

How do Employees and Managers in Private Businesses within the Arab Sector in Israel Perceive the Role of Motivation in Contributing to Organizational Success?"

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Abstract

This study investigates the perspectives of employees and managers working for private businesses in Israel's Arab sector with regards to the role of motivation in organizational success. The lack of empirical studies among minority-owned businesses examining motivation from a culturally specific perspective prompted this study to investigate the motivational strategies used, effectiveness, and the ways cultural and structural factors influence employee engagement. The study utilized a qualitative methodology and semi-structured interviews with 50 participants (30 employees and 20 managers) and found that motivation is experienced as a complex, multidimensional experience shaped by a range of emotional, financial, and cultural influences. The study found that key motivators include recognition, respect, promotion, and style of leadership while barriers include a lack of sustainable career mobility and resources. The study concludes that motivation must be approached as both a managerial and cultural practice of engagement. The study recommends inclusive leadership strategies, culturally specific HR policies, and developing long-term motivational practices to reflect the values of Arab society. The study adds to motivation theory in under-researched non-Western contexts and provides practical insights for practice of engaging a culturally diverse workforce in enhancing employee performance, employee retention, and innovation.

Keywords: Motivation, Organizational Success, Employee Engagement, Arab Sector in Israel, Private Businesses, Workplace Culture, Leadership, Intrinsic Motivation, Extrinsic Motivation, Employee Satisfaction, Career Advancement, Cultural Values, Organizational Performance.

1. Introduction

This study seeks to review how employees and managers in private enterprises in the Arab sector in Israel view the ways motivation within businesses contributes to organizational success. The main research question addressed in this study asks what motivational practices are done in the organization and what they mean for the business outcomes. The study employed a qualitative methodology, resulting in data collected from 50 research participants (30 employees and 20 managers) who engaged in semi-structured interviews. This approach allowed exploration and richer accounts of both the person's experiences and organizational practices (Erciyes, 2020; Tanlaka & Aryal, 2025). The results established that motivation is often difficult to define and encompasses several complex and multidimensional characteristics of organizations that influenced productivity, innovation, job satisfaction, and loyalty (Caoagdan et al., 2023; Fan, 2025). Consequently, this study suggests culturally appropriate and holistic motivational practices likely to maintain each other's engagement and performance in Arab private businesses.

Motivation is described as a socially constructed (i.e., structural) and emotionally driven cause of behaviour sources of motivation include user income, recognition, advancement, and culture (Aljumah, 2023; Rolls, 2023). In this study, motivation is a localized and contextualized force rather than a global mechanism. With regard to "organizational success," (Akerele, 2024; Dickson, 2025) "employee engagement," (Farah et al., 2023; Wardiansyah et al., 2024) and "culture," these ideas were explored with reference to the Arab business context in Israel in which individuals are led and

motivated by familial expectations, loyalty, and societal respect. The study confirms that both intrinsic and extrinsic motivation are present, with Nyakabau (2024) and Rozman and Strukelj (2021) supporting literature recognizing that employee performance is driven by both financial and emotional support source areas. The qualitative design was suitable to capture these perspectives and construct research adhering to the interpretivist lens (Alharahsheh & Pius, 2020; Tanlaka & Aryal, 2025)).

This study adds value to the literature describing Arab minority business in Israel as well as the contextually bound nature of workplace motivation. It supports the idea that motivational practices must be contextualized within cultural values and sociological realities (Chen & Kanfer, 2024; Vo et al., 2022). The same people do not always engage the same way because in Arab communities, workplace behaviour is influenced by social cultures that prioritize collective identity and interpersonal dynamics (Zafar et al., 2023). Furthermore, the study determined that an inconsistent application of motivational instruments, lack of mobility, and economic impediments could all stand against long-term motivation of employees. Nevertheless, the study also found that motivation is elevated under conditions in which employees feel they have respect, are listened to, and are supported. The study encourages motivation practices to espoused through a supportive mission statement, policies, leadership training, and a focus on inclusive, culturally appropriate organizational cultures. Future studies should look at generational differences, the impact of digitization on motivation, and comparative studies to other minorities. Ultimately, this study highlights that we should think of motivation as both a managerial responsibility and a cultural practice based on mutual recognition and shared purpose.

2. Literature Review

Motivating and encouraging employees with incentives and rewards encourage the employees to work more productively and results in more work outcomes (Akerlele, 2024; Bimantoro et al., 2025; Loan, 2020). Lack of motivation leads to staff turnover and a high retention rate (Bikai, 2023; Collige, 2024). Enhancing the employee's job satisfaction enhances the organization's commitment and work involvement (Tho et al., 2024; Yusnita & Rahma, 2024). Motivation has a significant effect on the employee's dedication and work effectiveness. Hence it will lead to the contentment of employees, organizational engagement, and more work productivity (Wardiansyah et al., 2024).

2.1 Employee Motivation

Employee motivation has a great impact on organizational success (Kalogiannidis, 2021; Pandey, 2024). The positive climate in the organization increases employees' engagement, and in this way, the employees show more work involvement and job satisfaction in the organization (Abuzaid, 2024). Employee relationship strongly and positively impacts employee motivation in the organization (Rozman & Strukelj, 2021). Furthermore, employee motivation is an important concern for the sustainability and growth of the organization (Lakshmi et al., 2024). Moreover, employee motivation enhances the organizational commitment and success. The employees perform well and show more work engagement in the organization. Hence, this factor increases job satisfaction and success rate (Farah, et al. 2023).

Motivation increases quality of work and enhance the productivity of the organization (Ahmad et al., 2024). Research was conducted on Arab teachers in Israel to explore the influence of motivation on teaching levels. The qualitative research approach was used to analyse the results. In-depth interviews were conducted with 15 teachers, 10 principals, and 3 counsellors (Husny & Massry-Herzllah, 2016). The results concluded that culture, climate, and lack of resources reduce the motivational level. In this way, academic achievement will be low, affecting the organization's success rate. Hence, it was concluded that motivation drives the quality of work and enhances employee performance. The organizations attain harmony in the workflow affecting the production of the organization.

Lack of employee motivation, work conflict and pay satisfaction is becoming progressively

crucial to academics and organizational experts (Chan & Ao, 2018). Therefore, a significant relationship exists between pay satisfaction, lack of motivation, and work conflict on the changeover willingness (Su & Jiang, 2023). Furthermore, it was discovered that work contentment and organizational dedication function as mediators between Pay satisfaction and turnover willingness. Motivation is important in enhancing the organization's job involvement and commitment (Fardiansyah et al., 2025; Gulo & Ardiansyah, 2025).

2.2 Lack of Motivation, Withdrawal behavior, and Success of The Organization

Lack of motivation enhances employee withdrawal behaviors and may contribute to psychological weariness, unproductive processes, and staff fatigue in the organization. These factors directly affect the success and production of the organization (Istanti et al., 2020). Individuals not motivated by the organization are frequently absent and do not meet performance objectives. As a result, the success of the organization may decline. If workers are reluctant to abandon their work, they may suffer from emotional detachment and less work engagement. In this way, employees would get disconnected and might have reduced work participation and dedication to the organization (Wardiansyah, et al., 2024).

Motivation is key to enhancing the employees' work productivity and satisfaction level. It depends on different factors associated with the performance, motivation level, work-life balance, and productivity of the employees (Wau & Purwanto, 2021). Hence, positive working standards of the organization, incentives, rewards, respect from colleagues, and communication with other members enhance the organization's performance level (Balakrishnan et al. 2024).

2.3 Effect of Promotion on the Success of the Organization

Employee motivation in the way of promotion plays a significant role in enhancing job satisfaction and the success of the organization in the Arab sector in Israel. Hence, it increases the involvement of the employees with work, enhances their morale, and reduces absenteeism (Rinny, 2020). Furthermore, this factor plays a very important role in reducing retention. It improves job satisfaction by enhancing the motivation of the employees and improving their income status. In this way, the employees show more interest in their tasks and loyalty, which enhances the organization's success (Panjaitan & Kustiawan, 2022).

Organizational motivation enhances support and increases the job satisfaction of employees by increasing their resilience level (Megawati, et al., 2022). When the organization provides an ethical and moral environment to the employees, then the employees handle stressful situations by showing more resilience in the business industry (Dickson, 2025). Organizational support enhances the employees' work engagement, which may significantly impact the loyalty and retention of employees (Subiyanto, et al., 2022).

2.4 Financial Benefits, Employee Motivation, and the Success of the Organization

Financial barriers, lack of motivation, conflicts with others, and the unmanageable workload reduce the employees' job satisfaction in the Arab sector in Israel (Yashiv, 2022). These factors may enhance job stress and reduce the productivity of the organization. Conflicts with co-workers, lack of encouragement, and salary issues may reduce work involvement and the employees' job satisfaction (Febriyanti & Nisa, 2025). There is a direct relationship between the significance of the task, employee motivation, the manager's feedback, financial benefits, and the work productivity of the organization (Ali & Anwar, 2021). The positive opinions of the managers increase the job satisfaction of the employees. In this way, the employees feel motivated, and their financial benefits increase. Furthermore, these factors increase the productivity and the success of the organization (Idrus et al., 2022; Ranta & Ylinen, 2024).

3. Material and Methods

For this study, a qualitative methodology in a qualitative research design was used to study how employees and managerial staff in private businesses in the Arab sector in Israel, think about the role of motivation and contribution to organizational success. A qualitative methodology was chosen for the strengths of qualitative research in representing the lived experiences, beliefs, and values of the participants in their natural environments (Bloomfield & Fisher 2019). Qualitative research fits within the regard of interpretivist and constructivist paradigms, which prioritize subjective meaning and in recognizing the multiple realities (Erciyas, 2020). Qualitative research is particularly relevant when trying to understand how employees and managers in the Arab sector culturally conceptualize motivation. Since motivation is complex and culture sensitive in the context of Arab businesses in Israel, the qualitative design is the most flexible and meaningful way to understand how the employees are motivated and how motivation impacts organization outcomes.

In this study, the semi-structured interview is the primary data collection method. Semi-structured interviews facilitate guided yet open-ended conversations, allowing the participants an opportunity to express their specific perspectives about the research topic in depth and the researcher to ask questions meant to clarify or follow the themes discussed (Kallio et al., 2016). The interview protocol was informed by literature on descriptions of workplace motivation, organizational behavior, and cultural elements in minority business communities in conjunction with the studies outlined above. Questions were based on perceived motivational strategies employees experienced, their effect on employee performance and morale, and practices of the organizations that produced barriers or improved conditions for success. All of the interviews were conducted in Arabic to maintain participatory comfort and natural and unfiltered responses.

The study's population includes both employees and managers of private businesses in the Arab sector of Israel, across a range of industries, including those in the retail, services, and small manufacturing sectors. The selection of the population is specifically related to the influence of factors associated with the context of Arab society (economic, social, and cultural) on workplace motivation, which may be differentially affecting workplace motivation among other sectors. It considered the top-down approach to motivation (via managers) and the bottom-up approach to motivation (by employees), and therefore the subject will be able to examine the issue from multiple levels within the organization (Din Bandhu et al., 2024).

The study sample involves a total of 50 participants - 30 employees and 20 managers - from private businesses in the Arab sector of Israel. A purposive sample was used to include participants who would have enough knowledge and experience to provide meaningful input (Etikan, et al., 2016). Selection was based upon participants' work experience, role within the organization, and their willingness to provide their perspective. Gender diversity, type, and size were considered when selecting participants to ensure no bias and examine as broad a selection of motivational practices and associated challenges as possible. Ethical approval was granted for this study, and all consented participants provided informed consent to participate in the study, and all necessary research ethical protocols were followed.

4. Results

The findings of this research provide an extensive and complex understanding of the experience, definitions and uses of motivation in private organisations in the Arab sector in Israel. In-depth qualitative interviews with managers and employees of the private organisation in the Arab sector in Israel were conducted. The participations revealed that motivation is viewed as both a psychological resource and an organizational tool. Six distinct themes emerged that represent the respondents' the interviews in relation to motivation, these themes are personal definitions and emotional feelings about motivation, managers see motivation as a tool for success,

motivational strategies for employees, difficulties with maintaining motivation, the role of collective cultural and social norms, and the strong association between motivation and organizational aspects. The ways employees and managers express motivation to be interconnected; understand it as an emotional and material phenomenon that belongs to the socio-cultural system in Arab workplaces in the private sector in Israel. Thus, any 'motivational practices' will involve an emotional and material need in order to engage employees, encourage innovation, and stimulate success.

Theme 1: Definitions and Lived Experiences of Motivation Among Employees

Participants employed in private businesses with the Arab sector in Israel defined motivation as having the emotional and the psychological fuel that sustains their involvement and engagement in their duties. A number talked about the important of being valued and respected. One participant indicated, *"if I am recognized and appreciated for my effort, I am more likely to do more; and that's not because I have to, it's because I want to."* Another participant stated, *"what keeps me going is that my boss shows faith in me while treating me as a person with dignity."* Such examples align with Rozman and Strukelj (2021), who found that positive relationships with employees, and respect, were major contributing factors to motivation. Abuzaid (2024) also confirmed that when an organization has a positive climate, the process of emotional labour is alleviated continues to build up and can help with emotional supporters and dedication, leading to greater job satisfaction and productivity.

Theme 2: Managerial Perceptions of Motivation as a Driver of Success

The managers in the study always connected employee motivation to organizational effectiveness. One manager said, *"If the employees are not motivated, there is no momentum — we are barely surviving and not growing."* Another stated, *"Motivation is not a desire, it is a key driver for performance and innovation."* These comments are consistent with what Kalogiannidis (2021) indicates when he states motivated employees make meaningful contributions to the business by enhancing performance standards. The managers in the study thought employee motivation can be a strategic lever used to achieve long-term organizational objectives; consistent with the claims made by Pandey (2024) who argued motivation has a central role in organizational growth and sustainability.

Theme 3: Motivational Strategies Used in the Arab Private Sector

Employees and managers noted several approaches for motivating employees including financial incentives, verbal recognition, professional development opportunities, and flexible work options. One employee said, *"I stayed here, not because of the money but my manager encouraged my development."* However, another employee mentioned, *"We love words, but we also need more than words; sometimes a little bit of money says we really care."* These conflicting points of view support Akerele's (2024) and Loan's (2020) assertion that both tangible and intangible rewards contribute to employee productivity. Additionally, Bimantoro and others (2025) found reward patterns that offer emotional recognition in combination with financial reward are more likely to encourage lengthier motivations.

Theme 4: Challenges to Sustaining Motivation in the Workplace

All participants indicated that even though they indicated motivational strategies, continuous motivation tends to be affected by limited career progression, financial worry, and the lack of management consistency. For example, one employee expressed frustration saying, *"It's hard to be motivated when we do not see a future or chance of getting promoted."* Likewise, one manager said, *"We want to do more for our employees, but we operate with a small budget."* These problems are similar to those that Husny Arar and Massry-Herzllah (2016) identified, noting that limited resources and lack of institutional support decrease motivation, especially when identified in Arab workplaces in Israel. Moreover, Bikai (2023), found that unaddressed motivational challenges usually result in increased turnover and lower engagement.

Theme 5: The Role of Cultural and Social Norms in Shaping Motivation

Cultural and social expectations emerged as a significant influence in understanding workplace motivation. One manager stated, *“where we come from, loyalty is big, however, people expect respect and fairness.”* One employee also stated, *“We learned to work hard for our families, but if no one sees us or expects us to work hard, what is the point.”* The finding of this employee's comment resonates with the findings of Yashiv (2022), who found that in the Arab sector job expectation is intertwined with cultural norms, and when that it not fulfilled their motivation declined. The findings of this study illustrate that gaining an understanding of cultural identity and social values is critical to the process of developing relevant motivational practices, issues and expectations for Arab employees in Israel.

Theme 6: Motivation and Its Relationship with Organizational Outcomes

Participants firmly believed that motivation is connected to productivity, innovation and job satisfaction. One manager stated that *“when the team is motivated, the energy shifts, and it shifts the entire environment – they create ideas, and solve issues, quicker.”* One employee noted, *“I do better when I am motivated to work – it's really as simple as that.”* These results aligned with Ahmad and others (2024), who also established that motivation contributes to improved organizational performance. Similarly, Farah and others (2023) concluded that motivation had a positive influence on employees' work engagement, productivity and commitment.

5. Discussion

The findings from this study illustrate the complicated and interdependent relationships that motivation has with the factors for success of private businesses in the Arab sector in Israel. Collecting rich data through interviews with both employees and managers in a wide range of sectors highlights how motivation cannot be reduced to a psychological state but must be seen as a relational and multifaceted process which was shaped by organizational strategies, leadership choices, socio-cultural characteristics, and structural constraints. The findings also support the literature that workplace motivation can influence organizational performance and sustainability. The emergent themes can be viewed as opportunities for improvement including how to maintain motivation in culturally distinctive contexts for entrepreneurial practice .

An important finding of the study was that employees see motivation as an emotional and psychological resource that has a direct impact on their performance and satisfaction. The employees emphasized recognition, maintenance of dignity, and a reflective approach when consolidating a form of communication as critical to their sense of motivation. These findings are consistent with Rozman and Strukelj (2021) where the researchers argue respectful relationships with others could facilitate motivation to work, and Abuzaid (2024) confirms that motivation should be enhanced by positive organizational environments. The emphasis now by the participants on emotional support is consistent with the interpretivist perspective which states motivation is proximal and emergent by subjective experience, which adds weight to the case for qualitative approach to study this subject (Tanaka & Aryal, 2025).

Management in the study conceptualized motivation not merely as a means for delivering short-term results, like making the numbers, but as a mechanism for long- term organizational success (Vuong & Nguyen, 2022)). They reliably associated motivation with innovation, retention, and productivity, supporting Kalogiannidis (2021) and Pandey (2024) who see motivation as a prerequisite for sustainability and the future of an organization. The managers' belief that motivation drives innovation supports the notion that intrinsic motivation — including purpose, autonomy, and mastery — is more effective than extrinsic motivation alone (Forner et al., 2021). However, the interviews also revealed that while managers acknowledged the importance of motivation, they were often limited by structural constraints such as budget and resource shortages.

If we dive deeper into motivations strategies that were practiced in the context of the Arab private sector, the data revealed a novel mix of tangible (salary, promotion) and intangible (verbal praise, development opportunities) tools. While some participants felt that the financial compensation was important, other participants valued it less and emphasized emotional and psychological support as a motivator. The data offers support to the dual-framework model identified by Akerele (2024) and Bimantoro and others (2025) as the most effective motivating environment can be centered on financial motivating devices while executing human-centered leadership as a motivator. The findings substantiate that consistency and authentic utilization of the competing motivational strategies was important and the lack of, leads to discomfort and detachment according to the organizational culture.

Although motivational efforts were proposed, the study highlighted challenges that distract from the overall long-term feasibility of the motivational efforts. Examples are lack of upward mobility, limited professional development opportunities, and inconsistent managerial practices. The challenges reflect comparable findings of Husny and Massry-Herzllah (2016) with regard to their work with Arab educators in Israel; participating educators indicated that motivational efforts were being undermined by systemic and resource limitations that detracted from their motivation. Similarly, Bikai (2023) suggested that failure to address similar challenges to motivation, will result in high employee turnover, particularly in previously marginalized or resource poorly contexts. The findings of the current study suggest that motivational efforts must be holistic within and aligned with institutional systems.

The study revealed the significance of cultural and social norms in the way motivations are considered and/or experienced. In the Arab sector, values like loyalties, shared community identity, and respect hierarchies intersect thought process with adherence to workplace expectations. Findings bore out Yashiv's (2022) conclusion that motivation cannot be separated from culture; rather motivation is situated within a context that recognizes collective values and obligations to family. If the sociocultural context is ignored it is possible to confuse managerial expectations about engagement or participation of employees with motivational practices that are well meant but have little effectiveness.

Finally, the role of motivation in relation to organizational outcomes was foregrounded by both employees and managers. Motivation was described to relate to creativity, problem-solving, and workplace goodwill, which corroborates the views of Ahmad and others (2024), where it was reported that high motivation was linked high performance and innovation; similarly, Farah and others (2023) noted that organizations with motivated staff indicated higher levels of 'engagement, success and productivity. This study further validates that organizational motivation in the Arab business sector in Israel has similar elements, and culturally relevant motivational strategies that benefit individual welfare are key to organizational success across diverse socioeconomic settings.

6. Conclusion

The results of this study validate the idea that motivation is the primary, complex, and integral component in explaining the success of private business in the Arab sector of Israel. Employees and managers reinforced that motivation is not merely about pay scale, but is a grouped process integrated with emotional, psychological, financial, and cultural motivators. The results show that recognition, fair treatment, opportunities for promotion, and leadership style are significant motivators to employee motivation, whereas, managers viewed the role of motivation as a strategic lever that could facilitate innovation, performance, and retention; moreover, motivation does not merely entail financial-based actions but includes culturally-rooted behaviors and relationally-influenced behaviors that encourage loyalty, harmonious attitudes, and strong values aligned with the corporation. The results provide amplified support from literature that already exists such as Rozman and Strukelj (2021), Akerele (2024), and Pandey (2024) to further support the claim that motivation is paramount towards sustainability and growth.

A synthesis of the key findings indicates that employees want interpersonal positive relations,

emotional support, and visible opportunities for advancement, whereas managers can tolerate these needs through financial and structural limitations. The study also revealed key hindrances to sustained motivation such as a lack of tranche of career advancement, sporadic try on motivation techniques, and as an absence of professional development. Furthermore, cultural and social roles such as community loyalty and attachment to family heavily shapes understanding and practice of motivation within this context. This suggests that motivational practices cannot just be about business but also cultural norms. Therefore, this study provides readers with tangible guidance for business executives, public policy-makers, and human resource practitioners in the Arab private sector in Israel or working alongside.

There are also many opportunities for further exploration. Future studies may look at how generational differences in the Arab sector affect the motivational needs and preferences, targeted long-term outcomes from particular motivational initiatives, and the art of motivation in connection with digital transformation—themes that are just beginning to emerge. To the extent that we can raise some of these questions, we can enrich our understanding of motivation in the context of a rapidly changing economy. For organizations in the Arab sector of Israel, it would seem that motivation can only be achieved in an effective and sustainable way to the extent that the motivation is cultivated as an inclusive, continuous, and culturally legitimate practice of recognizing and honoring both individual needs and collective values.

7. References

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