

Achievement Motivation and Its Relationship with Job Satisfaction – A Field Study of the Employees of the Directorate of State Property in Tamanrasset

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Abstract:

This study aims to explore the levels of achievement motivation and its relationship with job satisfaction based on the two scales used in the study. It also investigates the potential effects of variables such as gender, educational qualifications, and professional experience on the two main variables of the study: levels of achievement motivation and factors of job satisfaction, which are represented by five core areas among the employees of the Directorate of State Property in Tamanrasset. The researchers adopted a descriptive correlational method between the study variables (achievement motivation and job satisfaction) and used a comparative descriptive method to compare groups based on gender, educational qualifications, and professional experience and their effects on the two main study variables. The researchers selected a sample of 127 employees from an original population of about 140 employees, chosen randomly.

Keywords:

Achievement motivation, job satisfaction, State Property employees, relationship between achievement motivation and job satisfaction.

Introduction

The effectiveness of any organization is linked to the efficiency and willingness of its human resources, as they are the key factor in utilizing available material resources. Management relies on maximizing results through the rational use of both material and human resources. However, rationalizing the use of human resources is challenging due to the many variables that affect them, making it difficult for management to optimize their use. This highlights the main issue for any organization's management: identifying the factors that influence its human resources, which, in turn, reflect on the behavior of these individuals who represent the workforce in the organization.

Motivation plays a crucial role in several human phenomena within organizations. When organizations fail to foster positive motivations toward work, it leads to negative phenomena among employees, with one of the most prominent being job dissatisfaction. Despite many work-related perspectives, job satisfaction remains the most researched phenomenon in organizational behavior.

Motivation is behind every action, and managers need to understand why individuals behave in certain ways to influence them toward desired outcomes. Motivation is a complex topic because it cannot be observed or measured directly. Classical and modern theories of motivation differ in how they suggest managers can encourage effective performance from their subordinates. Managers must understand that motivation is not the only factor influencing performance; an individual's abilities and understanding of the required behavior are also crucial. The latter is referred to as role perception.

Motivation has been defined as "the process by which an organism's activity is stimulated, organized, and directed toward a specific goal." Atkinson sees motivation as an individual's willingness to exert maximum effort to achieve a particular goal. Murray defines achievement motivation as the desire or tendency to overcome obstacles and work diligently to complete difficult tasks efficiently and quickly, whenever possible.

In this study, we will explore the relationship between achievement motivation and job satisfaction among the employees of the Directorate of State Property in Tamanrasset. We will also examine how each element of job satisfaction is linked to levels of achievement motivation. Additionally, we will investigate the average differences in achievement motivation and job satisfaction levels according to the following demographic variables: gender, educational qualifications, and professional experience.

Research Problem

The study of motivation seeks to answer questions related to human nature. Behavior consists of a sequence of activities and actions, generally aimed at achieving one or more goals, though the individual may not always be fully aware of these goals. Motivations help us predict human behavior in the future; knowing a person's motivations allows us to predict their behavior in

certain circumstances. This knowledge also enables us to guide their actions toward desired goals by creating situations that evoke motivations to perform desired tasks and avoid others.

Motivation plays a vital role in various fields, such as industry, education, and psychotherapy. This is why the study of motivation-related problems, often referred to as "motivation issues," has garnered much attention.

When needs or desires are not satisfied, it can lead to instability within the organization, increasing tension. Therefore, it is evident that motivations are the desires of individuals to exert their maximum effort to achieve organizational goals. These are the internal drivers of behavior that stimulate work performance, and performance depends on the strength of the motivation.

As previous studies, such as those by Taylor and Herzberg, have indicated, there has been increasing interest in human resources, with numerous studies conducted to understand how to maximize the intellectual and productive potential of employees. However, these studies are not sufficient, as new variables constantly emerge in the process of job performance and production, such as individual differences, whether physical, intellectual, motor, or psychological. Each person has their own perception of work, their goal in performing it, and ambitions they seek to achieve, which are driven by their motivations.

This study focuses on understanding the interrelationship between achievement motivation and job satisfaction, which are central concepts in occupational psychology. Therefore, we will review previous studies that have addressed this topic, such as:

- **Hoppock's Study:** One of the first to research job satisfaction, defining it as a combination of psychological, functional, and environmental factors that make an individual satisfied with their work. Look and Porter describe it as the difference between what an individual expects to gain from their job and what they actually receive.
- **Harim's Study:** Focused on job satisfaction, providing managers with insights and ideas to improve employee attitudes toward work, the organization, salaries, supervision, and training. Many organizations use surveys to assess employee attitudes toward work-related matters and organizational strategies.

These studies highlight the importance of job satisfaction as a key factor influencing individual performance and overall organizational effectiveness. Therefore, this research focuses on investigating the relationship between achievement motivation and job satisfaction among employees of the Directorate of State Property in Tamanrasset. The central question of this study is: **What is the nature of the relationship between achievement motivation and job satisfaction among the employees of the Directorate of State Property in Tamanrasset?**

Sub-questions Derived from the Main Research Question:

- Is there a statistically significant relationship between achievement motivation and supervision among the employees of the State Property Directorate in Tamanrasset?
- Is there a statistically significant relationship between achievement motivation and colleagues among the employees of the State Property Directorate in Tamanrasset?
- Is there a statistically significant relationship between achievement motivation and the nature of the work among the employees of the State Property Directorate in Tamanrasset?
- Is there a statistically significant relationship between achievement motivation and salary among the employees of the State Property Directorate in Tamanrasset?
- Is there a statistically significant relationship between achievement motivation and promotion among the employees of the State Property Directorate in Tamanrasset?

Study Hypotheses:

General Hypothesis:

- There is a relationship between achievement motivation and job satisfaction among the employees of the State Property Directorate in Tamanrasset.

Sub-Hypotheses:

- There is a statistically significant relationship between achievement motivation and supervision among the employees of the State Property Directorate in Tamanrasset.
- There is a statistically significant relationship between achievement motivation and colleagues.
- There is a statistically significant relationship between achievement motivation and the nature of the work.
- There is a statistically significant relationship between achievement motivation and salary.
- There is a statistically significant relationship between achievement motivation and promotion.

2. Definition of Concepts:

2.1. Motivation: Psychologists generally use the concept of motivation to describe a hypothetical state within an organism that is assumed to trigger behavior toward a specific goal. It is inferred from behavior, as one of the indicators for determining the presence of motivational events is the appearance of different responses under the same stimulating conditions at different times for the same person or different individuals.

2.2. Satisfaction: Satisfaction is an internal feeling within an individual where they feel content with their organization and the nature of the work they perform, leading to a sense of comfort.

2.3. Job: A job refers to a set of tasks, activities, and responsibilities performed by an employee within their work environment, subject to supervision and organization through elements of job design (organizational, behavioral, and environmental). (Shaaban, 2000, p. 116)

2.4. Job Satisfaction: Awwad (1976) defined job satisfaction as "the acceptance by a worker of their job in all aspects, including its type, requirements, physical conditions, social and economic status, and the human relationships among supervisors, colleagues, and subordinates."

Hoppock defined it as "a set of concerns related to psychological, physical, and environmental conditions that make a person sincerely say they are satisfied with their job." (Al-Adili, 1980)

3. Operational Definitions of Study Concepts:

3.1. Achievement Motivation: This is the set of scores obtained by employees through the application of the Achievement Motivation Scale.

3.2. Job Satisfaction: This refers to the set of positive attitudes achieved by the institution for the worker, creating positive feelings toward the organization. It is represented by the scores obtained by the employees of the State Property Directorate in Tamanrasset through the application of the Job Satisfaction Scale. A low score reflects a low level of job satisfaction, and vice versa.

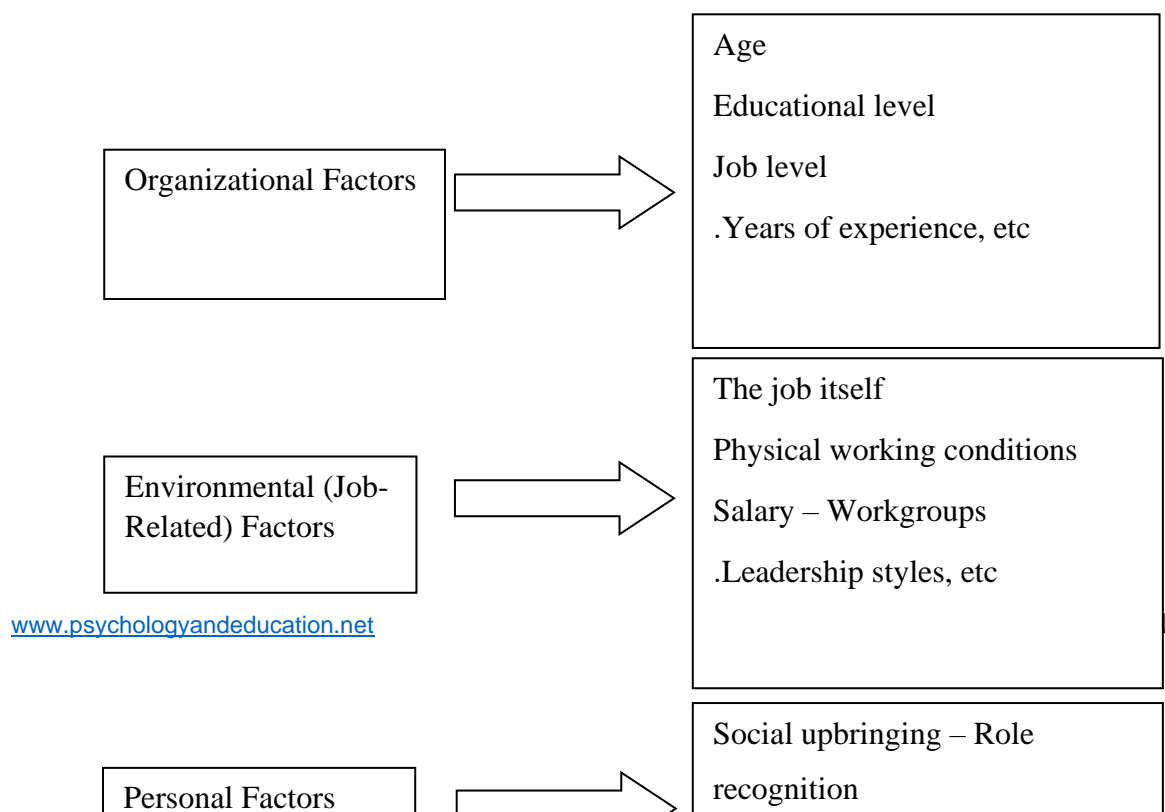


Figure (1): Diagram of Factors Influencing Job Satisfaction

2.5. Types of Job Satisfaction:

1.2.5. Overall Satisfaction:

This represents the employee's satisfaction with all aspects and components of their work. In this case, the employee has reached the highest level of satisfaction with their job. However, it is not necessary for the work to provide all the satisfaction elements mentioned earlier, as this depends on the nature of the employee. They may not consider all those elements important, so only the employee can determine which elements are most aligned with their needs.

2.2.5. Partial Satisfaction:

This represents the emotional satisfaction of the individual with certain parts and components of the job. Here, the employee has reached a sufficient level of satisfaction with some aspects of the work and may be content with them, although dissatisfaction might still exist, yet the employee continues to perform their duties. (Kamel & Al-Bakri, 1990)

6. Characteristics of Job Satisfaction:

We can identify the main characteristics of job satisfaction as follows:

1.6. Multiple Concepts and Measurement Methods:

Many researchers in the field of job satisfaction have pointed to the variety and divergence of definitions concerning job satisfaction, due to differing perspectives among scholars who approach the topic from different frameworks and standpoints.

2.6. Viewing Job Satisfaction as an Individual Subject:

Job satisfaction is often seen as an individual subject. What might bring satisfaction to one person may not bring satisfaction to another. Humans are complex beings with varying and evolving needs and motives, which is reflected in the diversity of measurement methods used. (Kamel & Al-Bakri, 1990)

3.6. Job Satisfaction Relates to Various Overlapping Aspects of Human Behavior:

Due to the complexity and overlap of aspects of human behavior, its patterns vary from one situation to another and from one study to another. This leads to contradictory results in studies addressing job satisfaction, reflecting the diverse conditions under which those studies were conducted. (Al-Qablan, 1980, p. 18)

4.6. Job Satisfaction as a State of Contentment and Acceptance:

Job satisfaction is characterized by a state of contentment and acceptance arising from the individual's interaction with the job itself and the work environment. It results from the fulfillment of needs, desires, and ambitions, leading to increased confidence, loyalty, and commitment to the job, and enhanced performance and productivity to achieve work objectives.

5.6. Job Satisfaction Is Linked to the Work Organization and Social System:

Job satisfaction is the result of many positive and negative work experiences. It reveals itself in the individual's evaluation of the job and its management. This evaluation is largely based on personal success or failure in achieving personal goals and the way work is managed to meet those goals. (Ruslan, 1984, pp. 29-30)

6.6. The Relationship Between Motivation and Job Satisfaction in an Organization:

We tend to express our satisfaction with our work more than we truly feel. The external behavior of our satisfaction may appear more polished than the actual feeling. If asked about satisfaction with work, we often respond with "thank God" or express contentment. However, a closer look at the work may reveal a darker picture. The impact of job satisfaction appears more clearly in the organization's employee turnover rates. Regarding the relationship between satisfaction and performance, it is complicated and unclear. The safe conclusion is that there is no clear relationship between satisfaction and performance. (Maher, 2002)

Some believe that managers have a practical interest in the outcomes of job satisfaction. What happens when employees are satisfied with their jobs? Researchers in organizational behavior have identified several possible outcomes of job satisfaction, such as organizational commitment and a sense of belonging to the institution, including its effects on performance, absenteeism, turnover, and workplace accidents. (Anwar Sultan, 2004)

7. Field Study:

1.7. Study Methodology:

The use of methodologies varies depending on the nature of the study. The current study is best suited to a descriptive methodology that examines the current conditions of phenomena in terms of their characteristics, forms, relationships, and influencing factors. This methodology also allows for future predictions concerning the studied phenomenon. (Aliyan & Ghanim, 2004)

2.7. Study Sample:

After conducting the study, it was found that the total number of employees in the study population was about 150, after excluding the exploratory study sample. The final study sample was drawn randomly, representing 84.66% of the original study population, totaling 127 employees. Tables 6, 7, and 8 show the distribution of the study sample by gender, specialization, educational qualification, and marital status.

3.7. Exploratory Study:

The topic of achievement motivation and its relationship to job satisfaction is an area of research. Therefore, we conducted an exploratory study aimed at applying and identifying the research variables and gathering information.

This study was applied to an initial sample of 140 employees, but after the screening process, the sample was reduced to 127 employees from the Directorate of State Property, distributed across different departments. The researcher distributed the job satisfaction and achievement motivation scales to 40 employees (25 females and 15 males) to determine the validity and reliability of the scales.

The researcher also spoke with the director and heads of departments, inquiring about aspects related to administrative management and the various styles managers use in their daily management, as well as the factors contributing to job satisfaction. The researcher prepared a set of questions related to the study topic to gather sufficient observations and information to assist in selecting the appropriate tools for the field study.

We distributed the initial versions of the scales after being reviewed by experts, and 30 forms were returned due to not meeting the response criteria (e.g., answering the same item with multiple choices or leaving items unanswered).

Accepted	canceled	Total	Retuned	Number of distributed surveys	Sample
30	10	40	15	40	Males
			25		Females

Table (1): Explanation of How the Number of Participants in the Main Study Sample Was Selected**4.7. Study Tools:****1.4.7. Achievement Motivation Scale:**

This scale was developed by Dr. Abdulrahman Saleh Al-Azraq and applied in several Arab countries. It was designed in the context of the (professional) role performed by the employee or worker. The scale includes 32 statements that measure five dimensions (indicators of achievement motivation), which are defined as follows:

- **Level of Ambition:** Refers to the level the employee (worker) wishes to reach or feels capable of reaching, exerting continuous effort to achieve high performance evaluations and striving hard to accomplish anticipated goals.
- **Level of Persistence:** This is the level at which the employee feels determined and persistent in their work, continuously striving to overcome obstacles and challenges they face in achieving their goals without feeling defeated, hopeless, or considering withdrawal or resignation.
- **Level of Performance:** Refers to the level of work that the employee can achieve or feels capable of achieving, and the effort they make to improve their performance with a high degree of proficiency.
- **Awareness of the Importance of Time:** Refers to the employee's sense of the value of time in performing their job and their desire to make use of it in planning and executing their goals, ensuring punctuality without negligence or delay.
- **Level of Competitiveness:** Refers to the level at which the employee practices and feels the desire to outperform others at work, actively participates in competitions related to their interests, and feels capable of handling situations characterized by competition, challenge, and resilience in facing opponents, regardless of obstacles. (Al-Azraq, 2000)
- **Job Satisfaction Scale:** The job satisfaction scale was used in the context of work (Job Description Index), which serves as a tool for data collection. This scale was created by Smith and Hulin in the United States (1969) when they tried to measure workers' satisfaction with aspects such as work itself, colleagues, supervision, pay, and promotion.

This scale is one of the most commonly used tools for measuring job satisfaction, as it helps determine the level of workers' comfort with their jobs through the descriptions they provide in response to the questions. The scale was adapted to the Algerian context in a comparative study of job satisfaction between Algerian and American workers by Professor Tayeb Mohieddine in 1985. The scale was found to have a reliability of (0.81) and a validity of (0.65).

- **Elements or Dimensions of Job Satisfaction:** The scale consists of five elements:

1. **Satisfaction with Work:** Includes 16 items: attractive, routine, satisfactory, boring, creative, respectful, useful, enjoyable, exciting, tiring, healthy, competitive, frustrating, simple, pointless, good.
2. **Satisfaction with Colleagues:** Includes 16 items: consulting, boring, slow, ambitious, foolish, aware, fast, intelligent, aggressive, talkative, lazy, untrustworthy, active, limited interests, loyal, easy to meet.
3. **Satisfaction with Supervision:** Includes 15 items: considers your suggestions, encourages quality work, lenient, influential, insufficient supervision, fickle, annoying, stubborn, proficient in their work, intelligent, present when needed, sets my limits, lazy, knows their work well, gives me freedom to work.
4. **Satisfaction with Pay:** Includes 8 items: covers living expenses, fair distribution of bonuses, income meets basic needs, allows for saving, unstable, less than I deserve, high income.
5. **Satisfaction with Promotion:** Includes 9 items: good promotion opportunities, limited promotion opportunities, based on abilities, job without promotion, great promotion opportunities, fair promotion policy, few promotions, organized promotion, fair promotion.

Correlation Coefficient	Cronbach's Alpha Reliability	Sample	Number of Items	Selection
0.084	0.661	30	32	Achievement Motivation

Significance Level (0.01, 0.05)

Table (2): Reliability Standards for the Achievement Motivation Scale According to the Exploratory Study

Regarding the Achievement Motivation Scale, the Cronbach's alpha reliability coefficient is statistically significant, and its value is good, indicating that the scale is reliable. The acceptable range for the Cronbach's alpha coefficient is from 0.60 (60%) according to researchers Sekaran, Amir, and Sundarbandian. (Al-Rubaie, 2007, p. 8)

2.4.7. Validity Standards:

We calculated the validity using the Statistical Package for Social Sciences (SPSS) by calculating the correlation coefficients between each dimension of the scale and the total score of the scale. The results are presented in Table (3) as follows:

Correlation Coefficient Between Each Dimension Score and Total Score	Dimensions
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0.681 (Statistically Significant)	Competition
0.576 (Statistically Significant)	Perception of the Importance of Time
0.826 (Statistically Significant)	Performance
0.721 (Statistically Significant)	Persistence
0.408 (Statistically Significant)	Ambition

Significance Level (0.05 – 0.01)

Table (3): Validity Criteria for the Achievement Motivation Scale According to the Exploratory Study

From Table (3), we observe that all dimensions of the Achievement Motivation Scale are significantly correlated with the total score of the scale, making it valid. Based on the results of the relative reliability and validity criteria we obtained for the Achievement Motivation Scale, which were acceptable, this scale can be considered reliable and valid in the local environment.

Correlation Coefficient	Cronbach's Alpha Reliability	Sample	Number of Items	Selection
0.069	0.857	30	65	Achievement Motivation

Significance Level (0.05 – 0.01)

Table (4): Reliability Criteria for the Job Satisfaction Scale According to the Exploratory Study

For the Job Satisfaction Scale, the reliability coefficient (Cronbach's alpha) is statistically significant and has a good value, indicating that the scale is reliable. The acceptable range for Cronbach's alpha is 0.60 (60%) according to researchers Sekaran, Amir, and Sundarbandian. (Al-Rubaie, 2007, page 108).

We calculated the validity using the SPSS statistical package by calculating the correlation coefficients based on the score of each dimension of the scale with the total score of the scale.

Correlation Coefficient between Each Dimension Score and the Total Score of the Scale	Dimension	Sample
statistically significant 0.633 **	Promotion –	30
statistically significant 0.678 **	Salary–	
statistically significant 0.465 **	Supervision –	
statistically significant 0.638 **	Colleagues–	

statistically significant 0.739 **	Work-	
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Level of Significance (0.01 – 0.05)

Table (5): Shows the Validity Criteria for the Job Satisfaction Scale

Through Table (5), we observe that all dimensions of the Job Satisfaction Scale are statistically significantly correlated with the total score of the scale, making it valid.

Statistical Method Used	Scale	Hypothesis Statement	Hypothesis Number
Pearson Correlation Coefficient	Achievement Motivation Scale + Job Satisfaction	There is a correlation between achievement motivation and job satisfaction among the employees of the Directorate of State Property.	H1
Pearson Correlation Coefficient	Achievement Motivation Scale + Supervision Dimension of Job Satisfaction	There is a statistically significant correlation between achievement motivation and supervision among the employees of the Directorate of State Property.	H2
Pearson Correlation Coefficient	Achievement Motivation Scale + Colleagues Dimension of Job Satisfaction	There is a statistically significant correlation between achievement motivation and colleagues among the employees of the Directorate of State Property.	H3
Pearson Correlation Coefficient	Achievement Motivation Scale + Work Dimension of Job Satisfaction	There is a statistically significant correlation between achievement motivation and work among the employees of the Directorate of State Property.	H4
Pearson Correlation Coefficient	Achievement Motivation Scale + Salary Dimension of Job Satisfaction	There is a statistically significant correlation between achievement motivation and salary among the	H5

		employees of the Directorate of State Property.	
Pearson Correlation Coefficient	Achievement Motivation Scale + Promotion Dimension of Job Satisfaction	There is a statistically significant correlation between achievement motivation and promotion among the employees of the Directorate of State Property.	H6

Table (6): Illustrates the Statistical Methods Suitable for the Study Hypotheses

5.7. Fields of the Field Study:

- **Temporally:** The study was conducted from April 16 to early May 2013.
- **Spatially:** The exploratory study was carried out at the Directorate of State Property in Tamenghest.
- **Humanly:** It was applied to a sample of 40 individuals, from which 10 were excluded, resulting in 30 employees.

8. Presentation and Analysis of the Study Results:

1.8. Analysis of the First Hypothesis Results: The first hypothesis states that there is a correlation between achievement motivation and job satisfaction. This hypothesis aims to answer the research question: Is there a correlation between achievement motivation and job satisfaction?

To verify its accuracy, the Pearson correlation coefficient was calculated to measure the correlation between (achievement motivation–job satisfaction), using the SPSS statistical package. The value of the correlation coefficient between the two variables resulted in the outcome shown in the following table:

Statistical Significance	Pearson Correlation Coefficient	Sample	Variables
Statistically significant at (0.01)	0.335	127	Achievement Motivation + Job Satisfaction

Table (7): Correlation Coefficient Illustrating the Relationship Between Achievement Motivation and Job Satisfaction

It is clear from Table (7) that the Pearson correlation coefficient between the total scores of achievement motivation and job satisfaction is (0.335) at a significance level of (0.01), indicating that it is statistically significant, which leads us to conclude that the hypothesis is validated.

Results Related to the First Partial Hypothesis:

The first partial hypothesis states that there is a statistically significant relationship between achievement motivation and supervision. This hypothesis aims to answer the research question: Is there a statistically significant relationship between achievement motivation and supervision? To verify its validity, the Pearson correlation coefficient was calculated between the total achievement motivation and the supervision indicator regarding job satisfaction, using SPSS statistical software. The correlation coefficient between the choice (achievement motivation) and the supervision indicator yielded the results shown in the following table:

Test + Indicator (Dimension)	Sample	Correlation Coefficient	Statistical Significance
Achievement Motivation Group + Supervision	127	0.348	Significant at (0.01)

Table (8): Correlation Relationship Between Achievement Motivation and Supervision

It is clear from Table (8) that the Pearson correlation coefficient between the total achievement motivation and the supervision indicator regarding job satisfaction is (0.348) at a significance level of (0.01), indicating that it is statistically significant, allowing us to accept the hypothesis and conclude that it is validated.

Results Related to the Second Partial Hypothesis:

The second partial hypothesis states that there is a statistically significant relationship between achievement motivation and colleagues. This hypothesis aims to answer the research question: Is there a statistically significant relationship between achievement motivation and colleagues? To verify its accuracy, the Pearson correlation coefficient was calculated between the total achievement motivation and the colleagues indicator regarding job satisfaction, using statistical software. The correlation coefficient between the choice (achievement motivation) and the colleagues indicator yielded the results shown in Table (9).

Test + Indicator (Dimension)	Sample	Correlation Coefficient	Statistical Significance
Total Achievement Motivation + Colleagues	127	*0.190	Statistically significant (0.05)

Table (9): Correlation Relationship Between Achievement Motivation and Colleagues

It is clear from Table (9) that the Pearson correlation coefficient between the total achievement motivation and the colleagues indicator regarding job satisfaction is (0.190) at a significance level of (0.05), indicating that it is statistically significant, allowing us to conclude that the hypothesis is validated.

Results Related to the Third Partial Hypothesis:

The third partial hypothesis states that there is a statistically significant relationship between achievement motivation and work. This hypothesis aims to answer the research question: Is there a statistically significant relationship between achievement motivation and work?

To verify its accuracy, the Pearson correlation coefficient was calculated between the total achievement motivation and the work indicator, using SPSS statistical software. The correlation coefficient between achievement motivation and the work indicator yielded the results shown in the following table:

Test + Indicator (Dimension)	Sample	Pearson Correlation Coefficient	Statistical Significance
Total Achievement Motivation + Work	127	*0.184	Significant at (0.05)

Table (10): Correlation Relationship Between Achievement Motivation and Work

It is clear from Table (10) that the Pearson correlation coefficient between the total achievement motivation and the work indicator is (*0.184) at a significance level of (0.05), indicating that it is statistically significant, leading us to conclude that the hypothesis is validated.

Results Related to the Fourth Partial Hypothesis:

The fourth hypothesis states that there is a statistically significant relationship between achievement motivation and salary. This hypothesis aims to answer the research question: Is there a statistically significant relationship between achievement motivation and salary?

To verify its validity, the Pearson correlation coefficient was calculated between the total achievement motivation and the salary indicator, using SPSS statistical software. The correlation coefficient between achievement motivation and the salary indicator yielded the results shown in the following table:

Test + Indicator	Sample	Pearson Correlation Coefficient	Statistical Significance
Total Achievement Motivation + Salary	127	0.148	Not significant

Table (11): Correlation Relationship Between Achievement Motivation and Salary

It is evident from Table (11) that the Pearson correlation coefficient between the total achievement motivation and the salary indicator is (0.148), which is not statistically significant, leading us to reject the hypothesis and conclude that it is not validated.

Results Related to the Fifth Partial Hypothesis:

The fifth partial hypothesis states that there is a statistically significant correlation between total achievement motivation and the promotion indicator. This hypothesis aims to answer the

research question: Is there a statistically significant relationship between achievement motivation and promotion?

To verify its accuracy, the Pearson correlation coefficient was calculated between the total achievement motivation and the promotion indicator, using SPSS statistical software. The correlation coefficient between achievement motivation and the promotion indicator yielded the results shown in the following table:

Test + Indicator (Dimension)	Sample	Pearson Correlation Coefficient	Statistical Significance
Total Achievement Motivation + Promotion	127	*0.185	Statistically significant (0.05)

Table (12): Correlation Relationship Between Achievement Motivation and Promotion

It is clear from Table (12) that the Pearson correlation coefficient between the total achievement motivation and the promotion indicator is (*0.185) at a significance level of (0.05), indicating that it is statistically significant, allowing us to accept the hypothesis and conclude that it is validated.

Discussion and Interpretation of the Results of the First Hypothesis:

The results in Table (12) indicate that the Pearson correlation coefficient between total achievement motivation and overall job satisfaction is (0.335), reflecting a correlation between the total scores of achievement motivation and job satisfaction. This supports the main hypothesis, which states that there is a correlation between achievement motivation and job satisfaction among employees at the Directorate of State Property. In other words, as achievement motivation increases, the level of job satisfaction also increases across its dimensions, including supervision, nature of work, colleagues, promotion, and salary. Achieving high scores in these dimensions allows individuals to enjoy a greater level of motivation to achieve accomplishments, leading them to strive for self-fulfillment and excellence.

Motivation influences many human phenomena within the organization. If the organization fails to foster positive motivations toward work, negative phenomena may arise among employees. Achieving job satisfaction reflects feelings of happiness resulting from an individual's perception of their job. These feelings and impressions give the job significant value, represented by the individual's desire to work and their environment. The need for achievement is the individual's desire to excel in their work and their competency in it, along with their continuous search for challenging and difficult tasks. This was observed among the majority of employees through their needs, desires, and perceptions, which resulted in a specific observable behavior aimed at achieving their goals. When these needs or desires are satisfied, individual stability increases, stress decreases, and behavioral balance is achieved, leading to job satisfaction. This study aligns with the research conducted by Trusty and SergioVannini (1966) and Badr (1955), while differing from Johnson's study (1955).

All these studies support the importance of meeting employees' needs and desires, which enhances the emergence of job satisfaction. The greater the failure to meet these needs, the more dissatisfaction we observe. Conversely, in this phase, individuals strive for self-esteem and confidence, valuing their work and the competence and respect they receive from others, along with the high social status they can achieve in their field of work.

Discussion and Interpretation of the Results of the First Partial Hypothesis:

The statistical analysis of the first partial hypothesis, which states that "there is a statistically significant relationship between achievement motivation and supervision among employees at the Directorate of State Property in Tamanrasset," revealed a correlation between achievement motivation and supervision among the employees of the Directorate of State Property in Tamanrasset. The more appropriate the supervision is, based on standards and principles built on participation, listening, fairness, and non-arbitrariness in decision-making, the higher the levels of achievement motivation. This was reflected in the correlation between supervision and total achievement motivation scores, with a correlation coefficient of (0.348). The results obtained by the researcher indicate that the supervisory style among employees of the Directorate of State Property is democratic, which has fostered positive feelings among employees toward work and the organization. They feel that they are the center of attention for their managers, which increases their motivation for achievement. We can distinguish between three leadership styles:

Conservative Style: The leader is the president, and as such, they are responsible for making firm decisions about employees who tend to be lazy.

Liberal Style: This involves creating an atmosphere of trust with subordinates and participating in decision-making. Positive incentives related to individual development, such as training and promotion, are more effective than punishment methods.

Situational Style: The manager or leader does not adhere to a fixed leadership style but changes their leadership approaches and means of influencing subordinates according to time and prevailing circumstances. This is what contemporary management aspires to, and we found some achievement of this at the employees of the State Property Directorate. The results of the second hypothesis align with Thomas's study (1977) and the Hawthorne studies by Elton Mayo, which found a relationship between supervision, flexible leadership, and job satisfaction in the 1930s. It also revealed that human relations involve caring for employees by listening to their complaints, solving their problems, and encouraging them to participate in management. There is a correlation between these factors that led to an increased motivation to work. Studies from the University of Michigan indicated that supervisors who make their subordinates feel valued, establish good relationships based on understanding and harmony, seek to understand their various work situations, and eliminate obstacles to gain the loyalty of their subordinates succeed in creating a work environment that ensures satisfaction and good performance among employees. This fosters good relationships between employees and management, creating an organizational climate where employees feel they are at the core of the work and have

fundamental interests in the organization. The key to building these relationships is communication, which provides employees with essential information and allows them to express their feelings and ideas. It is crucial to design communication channels to ensure the transmission of facts and feelings. Some of the most important programs that facilitate communication in contemporary organizations include:

1. Information dissemination programs.
2. Feedback programs.
3. Employee assistance programs.
4. Recognition and appreciation programs for employees.

Discussion and Interpretation of the Second Partial Hypothesis: The statistical analysis of the second hypothesis, which states that "there is a relationship between achievement motivation and coworkers among the employees of the State Property Directorate in Tamanghest," revealed a correlation between achievement motivation and coworkers. This means that the more an atmosphere of camaraderie, dialogue, cooperation, and brotherhood exists among employees, without dependency, and with a sense of responsibility among team members, the higher the levels of achievement motivation. Through the results obtained by the researcher, the correlation between the total scores of achievement motivation and coworkers was estimated at (0.190), indicating that achievement motivation levels were high due to the positive factor of camaraderie observed among employees at the State Property Directorate. The factor of coworkers is essential for the organization, as evidenced by the various aspects of camaraderie, including ambition consultation, speed, activity, sincerity, and ease of interaction. There are relationships among employees that influence the level of motivation and job satisfaction felt by individuals towards their work. A person's motivation depends on the workgroup regarding the benefits they gain from those relationships. The more the interaction between the individual and the group achieves benefits for the individual, the workgroup becomes a source of motivation and satisfaction for the individual. Conversely, if their interaction with the group creates tension or hinders the satisfaction of a specific need, this relationship becomes a source of dissatisfaction and a lack of motivation for the individual. This study aligns with the study by Adli Kamel Faraj (1961) and the study by Ali Mohamed Abdel Wahab (1981).

Discussion and Interpretation of the Third Partial Hypothesis: The third hypothesis states that "there is a relationship between achievement motivation and work among the employees of the State Property Directorate in Tamanghest." This indicated a correlation between achievement motivation and the nature of work and the tasks assigned to the employee. High motivation leads to increased anxiety, which negatively affects performance. However, moderate motivation appears desirable for learning complex tasks. This refers to the Yerkes-Dodson Law, which states that motivation tends to decrease as the difficulty of the task increases. Generally, as task difficulty increases, employees tend to succeed less and thus become less motivated, and vice versa. When tasks are simple and clear, performance improves, leading to higher achievement

motivation. This was evident in the researcher's findings of a correlation between total scores of achievement motivation and work, estimated at (0.184). Many researchers have concluded that the content of work is a key factor in developing positive motivations towards work in particular and the organization in general. Several variables connected to the content of work can be identified:

- The degree of task variety: Preventing feelings of boredom.
- The degree of autonomy available to the individual: Allowing freedom in choosing ways to perform work. This means providing freedom at work, which makes the individual feel independent and free to schedule some aspects of work and decide on the procedures to be implemented. The more freedom an individual has at work, the more personal responsibility they feel regarding the potential success or failure of the work and its outcomes. This, in turn, increases motivation and satisfaction levels among employees.
- The use of individual capabilities: Applying skills, experiences, and abilities to accomplish work.
- Working conditions and means: The quality of physical working conditions.

The results of the third hypothesis align with the study by Al-Shahri (2004) and differ from the study by Herzberg (1957).

Discussion and Interpretation of the Fourth Partial Hypothesis: The statistical analysis of the fourth hypothesis, which states that there is a correlation between achievement motivation and salary among employees of the State Property Directorate in Tamanghest, revealed that there is no correlation between achievement motivation and the salary received by employees, as the correlation coefficient was (0.148). Salary is an important means of satisfying individuals' material and social needs. Many studies have indicated a direct relationship between income level and achievement motivation. As individual income levels increase, their achievement motivation and satisfaction levels rise, and vice versa. This contrasts with Zubair's theory, which asserts that salary is one of the lower-level needs that do not lead to satisfaction, but only prevents dissatisfaction. This opinion has some observations, including:

- Individuals differ in their preferences for needs, and society also influences individuals' needs. The importance of salaries in the capitalist system is greater than in developing countries due to the significance of economic factors in individuals' lives in the capitalist system.
- Salaries are one of the satisfiers for various needs beyond economic needs, such as the need for distinction, excellence, and success. From what was obtained in this study, there is a decrease in salary levels resulting in lower achievement motivation towards themselves and the organization to which they are subject. The cash amount an employee receives for their daily work is used to satisfy their basic needs. An employee's

satisfaction with their salary depends on its adequacy in meeting their basic needs and its fairness compared to the effort exerted and salary levels in other institutions.

- The fourth hypothesis aligns with the study by Adli Kamel Faraj (1961), the study by Kilpatrick (1964), and the study by Ali Askar (1981).

Discussion and Interpretation of the Fifth Partial Hypothesis: The statistical analysis of the fifth hypothesis, which states that there is a correlation between achievement motivation and promotion among employees of the State Property Directorate in Tamanghest, indicated a relationship between achievement motivation and available promotion opportunities for employees, with a correlation coefficient of (0.185). Organizations that offer individuals promotion opportunities based on competence contribute to job satisfaction. The fulfillment of higher needs (development and growth) is important for individuals with higher needs. In other words, the more an employee feels that their work is appreciated and that they will eventually receive a promotion to improve their situation, the more motivated and satisfied they will be with their work. Consequently, their efficiency and performance at work will increase. Additionally, the availability of promotion opportunities reduces early retirement, as promotion is viewed as an opportunity for employees to advance to higher positions in the administrative ladder, providing them with both material and moral fulfillment. Along with the increase in monthly salary if the employee ascends to a higher rank, they also achieve a social status. Thus, employee satisfaction and motivation depend on the availability of promotion opportunities and the security factor, which is the employee's pursuit of some guarantees in their work, whether during work performance or after leaving due to disability, death, or termination of service. These guarantees create a sense of security and reassurance, alleviating anxiety, thereby reflecting motivational indicators. Moreover, bonuses, rewards, and grants are significant variables that stimulate individual activity, especially if linked to performance. They are considered complementary to the salary; if the salary is insufficient to meet basic needs, bonuses, rewards, and grants help compensate for the gap between salary and the rising cost of living.

The fifth hypothesis aligns with the study by Suleiman Al-Hadri and Sheikh Mohamed Salama (1982) and the study by Jaber Abdul Hamid (1972).

General Conclusion: After discussing and interpreting the study results, we can conclude that it arrived at the following findings:

- There is a correlation between achievement motivation and job satisfaction among employees of the State Property Directorate in Tamanghest.
- There is a correlation between the average scores of achievement motivation and coworkers among employees of the State Property Directorate in Tamanghest.
- There is a correlation between the average scores of achievement motivation and work among employees of the State Property Directorate in Tamanghest.

- There is no correlation between the average scores of achievement motivation and salary among employees of the State Property Directorate in Tamanghest.
- There is a correlation between the average scores of achievement motivation and promotion among employees of the State Property Directorate in Tamanghest.
- There is a high level of achievement motivation among employees of the State Property Directorate in Tamanghest.
- There is a generally high level of job satisfaction among employees of the State Property Directorate in Tamanghest.

9. Conclusion

The results of the study indicate that the employees of the State Property Directorate (both female and male employees) in Tamanghest have a considerable degree of achievement motivation and a relative degree of job satisfaction. Achieving good performance is an interrelated factor between motivation and job satisfaction. If these factors are present according to specific and correct standards established by the organization, based on fairness, equality, and appreciation of the effort exerted, this leads to a higher level of motivation among employees and workers to exert effort and contribute. As it is said in the secret of human excellence, "Every work is a self-portrait of the person who accomplished it; you should evaluate your work by the signature of excellence." The recipe for effective achievement consists of four essential elements: choose a profession you love, give it all you have, seize the opportunities that come your way, and be a part of a team.

In the context of our noble Islamic religion, it urges us to uphold sincerity and perfection in work, as well as cooperation and compassion among Muslims. The beloved Prophet Muhammad (peace be upon him) said in his honorable hadith, "Indeed, Allah loves that when one of you does a work, he should perfect it." Allah, the Exalted, also said: "And say, 'Work, for Allah will see your work and [so will] His Messenger and the believers. And you will be returned to the Knower of the unseen and the witnessed, and He will inform you of what you used to do.'" (Quran 9:105). And He, the Exalted, also said: "He who created death and life to test you as to which of you is best in deed, and He is the Exalted in Might, the Forgiving."

The Holy Quran emphasizes directing Muslim men and women towards sincere desire, sincerity, and perfection in work, as it has made achieving these a measure of faith. It has commanded us to uphold brotherhood, compassion, cooperation, and good human relations among us. The beloved Prophet Muhammad (peace be upon him) has made work an act of worship if the intention and sincerity to Allah are present within it.

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