confidentiality will be strictly upheld to protect the participants' privacy.

Research Population

The research population for this study includes all individuals working or living in Saudi Arabia across various industries. These individuals vary in terms of their roles, levels of experience, and duration of employment. The population encompasses a diverse range of people from different company sizes in the country. The research does not limit itself to specific demographics such as age or gender, ensuring a broad representation of the workforce in this location.

Research Limits

1. Geographical Scope:

The research will focus solely on individuals living or working in Saudi Arabia. This geographical limitation means that the findings will be specifically relevant to the Saudi business environment and culture. It also allows the research to consider local economic conditions, regulations, and cultural factors that may influence job satisfaction.

2. Sample Size:

The study will include a sample size of 51 participants in Saudi Arabia. This relatively small sample size is intended to provide an in-depth exploration of the non-monetary factors affecting job satisfaction but may limit the generalizability of the findings to a broader population.

3. Non-Monetary Factors:

The research will focus on seven specific non-monetary factors out of many that can influence job satisfaction: Work environment, Opportunities for career advancement, Work-life balance, Recognition and rewards, Supportive management and leadership, Clear job roles and responsibilities, and Flexible working and autonomy. By concentrating on these selected factors, the study aims to demonstrate the impact of each on job satisfaction and, consequently, on the sustainability and growth of startups and small businesses.

4. Time Frame:

The study is conducted within a specific period (one month). This time limitation ensures that the data reflects current conditions and trends, making the findings relevant to the present-day challenges faced by startups and small businesses in Saudi Arabia.

5. Cultural Context:

The study will be influenced by the cultural norms and values prevalent in Saudi Arabia. Cultural factors such as the importance of job security, the role of family, and the significance of hierarchical structures in the workplace might shape how employees perceive non-monetary benefits. Recognizing this cultural context ensures that the findings are relevant and appropriately interpreted.

6. Data Collection Method:

The research relies on surveys, which, while effective for broad data collection, limit the depth and richness of insights. Predefined response options may not fully capture nuanced opinions or contextual factors, leading to a surface-level understanding of issues. Recognizing these limitations is crucial for accurate interpretation, as results may not reflect the full complexity of respondents' experiences. Acknowledging these constraints ensures that conclusions are both accurate and contextually appropriate within the study's scope.

Forth Chapter:

Introduction

This section presents the findings of the study, focusing on the key non-monetary factors influencing employee satisfaction, the relationship between satisfaction and organizational performance, the role of organizational culture, and the ideal employee profile for startups and small businesses in Saudi Arabia. The analysis highlights which factors are most valued by employees, how satisfaction impacts performance, loyalty, and recommendations, and the critical role of organizational culture in shaping these outcomes. The findings provide actionable insights for enhancing employee satisfaction, contributing to the sustainability and growth of these companies.

Data Analysis and Results

1. The Key Non-Monetary Factors Influencing Employee Satisfaction

One of the primary objectives of this study was to Identify the key non-monetary factors influencing employee satisfaction in startup and small companies in Saudi Arabia. The following table summarizes the findings:

TABLE (1): The Key Non-Monetary Factors Comparison

Non-Monetary Factor	Number of Responses
Recognition and rewards	14
Opportunities for career advancement	12
Work environment	8
Work-life balance	6
Clear job roles and responsibilities	4
Flexible working and autonomy	4
Supportive management and leadership	3

The above table provides a clear visual representation of which non-monetary factors respondents believe should be prioritized to improve overall employee satisfaction:

- Recognition and rewards and Opportunities for career advancement stand out as the top priorities.
- Work environment and Work-life balance are also important but were selected by fewer respondents.
- Clear job roles and responsibilities was selected by a smaller number, indicating it might be less of a concern compared to the other factors.

Theoretical Link

Maslow's Hierarchy of Needs: This theory posits that individuals have different levels of needs, from basic (physiological) to self-actualization. Recognition and rewards satisfy esteem needs, while opportunities for career advancement contribute to self-actualization.

2. The Relationship Between Employee Satisfaction & Organizational Performance

In analyzing the relationship between employee satisfaction and various aspects of organizational performance, such as perceived performance impact, loyalty, and willingness to recommend the company, several key trends have emerged.

Observations

❖ Job Satisfaction vs. Influence on Performance:

The trend shows that out of the respondents, many who reported higher job satisfaction levels also indicated that non-monetary factors positively influenced their performance. Specifically:

- **20 Respondents** felt that job satisfaction very positively impacted on their performance.
- **14 Respondents** reported a positive influence on performance.

This suggests that a significant portion of the workforce believes that their satisfaction is directly linked to better work performance.

❖ Job Satisfaction vs. Influence on Loyalty:

The data indicates that employees with higher satisfaction levels are more likely to express strong loyalty to their company:

- **21 Respondents** indicated that their job satisfaction very strongly influenced their loyalty.
- **13 Respondents** noted a strong positive influence.
- This shows that a substantial majority of employees who are satisfied are also highly loyal to their company.

❖ **Job Satisfaction vs. Influence on Recommendation:**

- The relationship between job satisfaction and the likelihood of recommending the company to others is also strong:
- **19 Respondents** who were highly satisfied were very likely to recommend their company.
- **15 Respondents** were likely to do so.
- This highlights that employees who are satisfied with their jobs are not only loyal but also act as ambassadors for their company by recommending it to others.

This chart suggests that a significant majority of respondents perceive non-monetary factors as having a positive or very positive impact on their willingness to go beyond job requirements. This heightened level of employee engagement and commitment, driven by these non-monetary factors, is likely to contribute to the sustainability and long-term growth of companies.

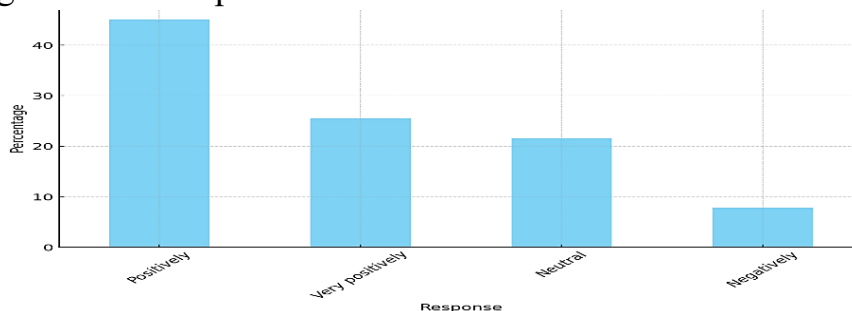


Figure (1): Impact of Non-Monetary Factors on Willingness to Go Beyond Job Requirements

By fostering a work environment that emphasizes these factors, companies can ensure a more motivated workforce, which in turn supports organizational resilience and success .

Theoretical Link:

- **Expectancy Theory:** This theory suggests that employees are motivated when they believe their efforts will lead to desirable outcomes. Satisfaction with non-monetary factors like recognition and work environment enhances the expectancy that their efforts will result in positive organizational outcomes.
- **Sustainable Development Theory:** A satisfied workforce is crucial for the long-term sustainability of an organization, particularly in startups and small businesses where human capital is a key resource.

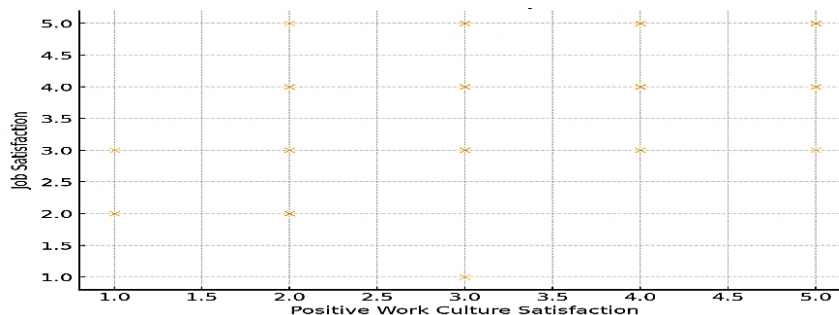
3. The Role of Organizational Culture in Shaping Employee Satisfaction

Examination of the Role of Organizational Culture in Shaping Employee Satisfaction:

The scatter plot and correlation analysis reveal the following insights:

❖ Positive Correlation:

There is a moderate positive correlation (0.59) between Positive Work Culture and Job Satisfaction. This suggests that as employees perceive their organizational



culture to be more positive, their overall job satisfaction tends to increase.

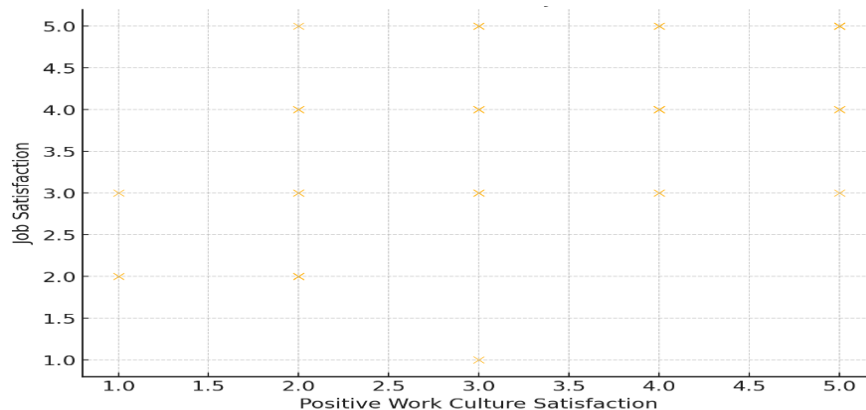
Figure (2): Positive Work Culture vs Job Satisfaction

❖ Scatter Plot Insights:

The scatter plot shows a clear trend where higher satisfaction with the organizational culture correlates with higher overall job satisfaction. This visual trend confirms the quantitative correlation, highlighting the importance of a positive work environment.

❖ Interpretation:

Organizational Culture's Impact: The data clearly indicates that a positive organizational culture plays a significant role in shaping employee satisfaction.



Employees who perceive their work culture as supportive, inclusive, and engaging are more likely to be satisfied with their jobs.

The analysis of responses related to organizational culture revealed that **Management and Leadership** had a moderate positive correlation with job satisfaction. Employees who felt supported by their management were more likely to report higher job satisfaction, which aligns with **Self-Determination Theory (SDT)** and **Herzberg's Two-Factor Theory**. A supportive work environment that fulfills

employees' needs for autonomy, competence, and relatedness significantly contributes to their overall satisfaction.

4. The Right Employee Profile That Fits the Startup and Small Business Environment

The majority of respondents were male (54.9%) and within the 26-35 age group (51%). Most respondents were single (76.5%) and held a Bachelor's degree (68.6%). This demographic profile is indicative of the typical employee in a startup or small business setting in Saudi Arabia.

The ideal employee profile for startups and small businesses in Saudi Arabia emerged as follows: A mid-career professional, aged between 26-35 years, likely single, with a Bachelor's degree and 1-2 years of experience in their current company. This employee values recognition, career advancement, and a positive work-life balance, and thrives in an environment where they have autonomy and clear job roles.

Theoretical Link

- **Expectancy Theory:** The right employee profile includes individuals who have a high expectancy of achieving their career goals through the opportunities provided by the company.
- **Job Characteristics Model:** The ideal employees are those who are motivated by autonomy, skill variety, and task significance—key elements in a startup or small business environment.

Recommendations

❖ Prioritize Nonmonetary Factors:

Begin by focusing on the most critical factors identified in the data analysis, such as recognition and rewards, career advancement, and work-life balance.

❖ Contingency Employment Plan

Based on the ideal employee profile, companies should formulate strategic framework designed to address sudden workforce shortages or disruptions by quickly mobilizing temporary or alternative staffing solutions.

❖ Pilot Programs:

Start with pilot programs for new initiatives (e.g., flexible work arrangements) to gauge employee response and make adjustments before full-scale implementation.

❖ Continuous Feedback Loop:

Establish a continuous feedback loop to monitor the effectiveness of these initiatives and make improvements based on employee input.

❖ Measure Impact:

Regularly measure the impact of these changes on employee satisfaction and organizational performance, using both quantitative (e.g., surveys) and qualitative (e.g., focus groups) methods.

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Appendices

Appendix #1

Survey Results:

All respondents had answered all questions via Google Forms. The results will be found in the below links:

1. PDF Format:

https://drive.google.com/file/d/1IZDcIGa1o_L5iv8O9DX_UegsxfPCQcpF/view?usp=drive_link.

2. Excel Format:

https://docs.google.com/spreadsheets/d/1JBgFb8GNB0A7ldK9UaEiCfmgJr8JXaLM/edit?usp=drive_link&oid=102908360685806458524&rtpof=true&sd=true.