

CHAPTER 5

FINDINGS AND DISCUSSION

5.1 Introduction

This chapter discusses the findings of the research questions. Smart Partial Least Square (Smart-PLS) version 3.2 has been used to evaluate the measurement model, structural model and mediator variable analysis of the study. This chapter begins with an introduction followed by discussion of the research questions findings. These questions present inquiries about the effects of independent variables on the dependent variable and exploring the mediator variable's influence between the independent and dependent variables. Moreover, discussing the study findings has been done to answer the research questions based on the respondents' perspectives and their relation to their characteristics.

5.2 Findings of the First Research Question

This sub-section discusses the first research question's findings, which was “What is the influence of the leadership role towards employees' productivity in Oman Water Sector?” The Smart PLS program has also been used to analyze this research question because of its solid statistical advantages in extracting the results and studying the leadership role impact as an independent variable on the employees' productivity as the dependent variable. Also, it is used to find the statistical relationship between them and to draw a structural model for the study variables with their items. Initially, as a supposed procedure, investigating the collinearity problem in the studied model has been done because it negatively affects the data and the extracted results. Accordingly, the values of the inflation factor variance (VIF) have been examined. Table 5.7 shows the results that found all the inflation factor results not exceeded (5), which is the limit determined by the experts, as was previously explained.

Thus, all values of the inflation factor's variance ranged between 1.636 and 2.947 indicates the quality of data. Also, it is free from the problem of collinearity. Therefore, this result prompts continues to consider the accurate results of the research hypothesis.

Table 5.1: Variance Inflation Factor for Leadership Role and Employees' Productivity

Variable	Item No.	VIF	Variable	Item No.	VIF
Leadership Role	Q.1	2.279	Employees Productivity	Q.34	2.112
	Q.2	2.706		Q.35	1.872
	Q.3	2.927		Q.36	1.886
	Q.4	2.248		Q.38	2.215
	Q.5	2.476		Q.40	1.761
	Q.6	2.282		Q.42	2.209
	Q.7	2.772		Q.43	2.149
	Q.8	1.636		Q.44	1.796
	Q.9	2.906		Q.45	2.306
	Q.10	2.729		Q.46	2.124
	Q.11	1.851		Q.47	2.163
	Q.12	2.947		Q.48	2.014
	Q.13	2.488		Q.49	1.958

The path parameters have been examined, representing the assumed relationships between the studied variables and studying the statistical significance. Table 5.2 shows a relationship between the leadership role variable and the variable of employees' productivity. It shows the value of the statistical significance for each of ("T" = 2.513, the statistical significance = 0.001) indicates a direct relationship to the level of significance (0.05). The results also show, in Figure 5.1, that all the items of the leadership role and employees' productivity are statistically significant from the level of significance (0.05) with its latent variable, where the value of "t" came higher than (1.96), which indicates this result. The "beta" value results also show that the leadership role variable significantly impacted the variable of employees' productivity of OWS employees. Where the value of "beta" for a leadership role is (0.078), which is statistically significant, the researcher can

reach a set of conclusions from the value of "beta," which is (0.078), where its value indicates the existence of a positive relationship between those variables and the positive value indicates the existence of a direct relationship. It means that more consideration of leadership role in enhancing the employees' productivity among employees of OWS.

Table 5.2: Direct & Indirect Effects of Leadership Role and Employees' Productivity

PATH COEFFICIENT	Original Sample (O) beta	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Relationship
Leadership Role -> Employees Productivity	0.078	0.086	0.031	2.513	0.012	Positive

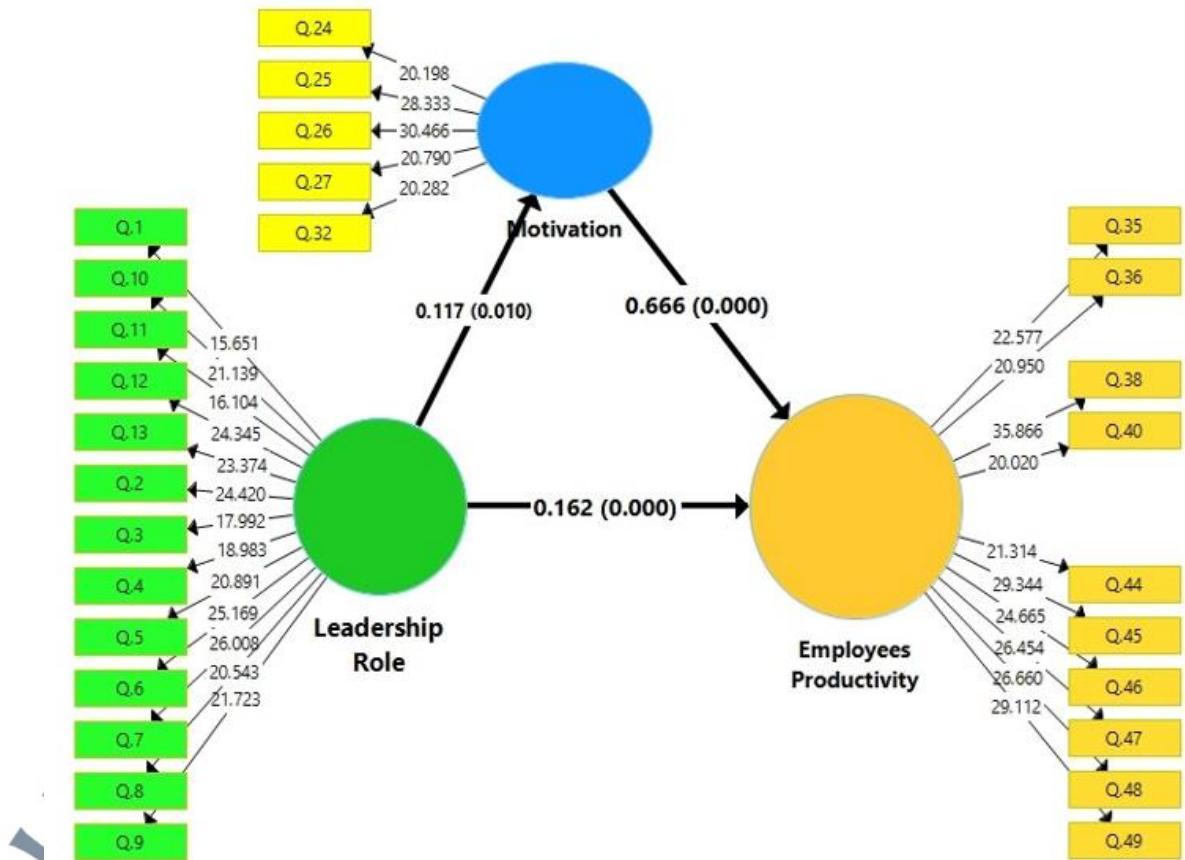


Figure 5.1: Model of Path Analysis for Leadership Role and Employees' Productivity

A basic within the investigation stages and thinking about the structure is determining the coefficient of assurance (R^2), which measures the model's prescient control. The results extricated from the investigation (Figure 5.2) demonstrated that the coefficient of assurance (R^2), which measures the informative and prescient control of the demonstration had an esteem of (0.493) as appeared in the taking after Table 5.3. This value demonstrates that there is no such thing as a true. It is also drawing closer to the esteem of one adjusted level of high predictive accuracy, implying that employees' productivity (the dependent variable) is not the only figure that clarifies the relationship, but rather (49.3%). It appeared the impact estimate (2f) existed between the independent and dependent variables and it came with a value of (0.027). In this way, the leadership role variable significantly impacts employees' productivity within the OWS. In addition, the predictive relationship pointer outside the test (Q^2) has been effectively used as a basis to predict the ability of the independent variable to predict the dependent variable. The measure utilized in judging this indicator compares the value of the predictive relationship index (Q^2) with a zero value. According to Hair (2016), in the event that the result of (Q^2) is greater than zero, the model has predictive power, but on the off chance that the value of (Q^2) is less than zero, the show has no predictive power. Hence, the result within the current test appears to show that the predictive relationship file (Q^2) came with a value of (0.490), which shows the ability of the independent variable to predict the dependent variable outside of the current test.

Table 5.3: (R^2) for Relation between Leadership Role and Employees' Productivity

	R Square (R^2)	Q^2	(2f)
Leadership Role -> Employees' Productivity	0.493	0.490	0.027

The mentioned results confirm the impact of the leadership role in the employees' productivity in OWS. Also, they are in line with many scholars' findings that found significant relation between leadership role and the productivity of organizational employees. Studies which agreed with such finding have been done by Arijaldi and Mulyadi (2020), Larrea and Edoun (2019), Almarhoon (2018), Ghalandari and Paykani (2016). The above findings conclude that the management of OWS needs to develop the leadership role in their organizations, which will increase the productivity of their employees.

5.3 Findings of the Second Research Question

This second research question is that “What is the influence of the leadership role towards motivation in Oman Water Sector?” The software (SMART PLS) has been used in this study to analyze the influence of leadership role on employee's motivation in the Oman Water Sector due to its statistical capacity to detect the relationships between all the items and their factors. It is necessary to determine the association between these factors and to assess their reliability. This statistical technique also includes the capacity to forecast the model outside of the research sample. As previously mentioned, the researcher first tested the model and ensured its reliability. When two variables are highly linked, this is known as collinearity (Hair et al., 2014a). As a result, multicollinearity emerges when more than two indicators are intercorrelated. To calculate collinearity and estimate the variance inflation factor, Smart PLS was used (VIF). Table 5.4 shows that the independent variable's multicollinearity is unaffected since the VIF values are fewer than five. As a result, there is no issue with the predictor constructs collinearity in the structural model.

Table 5.4: Variance Inflation Factor (VIF) for the Leadership Role and Motivation

Variable	Item No.	VIF	Variable	Item No.	VIF
Leadership Role	Q.1	2.279	Motivation	Q.24	1.647
	Q.2	2.706		Q.25	1.544
	Q.3	2.927		Q.26	1.697
	Q.4	2.248		Q.27	1.396
	Q.5	2.476		Q.29	1.675
	Q.6	2.282		Q.32	1.529
	Q.7	2.772			
	Q.8	1.636			
	Q.9	2.906			
	Q.10	2.729			
	Q.11	1.851			
	Q.12	2.947			
	Q.13	2.488			

The researcher investigated the statistical significance and estimated the structural model's relationship (Figure 5.2) represented by the path relationship between the factors of this study. The findings in Table 5.5 reveal that there is a direct and statistically significant relationship between the variable of leadership role and motivation at the level of significance (0.05). On the other hand, the value of "T" was (2.501) and the degree of statistical significance was (0.013) indicating that these variables had a positive connection. Figure 5.2 further shows that all items are statistically significant with their latent variable since the value of "T" was greater than zero (1.96). As a result, based on the degree of significance it is statistically significant (0.05).

Table 5.5: Indirect Effects for Motivation and Employees' Productivity

Path Coefficient	Original Sample (O) beta	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Relationship
Leadership Role - > Motivation	0.117	0.129	0.047	2.501	0.013	Positive

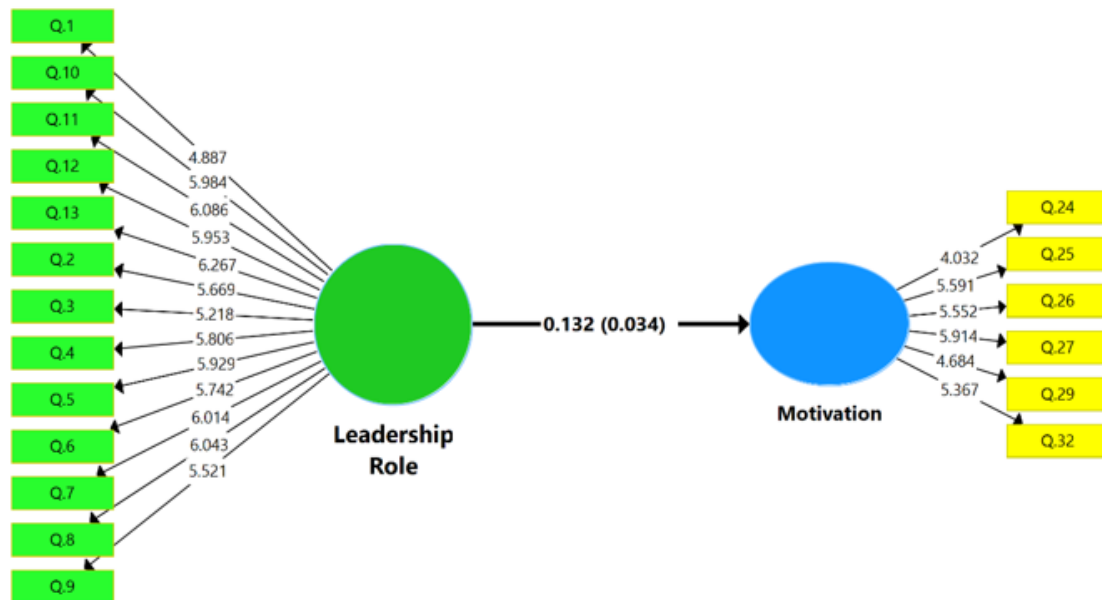


Figure 5.2: Path Coefficients analysis between Leadership Role and Motivation

Interpreting the coefficient of determination (R^2), which assesses the model's predictive power is critical during the analytical phases and examination of the model structure. The analysis result indicated that the coefficient of determination (R^2), which assesses the model's explanatory and predictive capacity had a value of (0.023) as given in Table 5.6. This value denotes that the connection has less than one true result. It also approaches the value from one correct mean level with high predictive accuracy, indicating that the motivation variable is not the only factor that explains the connection of 2.3%, but this is only one of several associations that exist for a variety of reasons.

The findings also revealed that an effect size of (f^2) existed between the independent and dependent variables and it was accompanied by (0.024). Due to the differences in criteria from one test to the next, the researcher relied on Cohen's criterion (1988) to compute the PLS model's impact size. As a general rule, a number less than (0.02) indicates no impact, a value of (0.02) reflects a little effect and a value of (0.15) represents a

significant impact. Simultaneously, the value (0.35) has a significant effect. The leadership role variable has a significant effect on motivation in the OWS according to Cohen's criteria. Furthermore, the predictive connection indicator outside the sample (Q^2) was successfully employed as a criterion to predict the ability of the independent variable to predict the motivation variable. The criterion used to evaluate this indicator compares the predictive connection index (Q^2) value to zero. According to Hair (2016), if the value of (Q^2) is greater than zero, the model has predictive power. However, if the value is less than zero, the model has no predictive power. As a consequence, the predictive connection index (Q^2) in the present model has a value of (0.021) indicating the potential of the leadership role variable to predict the motivation variable outside of the current sample.

Table 5.6: (R^2) for Relation between Leadership Role and Motivation

	R Square (R^2)	Q^2	(f^2)
Leadership Role -> Motivation	0.023	0.021	0.024

These results indicate the impact of leadership on the motivation in OWS and they are in line with the findings of other scholars. They were consistent with the statement that Leadership has a big role to play in keeping and enhancing employee morale (Khuong, 2015). In his research, it has been observed that leadership has an effect on staff morale. Moreover, Yidong and Xinxin (2013) found that the individuals' creative work behaviors were found to be favorably connected with workers' perceptions of leadership as well as the group's opinion of leadership. Therefore, these findings indicate the importance of OWS management to care for leadership role due to its impact in the motivation of employees. In sequence, this will help in enhancing the employees' productivity.

5.4 Findings of Third Research Question

The third research question is that “What is the influence of the motivation towards employees' productivity in Oman Water Sector?” Due to the statistical ability of Smart-PLS to identify the relationships between all the items with their variables, Smart PLS has been used in this study to measure the impact of motivational factors on employees' productivity in the Oman Water Sector. It requires determining this relationship between these variables and assessing their reliability. Additionally, this statistical approach includes the ability to predict the model outside the study sample. The model has been evaluated to ensure its reliability. Collinearity occurs when two variables are closely correlated (Hair et al., (2014a). As a result, where more than two indicators are intercorrelated, multicollinearity occurs. Smart PLS has been used to calculate collinearity and estimate the variance inflation factor (VIF). Table 5.7 indicates no issue with the multicollinearity of the independent variable since the VIF values are less than five. Therefore, there is no issue related to the collinearity among the predictor constructs in the structural model.

Table 5.7: Variance Inflation Factor for Motivation and Employees' Productivity

Variable	Item No.	VIF	Variable	Item No.	VIF
Motivation	Q.24	1.647	Employees Productivity	Q.34	2.112
	Q.25	1.544		Q.35	1.872
	Q.26	1.697		Q.36	1.886
	Q.27	1.396		Q.38	2.215
	Q.29	1.675		Q.40	1.761
	Q.32	1.529		Q.42	2.209
				Q.43	2.149
		Q.44		1.796	
		Q.45		2.306	
		Q.46		2.124	

Continued Table 5.7

Variable	Item No.	VIF	Variable	Item No.	VIF
			Employees Productivity	Q.47	2.163
				Q.48	2.014
				Q.49	1.958

The researcher has examined the statistical significance and estimates the structure model's relationship (Figure 5.3) represented by the path relationship between the under investigation factors. The results in Table 5.8 show the presence of a direct and statistically significant connection about the level of significance (0.05) between the variables of motivation and employees' productivity. On the other hand, the value of "T" was (21.297) and the level of statistical significance was a value of (0.000), which indicates that there is a strong relationship between these variables. The results also show in Figure 5.3 that all items are statistically significant with their latent variable as the value of "T" came higher than (1.96). Therefore, it is statistically significant from the level of significance (0.05).

Table 5.8: Direct & Indirect Effects for Motivation and Employees' Productivity

Path Coefficient	Original Sample (O) beta	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values	Relationship
Motivation -> Employees Productivity	0.671	0.678	0.031	21.297	0.000	Positive

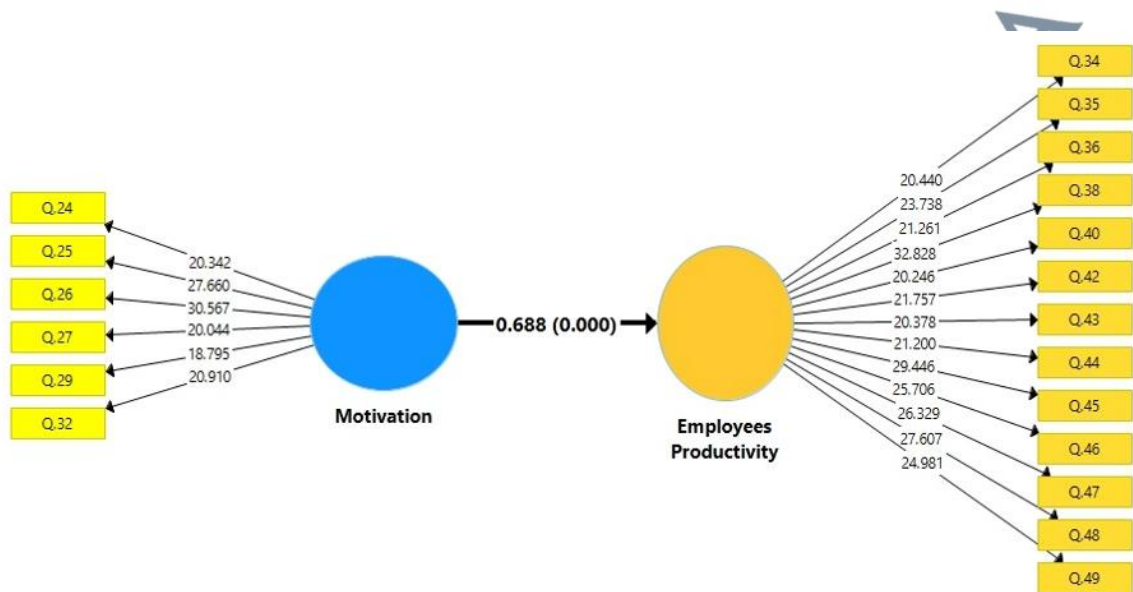


Figure 5.3: Model of Path Analysis for Motivation and Employees' Productivity

An essential in the analysis stages and study of the model structure is interpreting the coefficient of determination (R^2), which measures the model's predictive power. The result extracted from the analysis indicated that the coefficient of determination (R^2), which measures the explanatory and predictive power of the model had a value of (0.493) as shown in the following Table 5.9. This value indicates that the relationship came less than one true. Also, it is approaching the value from one correct means levels high predictive accuracy, meaning that employees' productivity (the dependent variable) is not the only factor that explains the relationship but only (49.3%). There are other reasons for this relationship. The results also showed the effect size (f^2) exists between the independent and dependent variables and it came with (0.858). In judging the size of the effect (f^2), the researcher relied on Cohen's criterion (1988) to calculate the PLS model's effect size due to the difference in criteria from one test to another. As a rule for evaluating the size of the

effect, a value that is less than (0.02) indicates no effect, a minimal effect is represented by a value of (0.02) and a value of (0.15) represents a mediate effect. At the same time, the value of (0.35) represents a significant effect. According to Cohen's criterion, the motivation variable significantly influences employees' productivity in the OWS.

Moreover, the predictive relationship indicator outside the sample (Q^2) has been used effectively as a criterion to predict the ability of the independent variable to predict the dependent variable. The criterion used in judging this indicator compares the value of the predictive relationship index (Q^2) with zero value. According to Hair (2016), if the result of (Q^2) is greater than zero, then it means that the model has predictive power, but if the value of (Q^2) is less than zero, the model has no predictive power. Therefore, the result in the current model shows that the predictive relationship index (Q^2) came with a value of (0.490), which indicates the ability of the motivation variable to predict the dependent variable outside the current sample.

Table 5.9: (R^2) for the Relation between Motivation and Employees' Productivity

	R Square (R^2)	Q^2	(f^2)
Motivation -> Employees' Productivity	0.493	0.490	0.858

These results indicate the impact of motivation in the employees' productivity in OWS and they are in line with the findings of other scholars. They were consistent with motivational factors of equal treatment (Jokipalo, 2019), communication with their employees (Ezeamama, 2019), job performance (Kim et al., 2011), the manager's trust (Mishra and Morrissey, 1990; Chen et al., 2012), employee's skills (Mhlanga and Pradhan, 2020), appreciation (Stocker et al., 2010), empowerment (Bergquist, 2018), training (Al-Harthy

and Yusof (2016) and Sudhakar (2020). On the other hand, Alqudah (2020) found a negative relationship between the availability and suitability of training and educational programs executed in the Ministry of Education in Jordanian. Therefore, these findings indicate the importance of OWS management to care for all stated motivation factors. In sequence, this will help OWS management to enhance the employees' productivity.

5.5 Findings of the Fourth Research Question

This sub-section discusses the finding of the fourth research question, which was “What is the mediating effect of motivation towards the relationship between leadership role and employees' productivity in Oman Water Sector?” The present research question deals with studying the mediator variable of motivation to discover direct and indirect mediating effect between the independent variable (leadership role) and the dependent variable (employees' productivity). Also, it studies the change occurring from its mediation and the interactive role that serves the conceptual and theoretical framework on which the researcher relied on this study. All this is taking advantage of the Smart PLS program's feature to study the structural model's intermediate relationship.

Examining the fundamental assumptions of any statistical method and its degree of accomplishment positively affects the measurable examines all in general. The most conspicuous of these assumptions is the assessment of the structural model. In addition to study the degree to which it accomplishes the necessary of credibility and reliability. Such an assessment has done in the previous chapter. The other assumption that should be found in PLS-SEM is the nonattendance of the information from collinearity. To confirm if such an issue exists, the analysts have proposed that looking at the values of variance inflation

factor (VIF) that is one of the yields of the Smart PLS program, if its value does not exceed 0.5 (Hair, 2016). After inspecting the real yields, the outcomes show that all values of variance inflation factors (VIF) have demonstrated that the data has been liberated from the issue of collinearity. Therefore, it has excellent quality and validity.

Table 5.10: Direct Effect of the Mediator Variable

	Original Sample (O) beta	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Leadership Role -> Employees Productivity	0.162	0.170	0.038	4.304	0.000
Mediator (Motivation) -> Employees Productivity	0.666	0.668	0.035	18.798	0.000

The researcher examined the statistical significance and estimates of the structural model relationships (Figure 5.4) represented by path parameters representing the assumed relationships between the studied variables. The results in Table 5.9 show that there is no direct statistically significant relationship for the level of significance (0.5) between the leadership role and employees' productivity with the mediator variable of motivation. Also, the statistical significance is (0.000), which indicates that the mediator variable has a positive impact between these independent and dependent variables. The results also have shown in Figure 5.4 that the items are statistically significant with their latent variable, as the value of "T" was less than (1.96). Hence, it is not statistically significant at the level of significance (0.5). Therefore, it concludes that there is a positive relationship, which means that the employee's motivation mediates the relationship between the independent variable (leadership role) and the dependent variable (employees' productivity) among OWS employees.

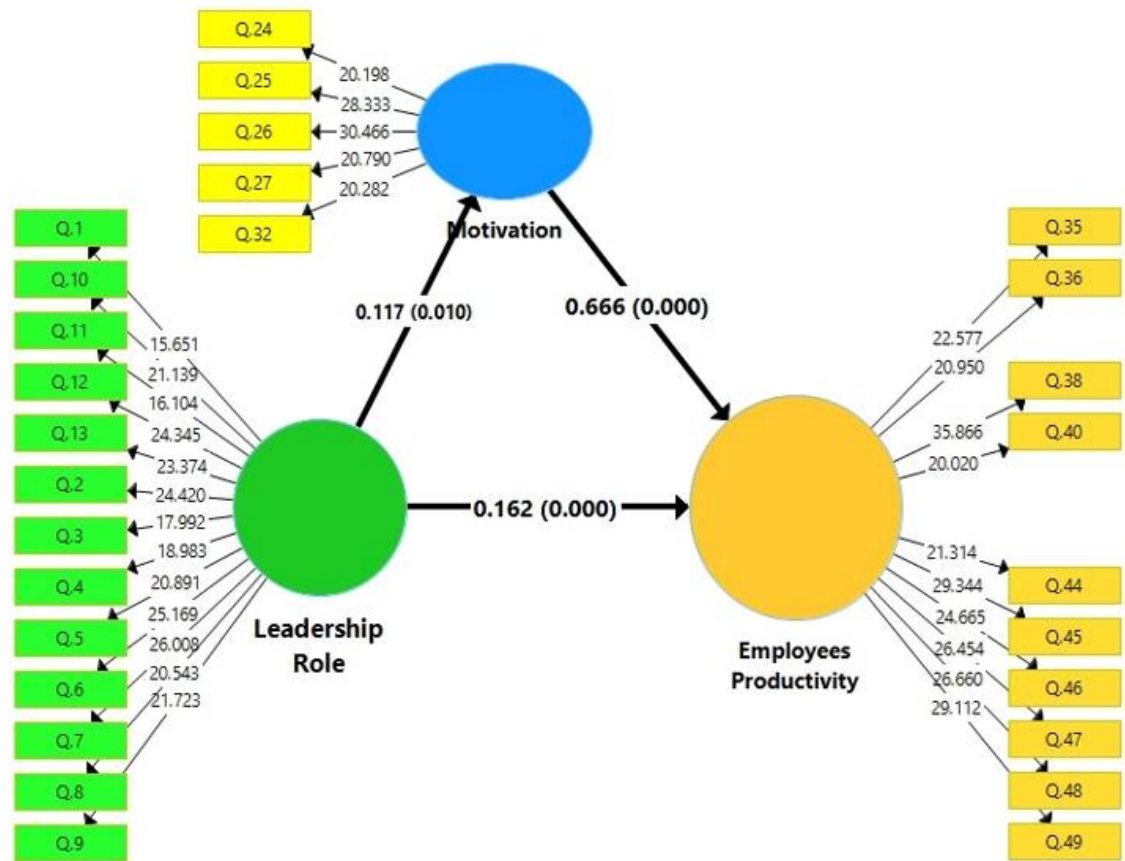


Figure 5.4: Path Coefficients with Mediator between Leadership Role and Employees' Productivity

The findings of the coefficient determination (R^2) to measure the predictive power of the model illustrates that the value of the coefficient determination (R^2) for the Employees' Productivity variable is (0.5). The judging criteria for this value specify high predictive accuracy levels whenever the value approaches one integer. It means that the dependent variable (Employees' Productivity) has also describes the association with leadership role in the mediator (Motivation). However, it explains that only 5%, while there are other reasons for this association. The results also showed that the size of the effect (f^2) independent variable (leadership role) and the dependent variable (Employees' Productivity) is (0.034). In assessment with Cohen's criterion (1988), for calculating the

effect size of the Path Coefficients model (PLS) and as a general rule for measuring the effect size for Cohen (1988), the value (0.35) represents a significant effect on the effect size. Accordingly, the leadership role (IV) as a direct relationship in the presence of the mediator relationship on the employees' productivity (DV) have a significant impact on the Omani Water sector employees.

The researcher can also effectively use the predictive relationship indicator (Q^2) as a criterion for predicting the variable of leadership role to predict the variable of employees' productivity with the motivation as a mediator variable. The criterion used in judging this indicator compares the value of the predictive relationship index (Q^2) with zero value. If the result of (Q^2) is greater than zero, then it means that the model has predictive power, but if the value of (Q^2) is less than zero, then the model has no predictability (Hair, 2016). Therefore, the current model's result shows that the predictive relationship index (Q^2) came with a value of (0.490) indicating there is an ability of leadership role to predict employees' productivity with the presence of employee motivation as a mediator variable.

Table 5.11: (R^2) for the Relation of the Mediator Variable

	R Square (R^2)	Q^2	(f^2)
Leadership Role \rightarrow Employees' Productivity with the Mediator (Motivation)	0.493	0.490	0.034

By comparing the above results with other scholars, they indicate diverse results. Shafi et al. (2020) found that inspirational motivation has the greatest impact on employee creativity. As a result, leaders need to apply motivational strategies to make their employees more creative. However, individual approaches are not a critical factor influencing employee creativity and should not be paid too much attention. Also, Kara et al. (2018)

studied the mediating impact of gender and income on the relationship between leadership style and quality of work life. They discovered that transformational and transactional leadership styles were important predictors of QWL, including demographic variables (such as age, job levels, and educational background) but not gender or income. Once it comes to the relationship between leadership styles and gender, gender has a statistically significant mediating effect between transactional and QWL, but not between transactional and QWL. Thus, leadership types and QWL have a statistically significant effect on sales. Accordingly, it is clear that there is a relationship between the employees' productivity and their motivation with the leadership role's availability. Thus, it means that the leadership role affects the employees' productivity with influencing of the motivation as a mediator in OWS.

5.6 Discussion of the Results and Key Findings

This section discusses the key findings of the current study. It includes the respondents' demographic, the impact of the leadership role and the motivation. The key findings of the mediating impact between independent and dependent variables have been discussed in this chapter.

5.6.1 Key Findings of the Respondents' Demographic

The respondents' demographic findings have indicated that the respondents' gender is 73.2% were male and 26.8 were female. The findings related to the age of responses are mostly between 31 to 39 years with 51.5%. Whereas respondents' educational qualification is 45.6% having a Bachelor's Degree, a Doctoral Degree is 1.5%. Regarding the position

type, the majority with 82.1%, is holding non-managerial positions. Also, 35.3% of the responses have working experience between 5 to 10 years. Moreover, findings show that most of the respondents' workplace in PAW with 79.4%, while 20.6% only in MAFWR. This finding is due to the size of the water organizations and their number of employees.

5.6.2 Findings of Leadership Role Impact on the Employees' Productivity

The current study assumed that the leadership role has a significant influence on the employees' productivity in the Oman Water Sector. The findings from statistical data analysis using the structural equation modeling (SEM) confirmed the existence of this positive relationship where the value of "T" was (2.513), while the statistical significance was (0.000), which indicates that there was a strong relationship between these variables. It shows that the employees' productivity was positively and significantly have correlated to the OWS leadership role. These findings were in line with the previous studies that found the leadership role is a reason for improving the employee's productivity. Such studies are as follows. The outcomes of a study done by Arijaldi (2020) showed that the productivity of the work was significantly influenced by strategic leadership and the nature of work-life both altogether and partially, which implies that better strategic leadership and the quality improvement of work-life will upgrade the employees' productivity.

Mulyadi (2020) studied how much impact of the leadership and compensation have on the employees' productivity of PT Taiho Nusantara partially and simultaneously. It concluded that the leadership role and compensation simultaneously impact the employees' productivity. Also, a study conducted by Larrea (2019) found that a supportive leadership style was accountable for accomplishing more elevated levels of the behavior of

organizational citizenship. Moreover, organizational citizenship behavior affected the productivity of the monetary guide division of a private, not-for-profit university. In another study by Edoun (2019), the results show that Detpak's leaders and managers satisfy their roles. Nevertheless, the leaders and managers consistently offer staff space for upgrade and development and can make capacities on the best way to actualize these two roles while satisfying them. The proposal focal points on using different behavioral theories that would improve employee productivity and sustainability at Detpak. The recommendation is conducting leaders, managers and employees, as well as the significance of correspondence, rewards and unforeseen prizes inside the association. Additionally, a study has done by Almarhoon (2018) found that most administrative leadership has influenced the productivity and functional commitment of the employees. While the motivation has affected their performance and the employees' functional, commitment and gender have mediating impact on the relationship between administrative leadership and motivation with functional commitment and productivity.

Furthermore, a study done by Ghalandari and Paykani (2016) pointed that toward investigating the relationship between directors' abilities to fulfill three-fold managerial functions and employee efficiency in Shiraz's Social Security Divisions by considering the mediating role of managers' personality characteristics. Findings relating to the way examination research model proposed that Managers' Personality Traits mediated the connection between managerial roles positively with employees' productivity. Likewise, data examination results outlined a massive connection between the capacity to direct three-fold managerial roles (decision-making, information, and communications roles) and employees' productivity. Additionally, capacity in performing three-fold managerial roles

could predict employees' productivity. The findings mentioned above concluded that the management of OWS needs to develop a leadership role in the Oman Water Sector, which will result in enhancing their employees' productivity. The following Table 5.12 shows data analysis findings of the most variables of the leadership role have a positively strong relation with the employees' productivity.

Table 5.12: Strong Relation Statements between IV and DV

Item No.	Item Statement	VIF
Q.12	My manager helps me to develop the skills I need to perform my duties.	2.947
Q.3	My manager pays attention to what I am saying/ doing.	2.927
Q.9	My manager pays attention to the employees' wishes and needs.	2.906
Q.7	My manager makes me feel important at work.	2.772
Q.10	My manager provides me with what I need to perform my duties.	2.729
Q.2	My manager helps me to improve my performance.	2.706
Q.13	I feel free to do my job in the way that I see it adds value.	2.488
Q.5	My manager respects my opinions.	2.476
Q.6	My manager contributes positively to the overall effectiveness of the organization.	2.306
Q.1	My manager listens to my job-related problems.	2.282
Q.4	My manager asks for my opinion in job-related issues.	2.279

5.6.3 Key Findings of Motivation Impact on the Employees' Productivity

This study proposes that extrinsic and intrinsic motivational factors significantly influence the employees' productivity in the Oman Water Sector. The results from statistical data analysis using the structural equation modeling (SEM) method confirmed the existence of its positive relationship, where the value of "T" was (21.297) and the level of statistical significance was a value of (0.000) that indicates a strong relationship between these variables. Therefore, it shows that the employees' productivity has positively and

significantly related to the motivation in the OWS. This finding is consistent with previous studies' findings that motivation enhance employee productivity (Abadi et al., 2011). Moreover, the data analysis found that some motivational factors positively related to the employees' productivity. They were equal treatment, job importance, and manager's trust, having the required skills, appreciation, empowerment, training and development, receiving bonus, relationship with co-workers, and quality of the working environment.

The positive and strong relation findings of equal treatment's motivational factor were consistent with previous research (Jokipalo, 2019). Furthermore, according to Ezeamama (2019), corporate management should strengthen communication with their staff. It should build a motivating work atmosphere and make it more conducive to employees in providing loans and other schemes that help maintain employees' commitment to their employment. In addition to improving the work environment, make it much more conducive to individuals in providing loans and other schemes that encourage sustainable employees' commitment to their work.

Regarding the motivation factor of job performance, the current study's findings were in line with the literature. Kim et al. (2011) found that work value, success level and job satisfaction of school and workplace foodservice dietitians were all substantially high. Han et al. (2009) found that the task has not well done than the job importance understanding in a quantitative analysis of job satisfaction, job importance and job success level of school nutrition teachers and school dietitians. While regarding the motivational factor of the manager's trust, Ye et al. (2021) found that the link between perceived trust and sense of self-worth is negatively reduced by employees' reciprocation wariness. The more unfavorable the impact of perceived trust on proactive action via the sensation of role

overload, the higher the employee's consequences from perceived trust. Likewise, Casado (2018) found that the relevance of leadership as an internal organizational antecedent for effective organizational transformation is demonstrated in this study. This is especially true because the change was based on moral values, which the leader used to inspire, motivate, and establish trust among his followers.

Moreover, trust directly and considerably impacts voluntary employee performance (Chen et al., 2012). This research consequence specifies that trust significantly impacts voluntary employee performance. In addition, regarding to the motivational factor of employee's skills, the findings of the current study are in line with the findings of Mhlanga and Pradhan (2020) in their study about a productivity improvement in a soft drink manufacturing company. The results are similar to the current study's findings of the motivational factors of having the required skills. They have found that the company needs to improve employee's skills to adapt to on-going developing technologies and gain better employee productivity.

Appreciation and workplace recognition found to be positively related to the work satisfaction and negatively related to feelings of resentment. Overall, these findings suggest that cultivating a work culture founded on gratitude is valuable (Stocker et al., 2010). This study's findings met the positive findings of the current study about the motivation factor of appreciation. Whereas Bergquist (2018) studied the influence of empowerment and autonomy on the nursing, director's decision to continue has explored. The findings showed a positive relationship with their productivity and patient outcomes. Another study made by Valmohammadi and Jarihi (2019) found that creative ideas and the enhancement of

employees' decision-making power in employee empowerment can help organizations succeed.

Additionally, Sudhakar (2020) studied the effect of training on employee productivity in the insurance sector in selected areas of Tamilnadu. It has discovered that on-the-job training has a significant relationship with employee productivity. In contrast, off-the-job training has a significant relationship with employee innovativeness. On the other hand, Alqudah (2020) found that the findings showed a significant negative relationship between availability and suitability of training and educational programs executed in the Ministry of Education in Jordanian. Also, improve employees' productivity and motivation affects the ministry's training and educating programs. It needs a frequent review of the organizations' training policy and the types of training and development programs that ensure the employees' skills that support enhancing their productivity. Besides, Al-Harthy and Yusof (2016) studied the influence of transformational leadership on employee productivity and the training has an impact and positively it was related to the employee job productivity. Based on these findings, the management and decision-makers of OWS need to consider all mentioned motivation factors in developing the HR, training and development strategies. In turn, this will support enhancing the employees' productivity in the organizations of this sector.

5.6.4 Key Findings of Motivation as a Mediator between (IV) and (DV)

This study believes that motivation mediates the relationship between the independent variables of leadership role and the dependent variable of employees' productivity. The finding of statistical data analysis has gained by the Structural Equation Modeling (SEM)

method. The motivation has represented by the factors of equal treatment, job importance, manager's trust, owns the required skills, empowerment, training and development, bonus, relationship with co-workers, and quality of the working environment.

The data analysis findings of the current study were contrary to predictions of the fourth hypothesis. This hypothesis stated, "*The motivation mediates between the leadership role and the employees' productivity in Oman Water Sector.*" It supported the mediator of motivation between the leadership role and the employees' productivity due to the statistical significance which shows the mediator variable has a positive effect between these independent and dependent variables. Moreover, there was a positive relationship between the leadership role (IV) and employees' productivity (DV), this relation was mediated by the variable of motivation as a mediator in OWS.

5.7 Chapter Summary

The outcomes of the research questions have been addressed and discussed in this chapter. The discussion has evaluated the measurement model, structural model and mediator variable analysis of the study based on the Smart-PLS version 3.2. In addition, it has included a discussion of the research questions' findings and it has been done to know the influence of independent variables on the dependent variables. Moreover, to explore the influence of the mediator variable between the independent and the dependent variables. Therefore, this chapter has discussed the findings of the four research questions and brought their answer.