

INCENTIVES EFFECTS ON JOB PERFORMANCE AND MEDIATION OF
MOTIVATION IN TOURISM INDUSTRY OF SAUDI ARABIA

ALKHALIEL ADEEB ABDULLAH S

A thesis submitted in fulfilment of the
requirements for the award of degree of
Doctor of Philosophy

International Business School
Universiti Teknologi Malaysia

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DEDICATION

This thesis is dedicated to my beloved mother, my lovely wife, my children, Abdullah and Danh, who sacrificed their precious time and love during my postgraduate studies.

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All praises and adoration belong to Allah for making this accomplishment a possibility. I would like to begin by expressing my appreciation to my supervisor Tan Sri Prof. Dr. Mohd Zulkifli bin Tan Sri Mohd Ghazali for his guidance in the course of my PhD programme. His contribution towards the successful completion of this thesis cannot be underestimated. I would also like to acknowledge the contribution of my co-supervisor Professor. Mohd. Hassan Mohd. Osman. At this juncture, I would also like to extend my warm appreciation to all academic staff at the International Business School at UTM for their support and constructive suggestions.

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ABSTRACT

The main objective of this study is to examine the direct influence of incentives and their indirect effects through the mediation of motivation and job satisfaction on job performance, as well as to examine the moderating effect of cultural competence. The study was developed based on Herzberg's Two-factor theory, which deals with the dual needs of employees; it argues that employee performance increases when the dual needs are fulfilled. The study therefore conceptualised that incentives (monetary and non-monetary) would fulfill the dual needs of employees in the tourism industry in Saudi Arabia, especially at a time when the country is struggling for economic diversification as a means of reducing dependence on oil. The designed incentives system may influence employees' motivation and job satisfaction thereby affecting job performance. Thus, it was hypothesised that incentives contribute directly to job performance and indirectly via mediation of employee motivation and job satisfaction. It was further hypothesised that cultural competence moderates the relationship between motivation, job satisfaction and job performance. The study employed a quantitative questionnaire approach and drew a sample of respondents 430 from hotels in the Makkah and Madinah regions and from the Saudi Commission for Tourism and Antiquities (SCTA) using a proportional stratified random sampling technique. The data were analysed using the Structural Equation Modelling Maximum Likelihood Estimation (MLE) technique. The study found significant parameter estimates in the relationship between monetary incentives and motivation as well as job satisfaction and also between non-monetary incentives and motivation as well as job satisfaction. However, mediation effects show that job satisfaction mediates the relationship between both monetary and non-monetary incentives and job performance. Similarly, moderating effects of cultural competence were also found in the relationship between motivation, job satisfaction and job performance. The study demonstrates that job satisfaction and cultural competence are good indicators of job performance and should be given priority attention for improving job performance of employees in the tourism sector.

ABSTRAK

Objektif utama kajian ini adalah untuk menyelidik pengaruh langsung insentif dan kesan tidak langsungnya melalui pengantaraan motivasi dan kepuasan kerja terhadap prestasi kerja, serta menyelidik kesan penyederhanaan kecekapan budaya. Kajian ini dijalankan berdasarkan teori Dua Faktor Herzberg yang membincangkan dua keperluan pekerja. Beliau menegaskan bahawa prestasi pekerja meningkat apabila dua keperluan ini dipenuhi. Oleh itu, kajian berkonsepkan insentif ini (kewangan dan bukan kewangan) boleh memenuhi dua keperluan pekerja dalam industri pelancongan di Arab Saudi, terutamanya ketika negara sedang berusaha mempelbagaikan ekonominya sebagai cara bagi mengurangkan kebergantungan terhadap minyak. Sistem insentif yang direka boleh mempengaruhi motivasi pekerja dan kepuasan kerja dan dengan itu menjejaskan prestasi kerja. Oleh itu, hipotesisnya ialah insentif menyumbang secara langsung dan tidak langsung kepada prestasi kerja melalui pengantaraan motivasi pekerja dan kepuasan kerja. Hipotesis selanjutnya ialah kecekapan budaya menyederhanakan perkaitan antara motivasi, kepuasan kerja dan prestasi kerja. Kajian ini menggunakan pendekatan soal selidik kuantitatif terhadap 430 sampel responden daripada hotel di kawasan Mekah dan Madinah serta daripada Suruhanjaya Pelancongan dan Warisan Saudi menggunakan teknik pensampelan rawak berstrata. Data dianalisis dengan menggunakan teknik Penganggaran Kebolehjadian Maksimum, Pemodelan Persamaan Struktur. Kajian ini mendapati bahawa penganggaran parameter yang signifikan dalam hubungan antara insentif kewangan dengan motivasi, serta kepuasan kerja dan hubungan antara insentif bukan kewangan dengan motivasi serta kepuasan kerja adalah signifikan. Walau bagaimanapun, kesan pengantaraan menunjukkan bahawa kepuasan kerja mengantarai perkaitan antara insentif kewangan dan bukan kewangan dengan prestasi kerja. Kesan penyederhanaan kecekapan budaya juga didapati dalam perkaitan antara motivasi, kepuasan kerja dan prestasi kerja. Kajian menunjukkan bahawa kepuasan kerja dan kecekapan budaya merupakan penunjuk prestasi kerja yang baik dan patut diberikan keutamaan bagi meningkatkan prestasi kerja dalam sektor pelancongan.

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LIST OF ABBREVIATIONS

AMOS	-	Analysis of Moment Structure
CFA	-	Confirmatory Factor Analysis
CFI	-	Comparative fit index
EFA	-	Exploratory Factor Analysis
GFI	-	Goodness of Fit Index
MLH	-	Maximum Likelihood
RMSEA	-	Root Mean Square Error of Approximation
SCTA	-	Saudi Commission for Tourism and Antiquities
SEM	-	Structural Equation Modeling
SPSS	-	Statistical Package for Social Sciences
TLI	-	Tucker Lewis Index

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Human effort has been considered as one of the major resources crucial to organisational success in the new economic environment tagged, “the knowledge-based economy”, due to its importance as a factor of production (Oshikoya and Hussain, 1998; Mirghani, 2007). It is widely believed that the performance of employees can be improved when they are satisfied and motivated, and this can eventually help organisations to compete favourably within the industry, country and even globally (Judge, et. al., 2001; Pooja, 2006; Adrian, et. al., 2009).

However, while employees’ job performances vary across individuals based on their personal needs and wants, and are dynamic because they fluctuate over time (Boon, Fern, Sze, & Yean, 2012); motivational factors play an important role in increasing employee job performance, as satisfied employees, in return, can help in improving organisational performance (Ahmed et al., 2010).

The interaction between rewards, motivation and job satisfaction of employees is of great importance to the success of organisations, because they improve employees’ performance (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012; Stringer, et. al., 2011; Hutabarat, 2015). Organisations nowadays are striving to attract and retain talented employees because talented employees positively impact on the performance of organisations (Saleem, 2011). Consequently, organisations must devise an effective system that contributes to the development of attitudes among employees and will enhance their performance. It has been found that

monetary incentives such as promotion and bonuses enhance employees' performance and reduce turnover; furthermore, employees are loyal only when their wants and desires are satisfied (Saleem, 2011).

Assessing the association between rewards, motivation and job satisfaction in the tourism industry of the Kingdom of Saudi Arabia will be very useful as the country is struggling to diversify its economy so as to reduce the heavy dependence on oil. Efforts of authorities in Saudi Arabia to explore the potential of tourism are commendable. However, what remains unknown are the incentives that are effective in providing job satisfaction which will subsequently improve the performance of employees in the tourism sector and thereby help achieve the desired objective of economic diversification. Studies (e.g. Tayeh & Mustafa, 2011) have shown that the tourism industry has been identified as a priority area for investment. Tourism is viewed as a multifaceted experience with aspects that have positive economic and non-economic impacts on countries. Worldwide it accounts for approximately ten percent of the economic activity and it is regarded as one of the leading service industries, providing employment to a significant number of people. It is for this reason that many countries strive to explore tourism potentials. Studies (e.g. Khalil, Kakar and Walliullah, 2007) investigated the short run effect of tourism on economic development in Pakistan, and the findings indicate a strong positive correlation between tourism receipts and economic expansion.

Tourism contributes significantly to the gross domestic product (GDP) of the Kingdom, amounting to \$576, 824 billion in 2012 (www.tradingeconometric.com). Furthermore, the contribution of tourism is not limited to the boosting of foreign reserves; it equally provides employment, attracts foreign direct investment (FDI) and contributes to economic growth, all of which supplement foreign exchange earning through commodity trading, as well as financing importation of capital goods. According to reports by the World Travel and Tourism Council and Business Monitor International, inbound tourist arrivals to the country in 2010 stood at 12.9m and an average 6.7% year-on-year growth was forecasted until 2014. In 2014 it was expected these would be an estimated 16.7m inbound tourist arrivals to Saudi Arabia. More importantly, Saudi Arabia should give adequate consideration to the growing

domestic industry. The Saudi Commission for Tourism and Antiquities (SCTA) forecasts that domestic tourism will grow to a staggering 128m trips and 640m nights by 2019 (Young & Damrah, 2011). Ageli (2013) conducted a study on the effect of tourism expenditure on the economy of Saudi Arabia. The study used data from 1970 to 2012 and the findings show that there is positive relationship between tourism spending and economic growth in Saudi Arabia. The study concluded that development of the tourism sector would have a significant positive impact on the economic growth of Saudi Arabia.

Tourism remains one of the biggest industry in the world contributing tremendously to the global GDP. United Nations World Tourism Organisation (UNWTO, 2013) reported that travel and tourism contributions to the global gross domestic product (GDP) amounted to as much as of US\$2.1 trillion in 2012 and it is forecasted that by the 2023, travel and tourism; total economic contribution will be around 10.5 trillion USD in terms of GDP. In addition, in 2012 travel and tourism provided 101 million jobs (UNWTO, 2013) and it is projected that by the year 2023, 340 million in jobs will be created with an investment worth \$1.3 trillion. It is estimated that the entire contribution of travel and tourism in terms of direct, indirect and induced impact stood at 6.6 trillion USD in GDP in 2012 (WTTC, 2013). According to UNWTO (2013) world tourism barometer, international tourist arrivals reached 1.035 billion tourists in 2012, the first time that the number of tourists' arrivals reached that figure, exceeding the total arrivals in 2011 by more than 39 million tourists. Besides that, in terms of performance, South Korea, China, South Africa and Indonesia emerged as the highest performers in the world. However, Qatar, in the Middle East, is among the fastest growing countries in terms of travel and tourism's contribution to the GDP growth (WTTC, 2013).

Given the above narratives, tourism can be said to be a viable instrument for economic growth, and Saudi Arabia's income generating potential there from can be improved when incentives that enhance employee's job satisfaction and performance are explored. Empirical examination of the role of incentives to employees' job performance in this promising industry will be of great importance to the sector and to policy makers as they strive towards maximising employees' efforts in the

industry. Interactions in tourism are culturally diverse and that necessitates the inclusion of cultural competence as a moderating factor.

1.2 Statement of the Problem

In the current era, the tourism industry is one of the key sectors that bring substantial income for many countries. In Saudi Arabia, tourism contributes significantly to the economy, as about 6.3 million tourists arrive annually. The direct contribution of travel and tourism to GDP in 2012 was \$13.9 billion USD (SAR 521.1 billion), amounting to 2.2 percent of GDP (WTTC, 2013) and it is projected that by the year 2023 the direct contribution may reach to be \$ 22.3 billion (SAR 83.7 billion) with 4 percent growth rate per annum, contributing 2.4 percent of GDP (WTTC, 2013). Considering the contribution of tourism to Saudi Arabia, by 2020, it is expected that the tourism sector will provide \$23 billion USD (SR86 billion) in sales due to the arrival of international tourists and \$2.4 billion (SR 19 billion) in income; \$16 billion (SR60 billion) in value added and about 1.5 million jobs (Shaheen, 2009).

The World Travel and Tourism Council (WTTC, 2006) reported that the demand for travel and tourism in Saudi Arabia will grow by 5.1 percent annually between 2007 and 2016 in real terms. The arrival of visitors has increased from 6.3 million in year 2000 to 9.3 million in 2008 and by 2011 a growth rate of thirty five percent was recorded (Alamoudi, 2009). In addition, tourism provide 206,000 jobs directly in 2012, representing 2.3 percent of the total employment and it is projected that by year 2023 the number of jobs will increase by 14.4 percent to 235,000, representing 2.5 percent of the country's total employment (WTTC, 2013).

Tourism creates wider opportunities, promotes commercial activities and businesses of different sizes. The industry is expected to provide more employment opportunities and to make more impact on the economy, thereby helping to achieve the target objective of diversification when employees in the industry are motivated and satisfied. Motivation and job satisfaction remain essential elements that influence

employee job performance (Adrian, Adreas, et. al., 2009). Pinder (1998) sees motivation as forces that emanate from within the individual to influence the individual's direction, strength and determination. Motivation, either intrinsic or extrinsic, plays a significant role in organisations, though some have argued that intrinsic motivators are better motivators than extrinsic motivators. Studies (e.g. Bayt.com, 2009) found that good work-life balance, long term career growth opportunities and reputation are the main motivators in the Middle East. Meanwhile, Locke and Lathan (1976) perceived job satisfaction as a positive state of emotion emanating from one's job or job experience. It occurs when the job one does provides something that is regarded as important. Job satisfaction is a response to a situation, normally determined by how well the outcome exceeds or equates the expectations, in relation to attitudes associated with a job such as pay and promotion opportunities.

Herzberg (1966: p. x) argues: "the primary functions of any organisation, whether religious, political or industrial, should be to implement the needs of man to enjoy a meaningful existence". Herzberg considers "man in his totality" and identified a twin need that comprises avoidance of pain in the environment and the impulse "to determine, to discover, to achieve, to actualise, to progress, and to add to his existing" (Herzberg, 1966 p. 168). Apart from the twin needs identified by Herzberg, Galbraith (1977, p. 245) also asserts "organisations must design reward systems to remove the goal limitations to performance because they cannot rely upon the voluntary and spontaneous reaction of the behaviour which will produce the most effective task performance". These employees' needs and rewards system are vital to organisational function and survival in competitive environments. Therefore, for organisations to explore the best inputs of their employees that will in turn provide the best performance, they must pay attention to rewards and job satisfaction of their employees. Todes, Mckinney and Ferguson (1977) argue that the success or failure of motivation depends on the ability to match the needs of the people and the rewards that are appropriate for them.

Studies (e.g. Ahmed et al., 2010; Iaffaldano & Muchinsky, 1985; Igalens & Roussel, 1999; Jehanzeb et al., 2012; Peng, 2014; Saleem, 2011; Schlett & Ziegler,

2014; Tietjen & Myers, 1998 ; Yeh, 2013) have assessed the correlation between motivation, job satisfaction and performance. Chen, Zhao, Liu, and Wu (2012) reported that motivation is positively related to job satisfaction and integrating conflict management behaviour is positively related to innovation performance. In the same vein, Crossman and Abou-Zaki (2003) investigated the relationships between job satisfaction, individual job facets, socio-demographic variables and job performance in the Lebanese commercial banking sector and their study revealed that job satisfaction is significantly associated with job performance. Tzeng (2002) discovered that general job satisfaction, general job happiness, satisfaction with salary and promotion, were all factors that influenced job performance among nurses. While considering the effect of compensation efficiency on work motivation and job satisfaction in the cultural context of employment in France, Igalens and Roussel (1999) found that individualised compensation of employees can be a factor in work motivation.

Contrarily, Iaffaldano and Muchinsky (1985) conducted a meta-analysis on 74 empirical studies of relationship between job satisfaction and job performance, revealed that the correlation between job satisfaction and job performance was not significant, and they concluded that much of the variability in results obtained in previous research was due to the use of small sample sizes, and unreliable measurement of the constructs of satisfaction and performance.

Employee motivation and job satisfaction seem not to have been given the attention they deserve in Saudi Arabia. Suliamni (2006) suggests that for organisations in Saudi Arabia to meet the objectives of their business and high performance, they must employ strategies that would equip their staff to be productive and efficient, particularly through the training and development of staff. He further advocated that organisations in Saudi Arabia should focus on employees' job satisfaction in order to meet their objectives, and argued that the old management practices and approaches need to be revisited to achieve organisational objectives via employee job performance.

Studies involving motivation and job satisfaction in Saudi Arabia in general, remain limited in number and the few available (e.g. Yousif, (n.d), Al-Dala, 2003, Bayt.com, 2009 and Al-Aamer, 2011) focus on sectors other than tourism. Most studies within the tourism sector focus on 1) the impact of tourism on economic development e.g. Bokhari (2008) who revealed the positive impact of Islamic pilgrimage on GDP, real income, exports and import; 2) the attitude of the tourists e.g. Seddon and Khoja (2003) who studied Saudi patterns and attitudes of Saudi families, found that Saudi families have the means and willingness to support future protected areas for tourism development; 3) medical tourism e.g. Khan and Alam (2014) who discovered that medical tourism contributed 33 billion Sterling Pound annually with the arrival of 37 million tourists on health related trips; 4) Islamic pilgrimage e.g. Ahmed (1992) who examined Islamic pilgrimage as an international tourism activity. Very few studies (e.g. Almutairi, Moradi, Idrus, Emami and Alanazi (2013) studied employees in the tourism sector in Saudi Arabia, especially in relation to job satisfaction and job performance. Almutairi et al., (2013) discovered a positive and significant relationship between job satisfaction and job performance in employees in five star hotels. The importance of assessing incentives, job satisfaction and performance in the tourism sector of Saudi Arabia especially to gain better understanding of the extent to which incentives, job satisfaction and cultural competence contributes towards job performance cannot be underestimated. Identifying the role of these factors among employees of the tourism industry would provide important insights to make the sector more functional and effective for the intended diversification. The shift from technical and relational skills in predicting performance to other performance predictors (Johnson Lenartowicz & Apod, 2006) such as cultural competence adds more weight to the demand for the investigation. Therefore, the purpose of the study is to assess the effect of incentives on employees' job performance and the mediating effect of motivation, job satisfaction as well as the moderating effect of cultural competence.

1.3 Research Questions

In order to address the issues relating to research problem that is the focus of this study, the following research questions need to be answered

- 1) To what extent do monetary and non-monetary incentives influence job performance?
- 2) Do the two types of incentives influence motivation?
- 3) Do the two types of incentives influence job satisfaction?
- 4) To what extent do motivation and job satisfaction influence job performance?
- 5) Does motivation mediate the relationship between the two types of incentives and job performance?
- 6) Does job satisfaction mediate the relationship between the two types of incentives and job performance?
- 7) Does cultural competence moderate the relationship between job satisfaction and job performance?
- 8) Does cultural competence significantly moderate the relationship between motivation and job performance?

1.4 Research Objectives

The main purpose of this study is to examine the effect of monetary and non-monetary incentives on job performance through the mediating roles of motivation and job satisfaction among the employees in the tourism industry in Saudi Arabia. The specific objects of the study are as follows:

- 1) To examine the extent to which monetary and non-monetary incentives influence job performance.
- 2) To determine the impact of the two incentives on motivation.
- 3) To estimate the impact of the two incentives on job satisfaction.
- 4) To examine the impact of motivation and job satisfaction on job performance.

- 5) To assess the extent to which motivation mediates the relationship between the two types of incentives and job performance.
- 6) To determine the extent to which job satisfaction mediates the relationship between the two types of incentives and job performance.
- 7) To assess the moderating effects of cultural competence on job satisfaction and job performance.
- 8) To examine the moderating effects of cultural competence on the relationship between motivation and job performance.

The above objectives shall be to validate the proposed model based on Herzberg's two-factor theory in order to examine the effect of monetary and non-monetary motivation incentives on job performance through job satisfaction and motivation in the tourism industry of Saudi Arabia.

1.5 Significance of the Study

A study involving the tourism industry in Saudi Arabia is a timely development especially when the country is striving to diversify its economy through tourism. The country is attempting to utilise its vast tourism potentials to introduce wider economic benefits into the economy, while at the same time maintaining its cultural heritage.

Theoretically, the study will provide significant contributions regarding the effect of monetary and non-monetary incentives on job satisfaction and motivation, thereby, supporting theoretical provisions put forward by Herzberg. Similarly, the study will provide new findings for the literature regarding monetary and non-monetary incentives, job satisfaction, motivation and their relationships with job performance. Practically, the study is important to the tourism industry, especially now that the Kingdom of Saudi Arabia (KSA) is trying to tap the potentials in the tourism industry as a way of diversifying to enhance economic development. Therefore, this study will provide empirical knowledge regarding the power of incentives to enhance job performance through job satisfaction and motivation.

Similarly, the findings of the study will help the tourism industry in Saudi Arabia develop ways to satisfy the needs of the employees and gauge the efficiency of the existing reward system in the tourism industry. In addition, the study will provide an input regarding the moderating role of cultural competence towards not only achieving job performance but also enhancing its effectiveness in the tourism industry.

This study is of importance to policy makers and tourism industry administrators, as it will identify the effects of monetary and non-monetary incentives on shaping the behaviour of employees towards job performance. A model that examines monetary and non-monetary incentive will be derived to help improve employees' motivation, job satisfaction and job performance. In addition, the study will be a source of information for policy makers in order to improve the sector through employees' efforts, thereby, assisting the sector to function as expected in the area of economic growth. Specifically, the output of the study will help in formulating policies that will promote the well being of employees in the tourism industry, hence, contributing to achievement of the objective of economic diversification.

1.6 Scope and Limitation of the Study

The study focuses on the tourism industry in Saudi Arabia. Respondents for the study are employees in the tourism industry, specifically from the Saudi Commission for Tourism and Antiquities (SCTA) and hotels. More specifically, the study will consider employees in all departments of the SCTA, while in the hotel sector, employees in service and marketing departments are chosen. The study is limited to the effects of monetary and non-monetary incentives, motivation, and job satisfaction with the moderating effect of cultural competence in predicting job performance among employees. Although, the study covers staff of SCTA representing the entire kingdom, for the hotels, the focus is on the Makkah and Al-Madinah regions due to the high concentration of tourists to the Kingdom.

1.7 Key Terms

Monetary incentives

Monetary incentives are “set to satisfy basic human needs, encouraging workers to do their best of work performed, the recruitment of their capabilities and increase the level of their competences such as salary, bonuses, allowances, profit sharing and rewards” (Lawzi, 1995).

Non-monetary incentives

Non-monetary rewards are defined as “incentives that carry no monetary value and examples include verbal recognition and feedback, increased responsibilities, work-life balance, opportunities for professional growth, and other non-financial rewards” (Dewhurst, Guthridge, and Mohr, 2009).

Motivation

Motivation is a “the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively” (Buford, Bedeian & Lindner, 1995).

Intrinsic motivation

Intrinsic motivation refers to (a) participation in an activity purely out of curiosity, that is, for a need to know about something; (b) the desire to engage in an activity purely for the sake of participating in and completing a task; and (c) the desire to contribute (Dev, 1997).

Extrinsic motivation

Extrinsic motivation is defined as a “construct that pertains whenever an activity is done in order to attain some separable outcome” (Ryan & Deci, 2000).

Job Satisfaction

"A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976).

Job Performance

Job performance is “behaviours or actions that are relevant to the goals of the organisation” (McCloy, Campbell and Cudeck ,1994).

Tourism

“Comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited” (WTO) (<http://torch.linkbc.CA/torch/downs1>).

Cultural Competence

Cultural competence refers to the attitude, knowledge and skills necessary for providing quality care to diverse populations (California Endowment, 2003).

1.8 Conclusion

This chapter has described the background of the study, the problem statement, research objectives and research questions. Other aspects of the chapter include the significance of the study, and operational definitions of terms used in the study. In general, the chapter lays the foundation for the thesis describing how monetary and non-monetary incentives impact on job satisfaction to affect job performance.

Specifically, it relied on the Herzbergs’ dual needs theory, the study focused on investigating the effects of monetary and non-monetary incentives on job performance directly, and indirectly through mediation of motivation and job satisfaction as well as moderating effect of cultural competence in the relationship between motivation, job satisfaction and job performance. The chapter also highlighted that the government of Saudi Arabia should give adequate attention to the growing interest of domestic tourism in the Kingdom to boost the economy.

Finally, even though the study is limited to the employees of hotels in Makkah and Al-Madinah regions and Saudi Commission for Tourism and Antiquities (SCTA), it provided insights to the government on how job satisfaction of employees could result in increased job performance. The next chapter discusses the tourism industry from global perspectives, tourism in the Middle East and finally, tourism in Saudi Arabia as well as its economic contribution to the kingdom.

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