

MODELING THE ECONOMIC BENEFITS OF EMPLOYEE MOTIVATION AND JOB SATISFACTION IN THE LEBANESE FAMILY BUSINESSES

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Abstract

The family business has been crucial in the landscape of business for a long time, and is still one of the key business structures found in Lebanon. A company is defined as a family business when it is closely monitored by family generations who had an influence on the policy of the company, while the objectives and interests of the family also influenced the company. Moreover, employee motivation and job satisfaction are two important variables that companies must consider, since motivated and satisfied employees perform better, stay longer and contribute to the organization's goals through their efforts, hence enhancing the company's image and profitability. The aim of this paper is to test the level of employee motivation and job satisfaction at Lebanese family businesses, and how certain factors studied in the literature affect employee motivation and satisfaction. The study will use a quantitative approach, using a

close ended questionnaire distributed to a randomly selected sample of 200 employees in different family businesses in Lebanon, to test the research hypotheses. The collected data will be analyzed by SPSS in order to answer the research questions and hypotheses. Some descriptive analysis of the variables revealed that more than half of the participants in this survey are motivated and satisfied at their current jobs, which indicates that the owners of family businesses in Lebanon are doing a good job at motivating and satisfying their employees. Furthermore, the utilized data revealed a significant relationship between empowerment, learning, better quality of work life conditions, monetary incentives, and employee motivation at work.

Keywords: Family Business, Employees, Economic benefits, Employee Motivation, Job Satisfaction

INTRODUCTION

The family business has been crucial in the landscape of the business for a long time, and is still one of the key business structures found in Lebanon. Family firms can be small, medium, or large enterprises that may occur in the different sectors and different industries. Family businesses are essential for their contribution in employment, generation of income, and accumulation of wealth. The definition and description of family businesses is quite hard due to the multidimensional nature of those firms and there is no single definition capable of capturing the intrinsic diversity of such firms. A company is defined as a family business when it is closely monitored by family generations who had an influence on the policy of the company while the objectives and interests of the family also influenced the company (Zachary, 2011).

Employee motivation is a factor or a set of factors causing the employee in an organization to pursue the goals or perform tasks. Motivation is the driver causing an employee to act in a particular manner. Motivational theories are basically divided into two categories which are the intrinsic and extrinsic motivation theories. Employee motivation on the other hand depends heavily on the type of work, employee, and management.

Job satisfaction is the person's contentment level regarding the job that he/she occupies. The feeling of contentment is mainly based on the perception of satisfaction of this individual. The satisfaction at a job is often influenced by the ability of the individual to achieve the required tasks, the level of communication occurring in the organization, and the way of treatment with employees (Boundless Management, 2015).

The family businesses are the driving engine of the wealth creation and socioeconomic development around the world. The major issue related to family businesses is the continuity of such firms and the ability to transfer the businesses from one generation to another. Family businesses are considered as the primary job creation source (Astrachan & Carey 1996). Family businesses in Lebanon constitute around 85 percent of the private sector creating 1.05 million jobs out of 1.24 million jobs (Sreih, 2006). The family units were the only units capable of entrepreneurial activities in Lebanon after the civil war.

Family businesses are companies where the family is the controlling unit with the majority of voting power in their hands, furthermore, the founders of the family business intend to move the business to their descendants. Other terms can be used to describe family businesses such as family-controlled business, family-owned company, family firm, family company, and family-business.

Quite a lot of studies revealed the ability of the family-owned business to outperform the non-family competitors in terms of growth measures, profit, and sales (Leach, 1991). A study conducted by Thomson Financial for the Newsweek revealed that family-owned businesses outperformed their rivals on six major indexes in Europe. However, the absence of the needed attention given by the majority of family businesses to key strategic areas including succession planning, key management positions, attracting and retaining skilled managers from outside, and the employment of family members in the company could lead to the failure of the business over time (Chonko, 1984).

Need of the Study

Certain aspects have been researched and discussed extensively such as conflict in family business which was investigated by many researchers and studies (Stafford et al., 1999; Danes & Lee, 2004; Danes et al., 2002, 2003, 2004; Werbel & Danes, 2010; Amit, 2012; and Finch, 2005). Furthermore, the literature also extensively discussed continuity in family business (Lucky, 2011; Minai, 2011; Lievens, 2009; Mandl, 2008; Poza, 2010; and Ward, 2004). However, other aspects such as motivation, satisfaction, and employment in family business have not been researched enough. Particularly when it comes to employee motivation and satisfaction in the Lebanese family business context, the literature is limited and previous studies are not enough.

Research Problem

The objective of this paper is to test the level of motivation and job satisfaction associated with employees working at family businesses in Lebanon. The paper also aims to explore the level of

motivation of Lebanese family business employees, to show how employers tend to motivate their employees in such businesses, and to highlight the variables that are related to employee motivation and satisfaction in family businesses. To meet the above objectives, the following questions will be addressed:

Q1: What are the major challenges related to employee motivation in family businesses?

Q2: To what extent do empowerment, creativity, learning, quality of work life, and monetary incentives motivate employees in Lebanese family businesses?

Q3: To what extent do communication, appreciation, recognition, security, personal growth, promotion, and organizational policies increase employee satisfaction in Lebanese family businesses?

LITERATURE REVIEW

Family Business: the family business is a type of business owned and controlled by one or more family members involved in the management activities of the business (Anderson & Reeb , 2003).

Motivation: motivation includes external and internal factors that are behind stimulating the energy and desire in people to stay committed and interested to a role, job, or subject making an effort to achieve the desired objectives (Buckman, 2006).

Satisfaction: the act of achieving a need or desire (Khanin, Turel, and Mahto, 2012),

Employee Motivation

Employee motivation is the determination of the energy, creativity, and commitment level that workers bring with them to the workplace. The maintained management concern whether the economy is shrinking or growing is the motivation of employees. The theories of motivation compete between empowerment and incentives. The employee motivation in small businesses may be a problematic situation with the limitation of the ability of the business owner to delegate responsibilities to others. On the other hand, the fail in motivating employees may have disastrous effects on small businesses (Park, 2010).

Motivation Methods

There are numerous techniques of employee motivation that companies can apply to motivate their employees. Still, the main focus of motivation is what employees consider important. Increased productivity, increased longevity, and better morale has been shown to increase through the flexibility techniques in the job design and the reward systems that companies may apply (Kevin, 2006).

Empowerment

Empowerment is a motivational technique which is applied through giving additional responsibility and larger decision making authority to employees to increase their control over the tasks that they are responsible for (Parker, 2001).

Creativity and Innovation

Employees with creative ideas tend to hide their creativity from management to avoid ignorance from their top line. Pushing down the power of creativity from the top management to the line personnel will allow employees with creativity to apply their ideas and benefit the organization and also highly motivates those employees (Heuvel, et al., 2010).

Learning

Giving the opportunity of learning and accomplishing more to employees will motivate employees. This is achieved through continuous development of employee skills using several techniques such as licensing and accreditation programs to employees (Qudds et al., 2005).

Quality of Work Life

Applying working practices that enhances the quality of employee's life has been proven to be able to increase productivity and levels of employee motivation. Companies can achieve this through many techniques such as job sharing and flexible working hours (ibid.)

Monetary Incentives

Money still occupies the major place in the motivators mix. Offering employees monetary incentives is proven to be one of the most effective techniques to motivate employees. It is important to note that adding monetary incentives to other motivating techniques is the way to benefit from those incentive in motivating employees (Block, 2010).

Job Satisfaction

The job satisfaction concept has been developed in several manners according to many researchers. One of the most popular definitions of job satisfaction is the definition of Locke (1976) stating that it is a positive or pleasurable emotional state that results from the job experience. Job satisfaction is also defined simply as the way in which an individual is content with his/her job exploring whether the individual likes the job or not. Job satisfaction is identified on the global and facet levels. The global level defines whether the individual is happy with the overall job or not, while the facet level identifies whether the employee is happy with certain

aspects of the job or not. Fourteen common facets listed by Spector (1997) including the following: Communication, appreciation, coworkers, job conditions, fringe benefits, recognition, security, supervision, promotion opportunities, personal growth, policies, procedures, nature of the work, and organization.

Family-Owned Businesses in Lebanon

The literature regarding family owned businesses in Lebanon is limited. The family owned businesses in Lebanon play an important role in the economy being around 85 percent of the private sector's total number of enterprises in Lebanon (1.05 million of Million jobs) (Fahed-Sreih, 2006).

The Lebanese family owned businesses have been witnessing a tremendous growth in the last several years as stated by the report prepared by a research center at the Lebanese American University (LAU). The report revealed that a large portion of the Lebanese family-owned businesses in the last period were able to expand their activities and raise the number of employees. Furthermore, the report also stated that 46 percent of the total family owned enterprises in the Lebanese economy have witnessed a steady growth level.

Hypotheses

Motivation and job satisfaction in Lebanese family businesses:

H1: Empowerment motivates employees

H2: Learning motivates employees

H3: Better quality of work conditions motivate employees

H4: Monetary incentives motivate employees

H5: Communication increases job satisfaction

H6: Employee recognition increases job satisfaction

H7: Personal growth increases job satisfaction

H8: Family business orientation and structures have significant effect on job satisfaction.

RESEARCH METHODOLOGY

This paper will apply a quantitative approach depending on the distribution of a closed-ended survey of a sample of employees in a number of Lebanese family businesses, the sample of the study is chosen randomly from Lebanese family businesses. The collected results of the survey will be analyzed using the SPSS statistical software in order to get relevant data which will be analyzed and highlighted.

Sampling

The sample of the research is composed of 200 randomly chosen employees. The employees participating in the sample were chosen randomly where the only constraint was to be employed in a family business operating in the Lebanese market.

Variables

The mathematical modeling as well as the statistical modeling contains a set of variables which are divided between dependent and independent variables.

Dependent variables

- Employee motivation
- Job satisfaction

Independent variables

- Empowerment
- Learning
- Monetary incentives
- Quality of worklife
- Communication
- Employee Recognition
- Personal growth
- Family business orientation and structures

ANALYSIS AND FINDINGS

Employee motivation and job satisfaction in Lebanese family businesses are studied through a quantitative methodology approach on a sample of employees working in such businesses. The chosen sample completed a closed-ended questionnaire that tests the aspects of motivation and job satisfaction. 240 structured questionnaires were distributed to employees in person and via e-mail, 200 were returned giving a response rate of 83.33%.

Respondents' Profile

Respondent profile was constructed using demographic information obtained from the third section of the questionnaire. As shown in Table 1, 120 respondents (60%) were males and 80 respondents (40%) were females.

Table 1 Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	120	60.0	60.0	60.0
Valid Female	80	40.0	40.0	100.0
Total	200	100.0	100.0	

Table 2 shows that 40 respondents (20%) were 20-30 years old, most of the respondents (57.5%) were 30-40 years old, 15 respondents (30%) were 40-50 years old, and 15 respondents (7.5%) were 50 years old and above.

Table 2 Age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-30years	40	20.0	20.0	20.0
30-40years	115	57.5	57.5	77.5
40-50years	30	15.0	15.0	92.5
50 years and above	15	7.5	7.5	100.0
Total	200	100.0	100.0	

Most of the respondents hold junior positions at their jobs (40%), 60 respondents (30%) have senior positions, 40 respondents (20%) are middle managers, and 20 respondents (10%) are top managers as shown by table 3.

Table 3 Position of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Junior	80	40.0	40.0	40.0
Senior	60	30.0	30.0	70.0
Middle Manager	40	20.0	20.0	90.0

Valid	Top manager	20	10.0	10.0	100.0
	Total	200	100.0	100.0	

Most of the respondents working in Lebanese family businesses are of Lebanese nationality (80%), and the rest are foreigners (20%) as shown by table 4.

Table 4 Nationality of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lebanese	160	80.0	80.0	80.0
	Foreigner	40	20.0	20.0	100.0
	Total	200	100.0	100.0	

Table 5 shows that most of the respondents hold Bachelor's degree (42.5%), 30 respondents (15%) have Master's degree, 23 respondents (11.5%) have PhDs, and the remaining 31% of the respondents have other degrees.

Table 5 Education level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor Degree	85	42.5	42.5	42.5
	Master's Degree	30	15.0	15.0	57.5
	Doctorate	23	11.5	11.5	69.0
	Other	62	31.0	31.0	100.0
	Total	200	100.0	100.0	

Most of the respondents are single (41.5%), 69 respondents (34.5%) are married, 28 respondents (14%) are divorced, and the remaining 20 respondents (10%) are widowed as shown by table 6.

Table 6 Marital Status of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	83	41.5	41.5	41.5
Married	69	34.5	34.5	76.0
Valid Divorced	28	14.0	14.0	90.0
Widowed	20	10.0	10.0	100.0
Total	200	100.0	100.0	

Table 7 shows that 57% of the respondents have monthly income of \$1000-\$2000, 41 respondents (20.5%) have monthly income of \$2000-\$3000, 30 respondents (15%) have \$3000-\$4000 monthly income, and the remaining 15 respondents (7.5%) have more than \$4000 of monthly income.

Table 7 Monthly Income of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
\$1000-\$2000	114	57.0	57.0	57.0
\$2000-\$3000	41	20.5	20.5	77.5
Valid \$3000-\$4000	30	15.0	15.0	92.5
Above \$4000	15	7.5	7.5	100.0
Total	200	100.0	100.0	

Most of the respondents (43%) have 1-3 years of total work experience, 52 respondents (26%) have 3-5 years of work experience, 40 respondents (20%) have 5-10 years of total work

experience, and the remaining 22 respondents (11%) have more than 10 years of work experience as shown by table 8.

Table 8 Years of Work Experience of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3years	86	43.0	43.0	43.0
3-5years	52	26.0	26.0	69.0
5-10 years	40	20.0	20.0	89.0
Above 10 years	22	11.0	11.0	100.0
Total	200	100.0	100.0	

Descriptive Analysis of Survey Items

Table 9 shows that 97.5% of the employees participating in this survey work in family business organizations, while only 2.5% work in non- family business organizations.

Table 9 Respondents Working in Family Business Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	195	97.5	97.5	97.5
No	5	2.5	2.5	100.0
Total	200	100.0	100.0	

Table 10 shows that more than half of the respondents (55%) are full time employees, and the remaining 45% are part timers.

Table 10 Respondents' Employment Structure

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Full Time	110	55.0	55.0	55.0

Part Time	90	45.0	45.0	100.0
Total	200	100.0	100.0	

Table 11 shows that 15% of the employees have been working at their current organizations for 1-3 years, 30% for 3-7 years, 35% for 7-10 years and 20% for more than 10 years.

Table 11 Years of Employment at Current Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 3 Years	30	15.0	15.0	15.0
	3 to 7 Years	60	30.0	30.0	45.0
	7 to 10 Years	70	35.0	35.0	80.0
	Above 10 Years	40	20.0	20.0	100.0
	Total	200	100.0	100.0	

Most of the respondents (56%) reported that they take additional working responsibilities beyond their job description, 21.5% said that they don't, and the remaining 22.5% stated that they sometimes take such responsibilities as shown by table 12.

Table 12 Additional Responsibilities Undertaken at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	112	56.0	56.0	56.0
	No	43	21.5	21.5	77.5
	Sometimes	45	22.5	22.5	100.0
	Total	200	100.0	100.0	

Table 13 shows that 30% of the respondents stated that they do participate in the decision making process of their organization, 57.5% reported that they don't participate, and the remaining 12.5% stated that they sometimes participate.

Table 13 Respondents' Participation in Decision Making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	30.0	30.0	30.0
	No	115	57.5	57.5	87.5
	Sometimes	25	12.5	12.5	100.0
	Total	200	100.0	100.0	

More than half of the respondents (58.5%) reported that their managers do not support their creativity and innovation, 25.5% of the employees reported that their managers support their creativity and innovation, and 16% stated that the managers sometimes support their creativity and innovation as shown by table 14.

Table 14 Managers' Support of Employee Creativity and Innovation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	51	25.5	25.5	25.5
	No	117	58.5	58.5	84.0
	Sometimes	32	16.0	16.0	100.0
	Total	200	100.0	100.0	

Table 15 shows that 36.5% of the employees reported that their business managers offer them the opportunity of learning and development, 32% stated that they don't, and 31.5% reported that they sometimes receive such opportunities.

Table 15 Opportunity of Learning offered to Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	73	36.5	36.5	36.5
	No	64	32.0	32.0	68.5
	Sometimes	63	31.5	31.5	100.0
	Total	200	100.0	100.0	

Most of the respondents (65%) stated that their organizations support work-life-balance practices, 14% said that they don't enjoy such practices at their workplace, and the remaining 21% reported that they sometimes enjoy such practices as shown by table 16.

Table 16 Work Life Balance Practices at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	130	65.0	65.0	65.0
	No	28	14.0	14.0	79.0
	Sometimes	42	21.0	21.0	100.0
	Total	200	100.0	100.0	

Table 17 shows that 44% of the employees stated that their organizations offer monetary incentives including bonuses, overtime, and prizes, 13% reported that their organizations do not offer such incentives, and 43% reported that such incentives are offered sometimes.

Table 17 Monetary Incentives Offered

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	88	44.0	44.0	44.0
	No	26	13.0	13.0	57.0
	Sometimes	86	43.0	43.0	100.0
	Total	200	100.0	100.0	

The table 18 shows that 37.5% of the employees stated that the promotion system in their organizations is based on merit and qualifications, 28% reported that the system is not as such, and the remaining 34.5% reported that the promotion system is depending.

Table 18 Promotions Applied on the Basis of Merit and Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	75	37.5	37.5	37.5
	No	56	28.0	28.0	65.5
	Sometimes	69	34.5	34.5	100.0
Total		200	100.0	100.0	

Table 19 shows that 11% of the employees reported that the management positions in their organizations are dedicated to family members, 55% reported that those positions are not dedicated to family members, and 34% said that the positions are sometimes dedicated to family members.

Table 19 Management Positions Dedicated to Family Members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	11.0	11.0	11.0
	No	110	55.0	55.0	66.0
	Sometimes	68	34.0	34.0	100.0
Total		200	100.0	100.0	

Most of the respondents (56%) reported that their organizations offer the opportunity for growth and development, 22.5% reported the absence of such opportunities, and the remaining 21.5 percent said that these opportunities sometimes emerge as shown by table 20.

Table 20 Opportunity for Growth at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	112	56.0	56.0	56.0
	No	45	22.5	22.5	78.5
	Sometimes	43	21.5	21.5	100.0
	Total	200	100.0	100.0	

Table 21 shows that 59% of the respondents stated that the level of recognition at their workplace is high, 24.5% said that the level is not high, and 16.5% stated that the recognition level is sometimes high.

Table 21 Employee Recognition at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	118	59.0	59.0	59.0
	No	49	24.5	24.5	83.5
	Sometimes	33	16.5	16.5	100.0
	Total	200	100.0	100.0	

Table 22 reveals that 47.5% of the employees reported that they are motivated to go to work every day, 14.5% reported that they are not, and 38% said that they are sometimes motivated.

Table 22 Employee Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	95	47.5	47.5	47.5
	No	29	14.5	14.5	62.0
	Sometimes	76	38.0	38.0	100.0
	Total	200	100.0	100.0	

Most of the respondents (77%) stated that they are not satisfied with the level of wages, 11.5% of the sample reported that they are satisfied with the level of wages, and the remaining 11.5% are sometimes satisfied as shown by table 23.

Table 23 Satisfactory Wages

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	11.5	11.5	11.5
	No	154	77.0	77.0	88.5
	Sometimes	23	11.5	11.5	100.0
Total		200	100.0	100.0	

The table 24 shows that 45.5% of the employees said that they find their jobs interesting, 24% are not interested in their job, and 30.5% are sometimes interested.

Table 24 Interesting Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	91	45.5	45.5	45.5
	No	48	24.0	24.0	69.5
	Sometimes	61	30.5	30.5	100.0
Total		200	100.0	100.0	

Table 25 shows that 45.5% of the employees are satisfied with their working conditions, 31.5% are not satisfied, and 23% are sometimes satisfied with the working conditions in their organizations.

Table 25 Satisfying Working Conditions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	91	45.5	45.5	45.5
	No	63	31.5	31.5	77.0

Sometimes	46	23.0	23.0	100.0
Total	200	100.0	100.0	

Table 26 shows that 28% of the sample reported that the communication level in their organizations is high, 29% reported that it is not, and 43% reported that the level of communication is sometimes high.

Table 26 High Communication Level at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	56	28.0	28.0	28.0
	No	58	29.0	29.0	57.0
	Sometimes	86	43.0	43.0	100.0
	Total	200	100.0	100.0	

Half of the respondents (50.5%) reported that they are not satisfied with the quality of supervision at their workplaces, 26% are satisfied with the quality of supervision at their work, and the remaining 23.5% reported that they are sometimes satisfied as shown by table 27.

Table 27 Satisfactory Supervision Quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	52	26.0	26.0	26.0
	No	101	50.5	50.5	76.5
	Sometimes	47	23.5	23.5	100.0
	Total	200	100.0	100.0	

Table 28 shows that 30% of the employees stated that there is an opportunity in their organizations to achieve senior positions, 28.5% reported the absence of such opportunity, and the remaining 41.5% stated that the opportunity exists sometimes.

Table 28 Opportunity of Achieving Senior Positions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	60	30.0	30.0	30.0
	No	57	28.5	28.5	58.5
	Sometimes	83	41.5	41.5	100.0
	Total	200	100.0	100.0	

More than half of the respondents (59.5%) reported that they are happy and satisfied at their jobs, 18% stated that they are not, and 22.5% stated that they are sometimes happy and satisfied at their jobs as shown by table 29.

Table 29 Respondent Satisfaction at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	119	59.5	59.5	59.5
	No	36	18.0	18.0	77.5
	Sometimes	45	22.5	22.5	100.0
	Total	200	100.0	100.0	

Hypotheses Testing Results

The research aims to test the following hypotheses:

H1: Empowerment motivates employees

H2: Learning motivates employees

H3: Better quality of work life conditions motivate employees

H4: Monetary incentives motivate employees

H5: Communication increases job satisfaction

H6: Employee recognition increases job satisfaction

H7: Personal growth increases job satisfaction

H8: Family business orientation and structures have significant effect on job satisfaction

Hypothesis 1 Testing

In order to test hypothesis 1, regression analysis was carried out and the result showed that the coefficient of determination R square was 0.796(table 30) which indicates that 79.6% of the variation in motivation is explained by the level of participation in decision making and taking additional responsibilities. ANOVA also shows that Sig. P=0.000<0.05 which means that there is a significant relationship between participation in decision making, taking additional responsibilities, and feeling motivated. Therefore, the data supports and confirms the hypothesis.

By looking at table 31 the linear equation, Motivation= 0.869R+0.228P+0.042 could be derived(R=additional responsibilities and P=participation in decision making), this indicates that there is a positive relationship between motivation and taking additional responsibilities and participating in decision making and that when additional responsibilities increase by 1 unit motivation increases by 0.869 units and when participation increases by 1 unit motivation increases by 0.228 units.

Table 30 Model Summary: Participation in Decision Making and Taking Additional Responsibilities and Employee Motivation

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.892 ^a	.796	.794	.41812

a. Predictors: (Constant), Participation, Additional Responsibilities

Table 31 Coefficients of Participation in Decision Making and Taking Additional Responsibilities and Employee Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.042	.091		.458	.647
1	Responsibilities	.869	.051	.775	16.942	.000
	Participate	.228	.067	.156	3.410	.001

a. Dependent Variable: Employee Motivation

Hypothesis 2 Testing

In order to test hypothesis 2, the One-Way Analysis of Variance (ANOVA) test (table 32) was applied, the result of the test shows that $F=395.527$ for (2,197) degrees of freedom is significant ($P=0.000<0.05$) which means that there is a significant relationship between offering opportunity of learning and development and the level of employee motivation. Therefore, the data supports and confirms the hypothesis.

Moreover, the coefficient of determination R square is 0.801 which indicates that 80.1% of the variation in employee motivation is explained by the opportunity of learning and development

Table 32 Tests of Between-Subjects Effects: Opportunity for Learning and Employee Motivation

Dependent Variable: Employee Motivation

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	135.461 ^a	2	67.730	395.527	.000	.801
Intercept	759.620	1	759.620	4435.984	.000	.957
Learning Opportunity	135.461	2	67.730	395.527	.000	.801
Error	33.734	197	.171			
Total	895.000	200				
Corrected Total	169.195	199				

a. R Squared = .801 (Adjusted R Squared =.799)

Hypothesis 3 Testing

In order to test hypothesis 3, the Two-Way Analysis of Variance (ANOVA) test was applied (table 33), and the result shows that $F=784.623$ for (4,195) degrees of freedom is significant ($P=0.000<0.05$) which means that there is a significant relationship between supporting work life balance practices, working conditions and employee job motivation. This implies that the data supports the hypothesis.

Taking the impact of supporting work life balance practices alone on employee motivation, the result shows that $F=131.732$ for (2,195) degrees of freedom is significant ($P=0.000<0.05$) which

means that there is a significant relationship between supporting work life balance practices and employee motivation.

Also, taking the impact of working conditions alone on employee motivation, the result shows that $F=297.223$ for (2,195) degrees of freedom is significant ($P=0.000<0.05$) which means that there is a significant relationship between working conditions and employee job motivation.

Table 33 Tests of Between-Subjects Effects: Work Life Balance Practices and Working Conditions and Employee Motivation

Dependent Variable: Employee Motivation

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	159.298 ^a	4	39.824	784.623	.000	.942
Intercept	553.464	1	553.464	10904.385	.000	.982
Work Life Balance	13.372	2	6.686	131.732	.000	.575
Working Conditions	30.172	2	15.086	297.223	.000	.753
Balance * Conditions	.000	0000
Error	9.897	195	.051			
Total	895.000	200				
Corrected Total	169.195	199				

b. R Squared = .942 (Adjusted R Squared =.940)

Hypothesis 4 Testing

In order to test hypothesis 4, the Two-Way Analysis of Variance (ANOVA) tests was applied (table 34), and the result shows that $F=560.964$ for (4,195) degrees of freedom is significant ($P=0.000<0.05$) which means that there is a significant relationship between level of wages, offering monetary incentives, and employee motivation at work. Therefore, we can conclude that the data supports and confirms the hypothesis.

Moreover, the coefficient of determination R square is 0.92 indicating that 92% of the variation in employee motivation is explained by offering monetary incentives and the level of wages.

Table 34 Tests of Between-Subjects Effects: Level of Wages and Monetary Incentives and Employee Motivation

Dependent Variable: Employee Motivation

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	155.667 ^a	4	38.917	560.964	.000	.920
Intercept	400.422	1	400.422	5771.861	.000	.967
Level of Wages	.425	2	.212	3.060	.049	.030
Monetary Incentives	109.128	2	54.564	786.509	.000	.890
Wages * Monetary	.000	0000
Error	13.528	195	.069			
Total	895.000	200				
Corrected Total	169.195	199				

a. R Squared = .920 (Adjusted R Squared = .918)

Hypothesis 5 Testing

In order to test hypothesis 5, the One-Way Analysis of Variance (ANOVA) test was carried out, and table 35 shows that $F=330.133$ for (2,197) degrees of freedom is significant ($P=0.000<0.05$) which means that there is a significant relationship between communication at work and employee job satisfaction. This implies that the data supports the hypothesis.

Table 35 Tests of Between-Subjects Effects: Communication Level and Job Satisfaction

Dependent Variable: Job Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	105.225 ^a	2	52.612	330.133	.000	.770
Intercept	426.681	1	426.681	2677.342	.000	.931
Communication	105.225	2	52.612	330.133	.000	.770
Error	31.395	197	.159			
Total	668.000	200				
Corrected Total	136.620	199				

a. R Squared = .770 (Adjusted R Squared = .768)

Hypothesis 6 Testing

In order to test hypothesis 6, the Two-Way Analysis of Variance (ANOVA) test was applied (table 36), and the result shows that $F=583.173$ for (4,195) degrees of freedom is significant ($P=0.000 < 0.05$) which means that there is a significant relationship between supporting employees' creativity and innovation, level of employee recognition, and employee job satisfaction. Therefore, the data supports the hypothesis. However, if we take the effect of supporting employees' creativity and innovation alone on job satisfaction, the table above shows that $F=0.000$ for (2,195) degrees of freedom is not significant ($P=1 > 0.05$), which means that there is no significant relationship between job satisfaction and supporting employees' creativity and innovation.

Table 36 Tests of Between-Subjects Effects: Employee Recognition and Creativity Support and Job Satisfaction

Dependent Variable: Job Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	126.089 ^a	4	31.522	583.713	.000	.923
Intercept	265.045	1	265.045	4907.964	.000	.962
Employee Recognition	44.615	2	22.307	413.075	.000	.809

Creativity Support	.000	2	.000	.000	1.000	.000
Recognition *	.000	0000
Creativity						
Error	10.531	195	.054			
Total	668.000	200				
Corrected Total	136.620	199				

a. R Squared = .923 (Adjusted R Squared =.921)

Hypothesis 7 Testing

When running regression analysis for the two independent variables opportunity to achieve senior positions and opportunity for growth and development at work with the dependent variable job satisfaction, it is found that R square is 0.936 (table 37) which implies that 93.6% of the variation in job satisfaction is explained by opportunity to achieve senior positions and opportunity for growth and development at work. ANOVA test (table 38) also shows that Significance = 0.000<0.05 which means that there is a significant relationship between opportunity to achieve senior positions, opportunity for growth and development and employee job satisfaction. Therefore, the data confirms the hypothesis.

Looking at table 39, the linear equation Job Satisfaction = 0.95G+0.044S-0.034 (G=growth and S=senior) can be derived. This indicates that there is a positive relationship between job satisfaction, opportunities for growth and development, and opportunity to achieve senior positions.

Table 37 Model Summary: Achieving Senior Positions and Personal Growth and Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	.936	.935	.21091

a. Predictors: (Constant), Senior, Growth

Table 38 ANOVA^a: Achieving Senior Positions and Personal Growth and Job Satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	127.857	2	63.928	1437.085	.000 ^b
1 Residual	8.763	197	.044		
Total	136.620	199			

a. Dependent Variable: Job Satisfaction b. Predictors: (Constant), Senior, Growth

Table 39 Coefficients: Achieving Senior Positions and Personal Growth and Job Satisfaction

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
	(Constant)	-.034	.041		-.852	.395
1	Growth	.950	.032	.931	29.709	.000
	Senior	.044	.031	.044	1.413	.159

a. Dependent Variable: Job Satisfaction

Hypothesis 8 Testing

To test hypothesis 8, the Two-Way Analysis of Variance (ANOVA) test was applied (table 40), and the result shows that $F=355.247$ for (6,193) degrees of freedom is significant ($P=0.000<0.05$), which means that there is significant relationship between offering promotions on the basis of merit and qualifications, dedication of management positions to family members, quality of supervision, and employee job satisfaction. Therefore, we can conclude that the data confirms the hypothesis. However, taking the impact of dedicating managerial positions to family members on employee job satisfaction, $F=0.000$ for (2,193) degrees of freedom is not significant ($P=1>0.05$), which means there is no significant relationship between job satisfaction and dedicating management positions to family members.

Table 40 Tests of Between-Subjects Effects: Promotions, Quality of Supervision, Management Positions, and Job Satisfaction

Dependent Variable: Job Satisfaction

Source	Typell Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	125.277 ^a	6	20.879	355.247	.000	.917
Intercept	270.624	1	270.624	4604.446	.000	.960
Promotions	1.459	2	.729	12.411	.000	.114
Supervision	13.306	2	6.653	113.193	.000	.540
Positions	.000	2	.000	.000	1.000	.000
Promotions	.000	0000
* Supervision						

Promotions	.000	0000
* Positions						
Supervision	.000	0000
* Positions						
Promotions						
*	.000	0000
Supervision						
* Positions						
Error	11.343	193	.059			
Total	668.000	200				
Corrected	136.620	199				
Total						

b. R Squared = .917 (Adjusted R Squared =.914)

CONCLUSION

Family businesses are considered from the essential business backbones for their crucial role in the economic context long-time ago. Family businesses range between small, medium, and large enterprises that operate in various sectors and different industries. The contribution of family businesses gives its importance and includes the generation of income, accumulation of wealth, and employment.

The paper aimed to test the level of motivation and job satisfaction associated with employees working at family businesses. The study investigated whether employees in Lebanese family businesses are highly motivated and satisfied and what are the variables related to employee motivation and satisfaction in family businesses. The study applied a quantitative approach using a survey distributed to a sample of employees in different family businesses in a select number of Lebanese firms to test the levels of employee motivation and job satisfaction. Moreover, the paper aimed to test the following hypotheses:

H1: Empowerment motivates employees

H2: Learning motivates employees

H3: Better quality of work life conditions motivate employees

H4: Monetary incentives motivate employees

H5: Communication increases job satisfaction

H6: Employee recognition increases job satisfaction

H7: Personal growth increases job satisfaction

H8: Family business orientation and structures have significant effect on job satisfaction.

The application of the regression analysis and the ANOVA tests revealed that there is a significant relationship between participation in decision making, taking additional responsibilities, and feeling motivated supporting hypothesis 1. Furthermore, a significant relationship between offering opportunity of learning and development and the level of employee motivation exists supporting hypothesis 2. Moreover, there is a significant relationship between supporting work life balance practices, working conditions and employee job motivation supporting hypothesis 3. Finally, there is a significant relationship between level of wages, offering monetary incentives, and employee motivation at work supporting hypothesis 4. On the other hand, the findings of the study revealed a significant relationship between communication at work and employee job satisfaction supporting hypothesis 5. Furthermore, a significant relationship between supporting employees' creativity and innovation, level of employee recognition, and employee job satisfaction exists supporting hypothesis 6. Moreover the research indicated a significant relationship between opportunity to achieve senior positions, opportunity for growth and development and employee job satisfaction supporting hypothesis 7. Finally, the findings revealed that there is a significant relationship between promotion based on merit and qualifications, quality of supervision, management positions, and job satisfaction thus supporting hypothesis 8.

Furthermore, the application of correlation analysis revealed that there is a positive relationship between taking additional responsibilities and participating in decision making and motivation, opportunity of learning and development and motivation, monetary incentives and level of wages and motivation, and finally work life balance practices and motivation since the Pearson correlations of the above mentioned factors and above 0.5.

Additionally, there is positive relationship between creativity and innovation and job satisfaction, merit and qualification based promotion and job satisfaction, management positions and job satisfaction, achieving personal growth and job satisfaction, employee recognition and job satisfaction, communication and job satisfaction, quality of supervision and job satisfaction, and finally opportunity of achieving senior positions and job satisfaction since all Pearson correlations are above 0.5.

As a conclusion, since all the data revealed significant relationship between empowerment, learning, better quality of work life conditions, monetary incentives and employee motivation at work, this means that if company owners offer these factors to their employees the latter will feel motivated to go to work every day.

Moreover, the data also revealed significant relationship between communication, employee recognition, personal growth, family business orientation and structures and

employee job satisfaction, therefore companies must provide these variables or factors in order to have content and satisfied workforce.

RECOMMENDATIONS

The findings of the research revealed a significant relationship between empowerment, learning, monetary incentives, better work life conditions, and employee motivation which lead the researchers to recommend the followings:

- . Companies must focus on giving additional responsibilities to their employees beyond their job description, and decision making opportunities over the tasks they perform in order to increase their control and authority, also they must provide them with the best working conditions, whether in terms of the overall working environment of the employee or the flexibility of the job and working hours.
- . Companies must offer the relevant wages and monetary incentives including overtime, bonuses, and prizes that the employee thinks he/she deserves in order to feel appreciated, and finally, they must offer them learning and development opportunities such as through training, seminars, workshops, job rotations, in order to widen and enhance their skills and knowledge for better performance.
- . Managers and organizations should pursue the preceding factors in their operations, such as having high communication with the employees by contacting them frequently, and recognizing their achievements.

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