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Achievement Motivation in the Organization

A Field Study on a Sample of Employees at SEOR Company in Oran

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Abstract :

This research aims to study the achievement motivation of workers, through five factors that make up the latter, which are: a sense of responsibility; striving for excellence; perseverance; a sense of the importance of time; and planning for the future.

The researcher adopted a quantitative descriptive approach, selecting a simple random sample of 73 employees out of 143 at the SEOR (Directorate) of the Oran-based company. Data was collected using the Achievement Motivation Scale developed by **Abdellatif Khalifa** (1990). After analyzing the data using SPSS version 22, the following results were obtained:

- There is a high level of achievement motivation among employees at the SEOR Directorate in Oran.
- Achievement motivation takes a hierarchical form at the SEOR Directorate in Oran.
- There are no statistically significant differences between males and females in terms of achievement motivation at the SEOR company directorate in Oran.
- There are no statistically significant differences based on age in terms of achievement motivation at the SEOR company directorate in Oran.
- There is no statistically significant difference based on marital status in terms of achievement motivation at the SEOR company directorate in Oran.

Keywords: Motivation; Achievement; Motivation Hierarchy; Perseverance; Future Planning.

1- Introduction:

Achievement motivation is a fundamental concept in psychology, playing a pivotal role in guiding individual behavior toward excellence and the efficient and determined achievement of goals. It represents the internal force that drives individuals to exert effort, persevere, and confront challenges to reach a higher level of performance.

This variable has received extensive attention in psychological, educational, and organizational studies due to its close relationship with academic achievement, professional success, and job satisfaction. Furthermore, achievement motivation does not arise in a vacuum but is influenced by a range of personal, social, and environmental factors that contribute to shaping its level in individuals.

The degree of this motivation varies from one individual to another depending on their psychological characteristics, prior experiences, and the nature of their living context. The literature also indicates that achievement motivation has multiple dimensions that may be organized into a hierarchical structure reflecting the progression of its components from simple motives to higher aspirations.

Hence, the importance of studying it within the research sample to reveal its nature and level. Accordingly, this study seeks to answer the following questions:

1. What is the level of achievement motivation among employees at the SEOR company directorate in Oran?
2. Is achievement motivation structured hierarchically at the SEOR company directorate in Oran?
3. Are there differences in achievement motivation between men and women at the SEOR company directorate in Oran?
4. Are there differences in achievement motivation based on age at the SEOR company directorate in Oran?
5. Are there differences in achievement motivation based on marital status at the SEOR company directorate in Oran?

2- Research Hypotheses:

1. There is a high level of achievement motivation among employees of the SEOR company in Oran.
2. Achievement motivation takes a hierarchical form at the SEOR company in Oran.
3. There are differences between males and females in terms of achievement motivation at the SEOR company in Oran.
4. There are differences in achievement motivation -based on age at the SEOR company in Oran.
5. There are differences in achievement motivation based marital status at the SEOR company in Oran.

3- Study Objectives:

Based on the hypotheses adopted by the researcher in this study, it can be said that the objectives of this study are to determine the level of achievement motivation that characterizes workers, as well as confirming the hierarchy of achievement motivation prevailing in the institution, in addition to verifying the

existence of differences in achievement motivation according to gender, age, and marital status.

4- Study Approach:

The researcher followed the descriptive method, which relies on quantitative data to explain the phenomenon under study. This method is suitable for the purpose of this study, as it relies on quantitative data obtained from the study sample to verify the study hypotheses adopted by the researcher.

5- Operational Definitions:

- **Motivation**: An internal force that drives an individual to engage in a specific behavior.
- **Achievement**: The attainment of goals and overcoming difficulties.
- **Achievement Motivation**: All effort exerted in the workplace, represented by a multidimensional system, such as perseverance, striving for excellence, and a sense of the importance of time, among others. These are the dimensions measured by Khalifa's Achievement Motivation Scale.
- **Sense of Responsibility**: An individual's concern for and respect for themselves, their acceptance of the consequences of their actions, and the completion of assigned tasks.
- **Striving for Excellence**: Exerting effort to achieve the highest standards and developing innovative solutions.
- **Perseverance**: Exerting effort to overcome obstacles encountered in performing one's work.
- **A Sense of the Importance of Time**: Managing time and utilizing it optimally in planning, analysis, and evaluation.
- **Planning for the Future**: Preparing for future projects by transforming various needs into desirable plans and actions.

6- A Theoretical Introduction to Achievement Motivation:

First: A Sense of Responsibility

A sense of responsibility refers to an individual's awareness of their personal commitment to completing assigned tasks and their self-reliance in achieving goals, while accepting the consequences of success or failure. This dimension is a fundamental characteristic of individuals with high achievement motivation, as they tend to prefer tasks that depend on personal effort rather than luck or external factors. (McClelland, 1961, p. 47)

A sense of responsibility is also linked to the concept of internal control, where the individual sees their effort as the primary determinant of results. (Rotter, 1966, p. 3) Arabic literature indicates that a sense of responsibility fosters independence and initiative and is an indicator of emotional and social maturity. (Khalifa, 2000, p. 85)

Second: Striving for Excellence

The pursuit of excellence refers to an individual's tendency to achieve higher than usual levels of performance and a desire to excel compared to personal or societal standards. Atkinson argues that highly achievement-motivated individuals choose moderately difficult goals to achieve personal excellence. (Atkinson, 1957, p. 359)

Weiner also links this dimension to attribution, where individuals attribute their success to their abilities and efforts, thus reinforcing their desire for future excellence (Weiner, 1985, p. 560). In Arabic literature, the pursuit of excellence is defined as a continuous tendency to improve performance and surpass an individual's previous level.(أبو حطب وصادق، 1991، ص 312)

Third: Perseverance

Perseverance refers to an individual's ability to continue performing a task despite difficulties and obstacles, and not to succumb to temporary setbacks. McClelland emphasizes that one of the most important characteristics of those with a high need for achievement is their persistence until the task is successfully completed. (McClelland, 1961, p. 99)

Perseverance is linked to the concept of self-efficacy; the higher an individual's awareness of their own capabilities, the greater their perseverance when facing challenges (Bandura, 1997, p. 40). Furthermore, Arabic studies indicate that perseverance represents a direct behavioral manifestation of achievement motivation.

(خليفة، 2000، ص 102)

Fourth: A Sense of the Importance of Time

A sense of the importance of time reflects an individual's awareness of its value and their commitment to using it effectively to accomplish tasks. McClelland argues that highly motivated individuals are characterized by time management skills and a future-oriented mindset. (McClelland, 1961, p. 110)

This dimension is also linked to future-oriented thinking, which is a motivating factor for achievement-oriented behavior. (Zimbardo & Boyd, 1999, p. 1275)

Some Arabic studies indicate that time valuation is positively correlated with achievement levels and ambition.(أبو حطب وصادق، 1991، ص 318)

Fifth: Planning for the Future

Planning for the future refers to an individual's ability to set long-term goals, determine the appropriate means to achieve them, and anticipate potential obstacles. Atkinson argues that achievement behavior is linked to the expectation of success and the value placed on future goals. (Atkinson, 1957, p. 360)

The expectation-value theory also asserts that clarity of future goals increases the effort exerted to achieve them. (Eccles & Wigfield, 2002, p. 110)

In Arabic literature, planning is considered a characteristic of an ambitious and highly motivated personality. (خليفة، 2000، ص 120)

7- Methodology and Procedures

7.1- Definition of the sample community:

The General Directorate has 143 employees. It should be noted that some employees work on fixed-term contracts (CDD) and others on indefinite-term contracts (CDI). The following table shows the distribution of employees by gender:

Table 01: shows the distribution of the sample population by gender

Gender	Frequency	Percentage
Male	52	36,364%

Female	91	63,636%
Total	143	100%

Table No. 01 shows that the percentage of females is higher than that of males, with63, 636% and difference of 39 individuals in favor of females.

7.2- Geographical Scope of the Study:

This study was carried out at the General Directorate of the SEOR Foundation of Oran Province, located in the USTO administrative district of Oran Province.

7.3- Study Tools:

- **The interview**: The researcher used the open interview in this research to collect data related to the institution in terms of its activity, services and the characteristics of its human resources, and presented the topic to the institution's representative so that the researcher could know the extent of the possibility or feasibility of conducting the study. It was in the form of two interviews, the first with the head of the training department and the second with the head of the evaluation department.

- **Questionnaire**: This scale, developed by researcher Abdullatif Khalifa, is relatively new, with its first edition published in 2006. It is written in original, untranslated Arabic, ensuring that participants will have no difficulty understanding and responding correctly.

The achievement motivation scale consists of five subscales, totaling fifty (50) items. Each subscale contains ten (10) items, some with a positive orientation and others with a negative orientation.

All of this can be illustrated in the following table:

Table No 02: shows the achievement motivation and their constituent items

N°	Subscales	Constituent Paragraphs		The Total
		Positive	Negative	
1	Sense of Responsibility	46 ،31 ،26 ،21 ،6 ،1	41 ،36 ،16 ،11	10
2	Striving for Excellence	47 ،37 ،32 ،27 ،22 ،17 ،2	42 ،12 ،7	10
3	Perseverance	48 ،43 ،38 ،28 ،23 ،13 ،8 ،3	33 ،18	10
4	A Sense of the Importance of Time	،44 ،39 ،34 ،29 ،24 ،14 ،9 ،4 49	19	10
5	Planning for the Future	،45 ،40 ،35 ،30 ،25 ،20 ،15 ،5 50	10	10
	the total	**39**	**11**	**50**

The scale adopted in this measure also contains four weights for each of the positive or negative items, and the examinee's answer is embodied in one possibility, through the weights shown in the table as follows:

Table No 03: shows the weights of the items according to Naji Jawad (2010)

	No	A Little,	Moderate	A Lot
Positive items	1	2	3	4
Negative items	4	3	2	1

8- Exploratory Study:

The pilot study is an important step in preparing for and leading to the main study. Therefore, the researcher conducted a pilot study for several reasons:

- To determine the feasibility of conducting the research within the institution.
- To identify the institution where the research will be conducted.
- To verify the psychometric properties of the measurement instruments.
- To get closer to the target sample.

8.1- Characteristics of the Exploratory Study Sample:

The exploratory study sample consisted of 30 individuals from various levels, selected using simple random sampling from different departments within the institution. The following tables detail the characteristics and attributes of the exploratory study sample:

Table No 04: shows the characteristics of the exploratory sample.

Characteristics of the study sample	Categories	Frequency	Percentage	Note
Gender	male	16	%53.3	The ratio of males to females was very close, with a difference of only two individuals
	female	14	%46.7	
Age	20 to 30	6	%20	The 31-40 age group ranked first with 60%
	31 to 40	18	%60	
	41 and +	6	%20	
Marital Status	individual	8	%26.7	The majority belonged to the married group
	married	22	%73.3	
Seniority	5 to 10	22	%73.3	The ratio of males to females was very close, with a difference of only two individuals
	11 to 20+	8	%26.7	

9- Validity and Reliability of the Measurement Instruments:

By applying the study instrument to a pilot study sample of 30 individuals to determine the validity and reliability of the instrument, the psychometric properties of the instrument were as follows:

9.1- Internal Consistency Validity of the achievement motivation Scale:

The researcher established internal or construct validity through Pearson's correlation coefficient between each individual scale and its relationship to the scale as a whole. This was calculated using the Statistical Package for the Social Sciences (SPSS). The following table shows the results.

Table No 05: shows the correlation coefficients between each scale and the scale as a whole.

N°	Professional Value	Correlation coefficient
1	Sense of Responsibility	0,256
2	Striving for Excellence	0,828**
3	Perseverance	0,845**
4	A Sense of the Importance of Time	0,884**

5	Planning for the Future	0,857**

The table shows that the correlation coefficients ranged from (0.828) to (0.884) at the significance level of (0.01), which means that it has high validity. However, the sense of responsibility scale is not characterized by validity, as its correlation coefficient was (0.256), which is not significant, but the researcher decided to keep it because of its importance.

9.2- Reliability of the achievement motivation Scale:

The researcher calculated the reliability coefficient of the scale items using Cronbach's alpha, and the result was (0.796), which indicates that the scale's reliability coefficient is good.

10- The Main Study:

Here we will discuss the basic study and its steps, as well as the procedures and the sample with its characteristics, in addition to the statistical methods used.

10.1- Duration of the Main Study:

This study was conducted over a period of one month, from March to April 2014.

10.2- Geographical Scope of the Study:

This study was conducted at the General Directorate of the SEOR company in Oran, located in the USTO administrative district of Oran-Algeria.

10.3- The Original Population of the Main Study Sample:

The original population of the main study sample is the same as the one from which the exploratory study sample was taken.

10.4- The Main Study Sample:

The main study sample was selected using a simple random sampling method.. 110 questionnaires were distributed, but only 73 were completed and returned, representing 51.04% of the total number of employees in the directorate, as shown in the following table:

Table No 06: shows the response rate for the distributed questionnaires

Questionnaires distributed	Questionnaires Completed	Response rate
110	73	%80,3
Number of Employees in the Directorate	143	
Sample Percentage	%51,049	

10.5- Characteristics of the main study sample:

After distributing the questionnaires to the research sample and collecting them, the characteristics of the main study sample were compiled and are shown in the table below:

Table No 07: shows the description of the main study sample explains

Characteristics of the study sample	Categories	Frequency	Percentage	Note
Gender	male	37	%50.7	The ratio of men to women was almost equal, with a difference of only one person
	female	36	%49.3	

Age	20 to 30	21	%28.8	The 31-40 age group ranked first, representing 49.3%
	31 to 40	36	%49.3	
	41 and +	16	%21.9	
Marital Status	individual	26	%35.6	The majority belonged to the married group
	married	47	%64.4	
Seniority	5 to 10	52	%73	The seniority category (05-10) ranked first with a percentage of 73%

10.6 - Main Study Instruments:

The primary tool used in the exploratory study, namely the achievement motivation scale, was adopted after confirming the validity and reliability of the scale.

10.7- Statistical Methods Used in the Research:

After distributing and collecting the questionnaires as a first stage, the data from the 73 completed questionnaires were entered into the Statistical Package for the Social Sciences (SPSS) version (20) to perform statistical analyses that support the study hypotheses, such as frequencies; percentages; Pearson correlation coefficient; Spearman-Brown rank indices; Cronbach's alpha coefficient; t-test for independent samples; and one-way ANOVA.

11- Presentation and Discussion of Study Results:

- **First hypothesis**: There is a high level of achievement motivation among employees of the SEOR company in Oran.

Table N° 08: shows the results of the first hypothesis

Variable	Arithmetic Mean	Standard Deviation	Hypothesized Mean
Achievement Motivation	100	9.28	127.38

Table No. (08) shows that the achievement motivation came with an arithmetic mean of 127.38 and a standard deviation of 9.28. By comparing the arithmetic mean of achievement motivation with the hypothetical mean of 100, it was shown that the calculated mean of achievement motivation is greater than the hypothetical mean, which indicates that the achievement motivation of the workers of the SEOR Foundation Directorate in Oran is at a high level, and thus the hypothesis that there is a high level of achievement motivation among the workers of the SEOR Foundation Directorate in Oran was confirmed.

This result was consistent with what was stated in the study (2025) by Katarzyna Mlynarska & Al entitled “The effect of social and demographic variables related to work on achievement motivation,” where they found that nurses have a high level of achievement motivation, especially those with a high level of education. It also agreed with what was stated in the study by Qaddash and others (2022) entitled “The effect of the level of ambition and its relationship to achievement

motivation among workers," where the study concluded that the level of achievement motivation among workers was high. However, the study by Balaghat and Attari (2019) found in their study entitled "Evaluating the level of achievement motivation and work conscience among employees" that the level of achievement motivation among them was slightly above average. Similarly, the study by Mirouh and Bourghda (2012) entitled "Evaluating the level of achievement motivation and work conscience among employees" stated that the achievement motivation among their sample was average and tended to be high.

This result can be explained by the nature of the work in the institution, which is primarily concerned with water, whether drinking or used, in addition to the clear organizational goals and the workers' sense of the pivotal role they play.

- **The second hypothesis**: Achievement motivation takes a hierarchical form at the SEOR company in Oran.

Table No 09: shows the hierarchical order of the Achievement motivation

Rank	The Dimension	Arithmetic Mean	Standard Deviation
1	Sense of Responsibility	34	2.94
2	Striving for Excellence	33.03	3.33
3	Perseverance	30.97	2.66
4	A Sense of the Importance of Time	29.38	2.22
5	Planning for the Future	27.97	1.24

From the results shown in Table No (09), it became clear that there is a hierarchy of achievement motivation, where (the feeling of the importance of time occupied the first place with an arithmetic mean of 34, while the second place was for planning for the future with an arithmetic mean of 33.03, and after perseverance came the third place with an arithmetic mean of 30.97, while the fourth place was for striving for excellence with an arithmetic mean of 29.38, while the feeling of responsibility was at the bottom of the pyramid with an arithmetic mean of 27,97.

The following figure illustrates the hierarchy of achievement motivation

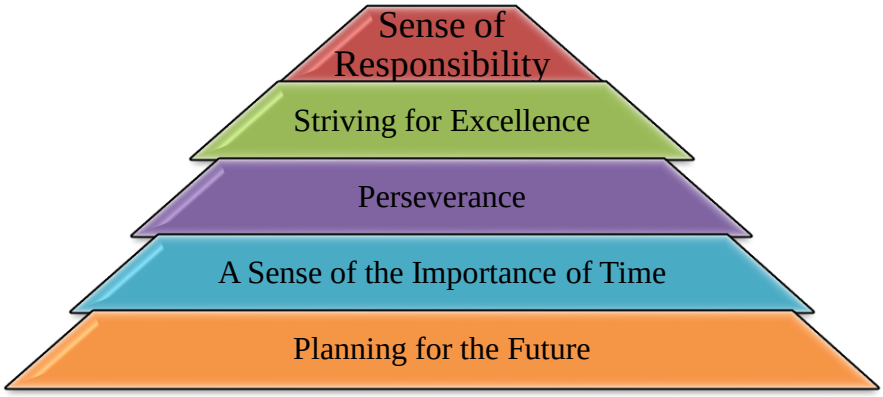


Figure N ° (01): illustrates the hierarchy of achievement motivation dimensions

This finding aligns with the findings of Elliot & Church (1997), entitled "A Hierarchical Model of Approach and Avoidance Achievement Motivation," which demonstrated that motivational dimensions are hierarchically ordered among workers. Similarly, Elliot & McGregor (2001), in their study "Achievement Goal Framework," confirmed through their motivational model that achievement motivation dimensions are also hierarchically ordered among workers. Furthermore, Lochbaum et al. (2017) presented a meta-analytic review of Elliot's (1999) Hierarchical Model of Approach and Avoidance Motivation, which affirmed that various applied studies on achievement motivation have demonstrated a hierarchical structure of its dimensions among workers in organizations in general.

Therefore, based on the previous studies, it appears that there is agreement in the studies on the hierarchy of the dimensions of achievement motivation. This hierarchy has a relationship whose cause is primarily psychological, meaning that workers have behavioral orientations that necessarily lead to the hierarchy of those dimensions.

- **The third hypothesis**: There are differences between males and females in terms of achievement motivation at the SEOR company in Oran.

Table N° 10: shows the results of the third hypothesis

Variable	Gender	Sample Size	Mean Arithmetic	Standard Deviation	T-test Value	Significance Level	Decision
Achievement Motivation	male	37	126.46	9.34	0.98	0.33	Not significant
	female	36	128.33	9.24			

Table No. (10) shows that the calculated value of "t", which equals 0.86, has a significance level of 0.36. This means that it was not significant, which leads to the acceptance of the null hypothesis that there are no statistically significant differences in terms of achievement motivation in the SEOR Foundation Directorate in Oran between males and females.

The result of the current study was consistent with that of the study by Vallerand, R.J. & Blais, M.R. (1989), in which they addressed the relationship between intrinsic, extrinsic, and motivational styles and academic achievement: A comparison between males and females, concluded that there were no

differences between the sexes. Similarly, Linnenbrink, E. A., and Pintrich, P. R. (2002), in their study entitled Motivation as an Enabler for Scholastic Achievement: A Comparative Analysis of Males and Females, confirmed that there were no statistically significant differences between males and females in achievement motivation, although females tended to demonstrate a relatively higher level than males, especially regarding motivation towards commitment and self-performance. Hyde, J. S. (2005) also confirmed that many applied studies in this field recorded very small differences between the sexes in most cases, and that the differences might be attributed to the educational environment or the nature of the task.

From the above, we understand that the issue of achievement motivation in relation to males and females is not taken into account, and the reason for this is due to the similarity in the basic motives of both genders, and the differences that exist are in the cultural and educational aspect, social expectations, or the type of task and field.

- **Fourth hypothesis**: There are differences in achievement motivation -based on age at the SEOR company in Oran.

Table N°11: shows the results of the fourth hypothesis

Variable	Variance	Sum of Squares	Mean Squares	F-value	Degrees of Freedom	Significance Level	Decision
Achievement Motivation	Between groups	550.73	183.57	2.24	3	0.09	Not significant
	Within groups	5650.52	81.89		69		
					72		

Table No. (11) shows the calculated value of “F” at 2.24 with degrees of freedom 3, 69 and 72, which was not significant, thus confirming the acceptance of the null hypothesis that there are no statistically significant differences in achievement motivation in the SEOR company in Oran according to age.

This result contradicts the findings of Jeskanen's (2025) study, which examined work motivation across early career stages: A study of employees aged 18-35. They found statistically significant differences between older and younger employees, attributing this to the influence of external factors such as financial incentives for younger employees, while older employees were influenced by internal factors such as skill enhancement and independence. Shi et al. (2023) reached the same conclusion in their study, "Do people become more proactive at work as they grow older? Examining the mediating roles of intrinsic motivation, emotional exhaustion, and career aspiration," confirming that older workers tend to enjoy their work, although this enjoyment declines with age. Kasperczuk et al.'s study also corroborated this finding. (2025) The challenge of employee motivation in business management also found statistically significant differences between the age groups of workers with regard to achievement motivation, as they found that older workers had a higher level of motivation than younger workers. In addition, the (2025) Nea Jeskanen study entitled Work Motivation Across Early Career Stages: A Study of Employees Aged 18-35 showed that there were

statistically significant differences between younger and older workers in terms of internal and external factors.

The result of the current study can be explained by the fact that the current study sample shows that it is characterized by a balance between internal and external motives, in addition to having stability in the goals set by them despite their age differences.

- **Fifth hypothesis**: There are differences in achievement motivation based marital status at the SEOR company in Oran.

Table N° 12: shows the results of the fifth hypothesis

Variable	Gender	Sample Size	Mean Arithmetic	Standard Deviation	T-test Value	Significance Level	Decision
Achievement Motivation	Single	26	126.04	10.33	0.92	0.36	Not significant
	Married	47	128.13	8.66			

Table No. (12) shows that the calculated value of "t", which equals 0.92 with a significance level of 0.36, was not significant, which leads to the acceptance of the null hypothesis that there are no statistically significant differences in achievement motivation according to civil status in the directorate of the SEOR Foundation in the city of Oran.

The result reached was contrary to what was stated in the study by NSIAH, Ameyaw & Tetteh (2021) entitled The Nature of Motivation and the Effect of Gender and Marital Status on Employees' Motivation in Organizations in Ghana, as their study confirmed the existence of a statistically significant difference between married and unmarried people, confirming this result by saying that the response to motivational factors differs according to marital status.

The Meng & Yang (2023) study also contradicted this, as they found in their study entitled Marital Status Differences in the Association of Work Motivation with Burnout: A Network that married people have higher levels of motivation than unmarried people.

This also contradicts what was stated in the study by Çemberci, M. (2022) entitled "The relationship of marital status, job experience and having children with work engagement among flexible workers," as they explained this difference by saying that married people have family obligations and responsibilities outside of work that drive them to engage and feel more immersed in work.

The result of the current study can be interpreted as the fact that the current study sample of workers, both married and unmarried, give equal importance to the dimensions of achievement motivation (a sense of the importance of time; planning for the future; perseverance; striving for excellence and a sense of responsibility), and there is no consideration given to their marital status.

12- Conclusion:

Achievement motivation is a pivotal psychological force that directs an individual's behavior toward excellence and goal achievement through persistence and perseverance. It encompasses more than just the desire for success; it includes a sense of the importance of time, future planning, perseverance, striving for excellence, and a feeling of responsibility. Achievement motivation is also

influenced by a range of personal, social, and professional factors, such as the work environment, social support, past experiences, and marital status. Therefore, understanding this variable is fundamental to developing individual and organizational performance and designing effective motivational programs that contribute to increased productivity and enhanced quality of professional life.

The findings of the current study are as follows:

- There is a high level of achievement motivation among employees of the SEOR company in Oran.
- Achievement motivation takes a hierarchical form within the SEOR company in Oran.
- There are no differences between males and females in terms of achievement motivation within the SEOR company in Oran.
- There are no differences in achievement motivation -based on age at the SEOR company in Oran.
- There is no statistically significant difference based on marital status in terms of achievement motivation within the SEOR company in Oran.

This study highlights the need for organizations, particularly senior management, to focus on developing employee motivation for achievement by providing a stimulating work environment that fosters a sense of time management, future planning, perseverance, a drive for excellence, and a sense of responsibility, while also considering individual and social differences among employees. It also recommends conducting future studies that examine mediating variables contributing to the understanding of achievement motivation and adopting diverse research methodologies to deepen our understanding of this vital variable in the workplace, especially as most organizations are moving towards digitalization across their various departments.

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