



HOW DO PUBLIC SECTOR WORKERS IN THE ARAB SECTOR IN ISRAEL PERCEIVE THE ROLE OF MOTIVATION IN CONTRIBUTING TO ORGANIZATIONAL SUCCESS?

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Abstract:

This study identifies and explores the understanding of public sector workers in the Arab sector of Israel about the role of motivation as an aid to success at the organization level. Motivation is understood in a context of concern about levels of motivation (employee disengagement), favoritism, and systemic inequality. With this background, the study aimed to explore the understanding of motivation in a wide variety of workplace practices- including intrinsic (e.g., significance of work, passion, pride) and extrinsic (e.g., salary, promotion, recognition) motivation. This qualitative study consisted of semi-structured interviews with 40 purposefully selected participants. The thematic analysis revealed several elements linked to the concept of motivation, including: ethical and empathetic leadership, emotional and ethical meaning, recognition, fair rules and policies, etc.; however, demotivators were listed as bureaucratic barriers, limited advancement, and protektsia (favoritism/bias). It was concluded that if the motivation of Arab public sector workers is to maintain some level of motivation for continued work engagement, changes in ethical leadership, merit promotions, and establishing workplace policies around inclusivity and cultural competence are required. The study contributes theoretically to motivation research in public sectors, specifically in marginalized situations, and gives practical insight into implementing change for maintaining employee engagement and the success of institutions in the Arab public sector in Israel.

Keywords: motivation, public sector, Arab sector in Israel, organizational success, intrinsic motivation, extrinsic motivation, job satisfaction, organizational commitment, protektsia, leadership, bureaucracy, employee engagement, institutional policy

1. Introduction

This research aims to understand how personnel in the public sector of the Arab population in Israel relate to motivation and its contribution to organizational success. The study is attempting to understand how workers in the Arab public sector define motivation, as well as the motivation states experienced by Arab public sector employees and the forces that drive or hinder motivation. The study also explores institutional aspects of workers' motivation, job satisfaction, and organizational commitment in public institutions. The study investigates six research objectives and questions related to intrinsic satisfaction and extrinsic motivators, as well as the role of organizational policies, systemic discrimination, nepotism, self-interest, motivation, and engagement. Findings indicate that motivation is a dual-concept based on personal meaning-making and organizational practices. Further, factors such as ethnic discrimination, lack of agency, disruption linked to favoritism (*proteksia*), lack of recognition, procedures/bureaucracy and workplace conditions caused the participants to be demotivated. In conclusion, the study provides an emphasis on organizational change designed to improve institutional transparency in leadership respective of organizational design and metasystems of equitable promotion processes primarily, and inclusive policy and practice decisions that sustain motivation and positive organizational performance in the Arab public sector in Israel.

Motivation, the internal and external forces that affect an employee's willingness and choice to act, is an integral part of workplace performance (Mansor *et al.*, 2023). This study examines intrinsic motivation—like purpose, pride, and personal meaningfulness—along with extrinsic motivation—e.g., salary, career advancement, recognition and fair treatment (Husny & Massry-Herzllah, 2016; Jwmaa *et al.*, 2022). This study will examine Arab public sector employees while focusing on a variety of institutional contexts, including education, healthcare, government and municipal services. Also, intrinsic motivation and extrinsic motivation, including job satisfaction, organizational commitment, and organizational success, are examined. The study also focuses on efforts to resolve the issue of low morale and inefficiencies in the Arab public sector that have stemmed from systemic favoritism and neighborhood contexts that have severely limited opportunities for advancement.

Using a qualitative methodology, semi-structured interviews were conducted with 40 purposefully sampled participants, and Braun and Clarke's (2006) thematic analysis method was used to identify themes in participant responses. The findings indicate that trust in leadership, fair policies, emotional support, and recognition are meaningful motivators to participants, and bureaucratic rigidity and *proteksia* hinder motivation and build complacency. Recommendations included leadership training, an examination of existing policy, and creating a merit-based promotional culture that is representative of broader society. In theoretical terms, the research builds upon the already limited literature on motivation in minority public sectors, and in practical terms, it presents evidence-based strategies that policymakers and leaders can use to build an

effective organization by adopting a better motivational system. Ultimately, this research validates that motivation is not only a contributor to an individual's performance but a key pillar of your institution overall.

2. Literature Review

Lack of motivation leads to staff turnover and a high retention rate. Enhancing the employee's job pleasure enhances the organization's commitment and work involvement. Motivation has a significant effect on the employee's dedication and work effectiveness. Hence it will lead to the contentment of employees, organizational engagement, and more work productivity.

2.1 Employee Motivation

Employee motivation has a great impact on organizational success. The positive climate in the organization increases employees' engagement, and in this way, the employees show more work involvement and job satisfaction in the organization (Mansor *et al.*, 2023). Employee relationship strongly and positively impacts employee motivation in the organization (Rozman & Strukelj, 2021). Furthermore, employee motivation is an important concern for the sustainability and growth of the organization. In the educational sector, employee motivation enhances organizational commitment and success (Akerele, 2023).

Motivation increases the quality of work and enhances the productivity of the organization (Bhavikatti & Hiremath, 2021). A research was conducted on Arab teachers in Israel to explore the influence of motivation on teaching levels. The qualitative research approach was used to analyze the results. In-depth interviews were conducted with 15 teachers, 10 principals, and 3 counsellors (Husny & Massry-Herzllah, 2016). The results concluded that culture, climate, and lack of resources reduce the motivational level. In this way, academic achievement will be low, affecting the organization's success rate. Hence, it was concluded that motivation drives the quality of work and enhances employee performance. The organizations attain harmony in the workflow affecting the production of the organization (Harefa *et al.*, 2025).

Lack of employee motivation, work conflict and pay satisfaction is becoming progressively crucial to academics and organizational experts (Chan & Ao, 2018). Therefore, a significant relationship exists between pay satisfaction, lack of motivation, and work conflict on the changeover willingness (Kuo *et al.*, 2025). Furthermore, it was discovered that work contentment and organizational dedication function as mediators between Pay satisfaction and turnover willingness. Motivation is important in enhancing the organization's job involvement and commitment (Asegid *et al.*, 2017).

2.2 Lack of Motivation, Withdrawal Behavior, and Success of Organization

Lack of motivation enhances employee withdrawal behaviors and may contribute to psychological weariness, unproductive processes, and staff fatigue in the organization.

These factors directly affect the success and production of the organization (Istanti *et al.*, 2020). Individuals not motivated by the organization are frequently absent and do not meet performance objectives. As a result, the success of the organization may decline (Varma, 2017). If workers are reluctant to abandon their work, they may suffer from emotional detachment and less work engagement. In this way, employees would get disconnected and might have reduced work participation and dedication to the organization (Rudancic, *et al.*, 2021).

Motivation is key to enhancing the employees' work productivity and satisfaction level (Mwaba & Qutieshat, 2024). It depends on different factors associated with the performance, motivation level, work-life balance, and productivity of the employees (Uka & Prendi, 2021). Hence, positive working standards of the organization, incentives, rewards, respect from colleagues, and communication with other members enhance the organization's performance level (Alkandi *et al.*, 2023).

2.3 Effect of Promotion on the Success of the Organization

Employee motivation in the form of promotion plays a significant role in enhancing job satisfaction and the success of the organization in the Arab sector in Israel (Jwmaa *et al.*, 2022). Hence, it increases the involvement of the employees with work, enhances their morale, and reduces absenteeism (Rinny, 2020). Furthermore, this factor plays a very important role in reducing retention. It improves job satisfaction by enhancing the motivation of the employees and improving their income status. In this way, the employees show more interest in their tasks and loyalty, which enhances the organization's success (Slimane, 2017).

Organizational motivation enhances support and increases the job satisfaction of employees by increasing their resilience level (Al-Omar *et al.*, 2019). When the organization provides an ethical and moral environment to the employees, then the employees handle stressful situations by showing more resilience in the pharmaceutical industry. Organizational support enhances the employees' work engagement, which may significantly impact the loyalty and retention of employees (Al-Madi *et al.*, 2017).

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

Financial barriers, lack of motivation, conflicts with others, and the unmanageable workload reduce the employees' job satisfaction (Swedana, 2023) in the Arab sector in Israel. These factors may enhance job stress and reduce the productivity of the organization. Conflicts with co-workers, lack of encouragement, and salary issues may reduce work involvement and the employees' job satisfaction (Kominěk, 2023). There is a direct relationship between the significance of the task, employee motivation, the manager's feedback, financial benefits, and the work productivity of the organization (Ali & Anwar, 2021). The positive opinions of the managers increase the job satisfaction of the employees. In this way, the employees feel motivated, and their financial benefits increase. Furthermore, these factors increase productivity and the success of the organization (Ekhsan, 2019).

3. Material and Methods

This research uses a qualitative research approach because it can yield a deep, contextualized understanding of how public sector workers working in the Arab sector in Israel are making sense of motivation in relative terms to the organizational context. Unlike quantitative approaches that seek generalizability through numerical research by understanding what exactly individuals mean and frame their complex experiences and interpretations of work, motivation and organization (Bloomfield & Fisher, 2019). Given the focus on the participants' lived realities—the ways they define motivation, the challenges of motivation, and how motivation relates to certain organizational outcomes—it was clear that a qualitative approach was the best. This aligns with Husny and Massry-Herzallah's (2016) study, which designed qualitative interviews to study important motivation issues among Arab educators in Israel.

To gather data, the study relied on semi-structured interviews as the primary research instrument, thus allowing a space between structured inquiry and respondent freedom to describe their experiences while being sufficient for research purposes (Roberts, 2020). Semi-structured interviews provide sufficient space for dialogue and are useful for exploring and unraveling complex, layered themes (for example, intrinsic and extrinsic motivation, public policy influence, and job satisfaction) (DeJonckheere & Vaughn, 2019). In this study, the interview guide was developed based on the research questions and clearly based on the literature around employee motivation and organizational success in public sector contexts (Mansor *et al.*, 2023; Rozman & Strukelj, 2021). The interview question design would also capture detailed narratives on individual motivations and ultimately on organizational structure.

The study population consisted of public sector workers in the Arab sector in Israel from a variety of institutional contexts, including education, health care, municipal and government, and other contexts. A purposive sampling technique was employed to include individuals from whom it would be possible to gather informed, diverse, and relevant experience-based accounts with regard to motivational factors and their organizational relevance (Tajik *et al.*, 2024). This sampling method is a common approach in qualitative research to utilize non-probability sampling to identify individuals that were likely to have deep knowledge of the research context (Etikan *et al.*, 2016). The final sample consisted of 40 participants, which was satisfactory for reaching thematic saturation and a rich level of analysis. Participants were selected based on their length of time working in the public sector and their ability to draw on personal and institutional experiences related to the concepts of motivation and job engagement.

Thematic analysis was used in the study in keeping with data analysis methods stipulations (Naeem *et al.*, 2023). Thematic analysis is the most accepted way to identify, analyze and report themes or patterns within qualitative data (Braun and Clarke, 2006). Six steps to complete the coding were as follows: in-depth familiarization with data, initial coding, searching for themes across codes, reviewing themes, defining and naming themes, and writing the report. Thematic analysis helped in processing the data and

provided an interpretive framework on how motivation flows to an organization's success according to the workplace policies, employee satisfaction, and perceived barriers (Xu & Zammit, 2020). Thematic analysis also provided the structure to enable cross-comparison boundaries across institution contexts and roles and helped identify similarities and differences of motivation within the Arab public sector in Israel (Fryer, 2022). The data was methodically obtained, interpreted, and now offers a grounded understanding of motivation in a culturally and institutionally complicated space.

4. Results

The results of the study revealed six central themes that highlight how public sector workers in the Arab sector in Israel perceive motivation and its influence on organizational success. Participants viewed motivation not just as a means to perform tasks, but as a deeper personal connection to their work, often rooted in a sense of purpose and contribution to their community. They emphasized that being recognized, respected, and included in decision-making processes by their leaders significantly enhanced their motivation. Additionally, both emotional support and fair treatment were identified as key non-financial drivers of performance and commitment.

4.1.1 Theme 1: Definitions and Personal Understandings of Motivation in the Public Sector

Motivation was described by public sector workers specifically in the Arab sector in Israel as not simply an impetus to act, but as a type of inner-GPS that links personal values to organizational aims. For example, one participant shared that *"For me, motivation is when I feel that what I do is important—not a task or a job, something important for my individual community."* Another participant explained, *"I am motivated when I see people value my effort and my work—it is not just to do with salary, but purpose."* The definitions of motivation for these public sector workers seemed to reflect a combination of emotional, ethical, and cultural aspects, which is in line with Mansor *et al.* (2023), who emphasized the role of positive workplace climate in enhancing employee engagement and satisfaction. Likewise, Rozman and Strukelj (2021) revealed a strong motivating influence on personal meaning of work, especially those roles which serve the community in some capacity. Thus, this interpretation of motivation reinforces our understanding of motivation as not simply helpful to sustain employees' long-term commitment and performance in local public institutions.

4.1.2 Theme 2: Key Motivational Drivers that Enhance Organizational Success

Participants said that identified recognition, respect, leadership style, and a sense of belonging were primary drivers of motivation in their workplaces. One person said, *"When the manager trusts us and engages us in making decisions, I feel more psychologically committed and contribute more."* Another person said, *"I work in a stressful environment, but what keeps me engaged is the respect I receive from my team and manager."* These cited quotes

were consistent with Bhavikatti and Hiremath (2021), who defined positive reinforcement, teamwork, and leadership as motivators; and Akerele (2023) confirmed that, in a public sector context, non-financial motivators (emotional support and leadership fairness) influenced organizational commitment. These motivational drivers are not just performance enhancers but essential ingredients in fostering organizational success, particularly in public services where intangible rewards often play a greater role.

4.1.3 Theme 3: Balancing Intrinsic and Extrinsic Motivation in the Workplace

The participants were very clear that a balance between intrinsic satisfaction and extrinsic incentives is essential to maintain motivation. One said, *"Even though the pay isn't very good, when I'm proud of what I do, it gives me the energy to keep going."* Another shared, *"Bonuses are nice, but I would stay regardless, because I believe in our mission and what we do to help people."* Collectively, they highlight the fundamental connection between internal satisfaction and external reward, offering insight into their motivation. The literature also supports this relationship. For example, Husny and Massry-Herzallah (2016) concluded that while both cultural meaning and physical support were important motivating factors for Arab educators in Israel, Jwmaa and others (2022) demonstrated that the motivation to stay in a position is influenced by the combination of working towards a promotion (extrinsic) and applying their personal beliefs to the work (intrinsic). Therefore, organizations that combine workforce recognition initiatives with a sense of purposeful occupation are necessary in the Arab public sector.

4.1.4 Theme 4: Barriers to Motivation and Their Organizational Impact

The respondents indicated frustration with a bureaucratic system, limited opportunities for advancement and cultural dis-identification as sources of disengagement. One participant spoke of disengagement: *"There are times we put in our efforts, yet the system will not reward that or even 'see' it."* Another participant added: *"We feel many times that we are invisible - our community has some problems; yet we are hidden by our hard work."* These comments support findings by Istanti and others (2020) who suggested that it is the unaddressed demotivating contexts, such as bureaucratic systems that discourage innovation and lack recognition, that will lead to chronic burnout and the economic cost of unproductive organizations. Similarly, Rudancic and others (2021) noted disengagement from unaddressed systemic issues (detrimental to organization performance and psychological well-being). In the case of Arab public workers in Israel, these bureaucratic systems mean they are part of a segmented state apparatus that may impose additional systemic barriers that further exacerbate broader existing inequalities, and further possibly impose limits on motivational potential and organizational entrenchment.

4.1.5 Theme 5: The Role of Institutional Policies and Practices in Shaping Motivation

The institutional structures, including promotion regulations, and the visibility of leadership, were perceived as critical systems for either supporting or suppressing

motivation. One employee expressed, *"What's the point of getting up every morning and going to work if promotion is only based on who you know?"* Another employee argued, *"When policies are clear and it is applied equitably, I feel more responsible and loyal."* These comments speak to how a fair and visible promotion plan can help improve employee trust and motivation in the workplace. Slimane (2017) pointed out that equitable promotion practices can reduce absenteeism and have a significant impact on employees' morale. Similarly, Al-Omar *et al.* (2019) discussed how ethical work circumstances, where institutional justice is maintained, can promote employee commitment and resilience. However, participants consistently expressed concerns about "protection" or "protektisia" (which is a derivative of Russian).

Protektisia is a form of favoritism where people use their connections to bypass accepted norms, policies, and processes. One participant commented, *"It's not about your qualifications - it's about who you know; if you have protection, the door will open!"* Another participant stated, *"I can't tell you how many people I saw get promoted for being close to someone while people with far more experience and expertise languished!"* This phenomenon creates a perception of injustice, undermining merit-based advancement and diminishing motivation among capable but unconnected employees. Husny and Massry-Hazrellah (2016) point out that this type of demotivation tends to be most impactful in a society where bureaucratic hierarchies crosscut established social structures, contributing to alienation and disengagement. While addressing this type of structural favoritism would be beneficial for creating an environment of trust and fairness for motivation to flourish in the Arab public sector [in Israel], it is undoubtedly even more important because of all of the intersections of patronage.

4.1.6 Theme 6: Motivation as a Predictor of Job Satisfaction and Organizational Commitment

Motivational levels and feelings of job satisfaction and loyalty were tightly related. One participant expressed it this way: *"When I'm motivated, it doesn't cross my mind that I should leave, I look to contribute more."* Another participant stated it similarly: *"When I feel valued, I am more loyal—I do more than what is expected of me."* These statements validate the contentions put forth by Mwaba and Qutieshat (2024), whose research indicated that motivated employees are more attached to their organization and report higher levels of job satisfaction. Uka and Prendi (2021) also find that motivation is important in enhancing the work-life balance and for diminishing turnover intentions. The participants explained that motivation stimulated through recognition, respect, and learning opportunities increased not only personal well-being, but also institutional commitment that is abiding. In turn, abiding commitment means a needed resource to maintain success in the Arab public sector.

5. Discussion

This study sheds meaningful light on how public sector workers in Israel's Arab sector view motivation's role of motivation in creating organizational effectiveness. The study participants framed motivation as more than a simple response to the demands of a workplace, and instead described it as deeply personal and culturally relevant. This understanding of motivation as a connector between individual values and institutional purpose is particularly useful when examining minority group positions in organizations applying state authority. The data suggested that many participants viewed motivation as tied to communal responsibility and meant to convey some degree of meaning, indicating that motivation in the public sector cannot be disentangled from wider socio-cultural identity. These insights support existing studies that link work satisfaction to aspects of organizational climate (Mansor *et al.*, 2023; Rozman & Strukelj, 2021). The links being made between motivation being purpose-driven versus incentive-driven are especially salient in public service roles that tend to offer limited financial compensation; meaning is a form of energy and commitment.

Participants discussed multiple important motivators identified for workers, such as good leadership, respect from professional peers, established reputation, respect from students, and inclusion in decision-making. These non-material motivators allowed greater engagement in the workplace, coupled with increased commitment, particularly if the employees perceived they could rely on trust from management and coworkers. This finding supports Bhavikatti and Hiremath (2021), who identified intrinsic motivation factors - namely, teamwork and perceived fairness from management in motivating performance. Akerele (2023) also reiterated that both material rewards can enhance motivation, but emotional support contributes towards organizational commitment, marking a clear resource for public-pursued organizations. In summary, it would seem that management practices in public sectors in Arab states need to develop trust relationships and a participative culture to access employee wellbeing, where effort is perceived as caring and contributions are acknowledged, while remarkable returns are produced in terms of organizational commitment.

Participants noted the need for balance between intrinsic motivation and extrinsic reward, and while many admitted the limits of their salary, they nevertheless described internal satisfaction, pride in their work, and the ability to serve their communities as crucial ingredients to continued commitment. Internal and external were described as the dual motivators necessary for sustaining high performance. This is consistent with findings from Husny and Massry-Herzllah (2016) that Arab educators in Israel were more motivated when their positions contained cultural meaning and concrete institutional support. Additionally, Jwmaa *et al.* (2022) emphasized the importance of combining opportunities for promotion with meaningful professional responsibilities as a strategy to sustain motivation over time. In this sense, organizations that do not take into account either side of the motivation continuum- meaning ignoring either emotional support or

failing to create opportunities for financial or professional advancement- risk alienating employees and diluting institutional commitment.

Conversely, the study found notable barriers to motivation limiting organizational performance. The participants regularly referred to bureaucratic limitations, unclear pathways for progression, and disrespect, to motivation, frustration, and disengagement. Many participants described working in rigid environments with bureaucratic constraints, leaving the many contributions un-tackled and innovation, if not stifled, dismissed. Istanti *et al.* (2020) asserted that chronic demotivation caused by structural inefficiencies (that were never fixed) led to psychological burnout, leading to less productivity. Rudanic *et al.* (2021) found that if identified flaws or organizational issues are never corrected, employees are likely to be more detached and less engaged. In the Arab public sector in Israel, limiting factors are compounded by external socio- and political factors, making them feel even more separated with fewer opportunities for additional advancement. These issues must be addressed from the structural dysfunction, lower edge of productivity, as well as equity and inclusion.

Institutional policies also influenced motivation, particularly in the areas of promotion and evaluation. Participants made strong connections between feeling motivated to expend effort and a commitment to the organization that was sustained by transparency in the promotion system and respect in the way leaders acted. However, a number of them raised the issue of *protektisia* being very common; *protektisia* is a system of favoritism where social capital outweighs merit. This practice leaves employees feeling alienated in the organization, makes some employees incapable of trusting the organization, and ultimately creates a system of underperformance. This is consistent with Slimane (2017), who argued that it is immoral and damaging to morale and performance when promotions and advancements are made based on transparent and merit-based systems. Al-Omar *et al.* (2019) insisted that the way of institutional fairness contributes to developing the resilience and motivation of employees. On the surface, these actions can be seen as simply bureaucratic behaviors, but *protektisia*, as argued by the participants, reflects deep structural inequality. Husny and Massry-Herzllah (2016), discussed how the practices of *protektisia* can be particularly harmful, especially in organizations with socially stratified bureaucracies that strengthen power imbalances and create alienation for those who are already vulnerable to marginalization. For motivation to be institutionally embedded in the Arab public sector, perceived favoritism must be addressed directly through leadership commitment to policy reform and leadership culture.

Lastly, the relationship of motivation with broader organizational outcomes— job satisfaction, retention, and institutional loyalty—was clear in the data. Most participants indicated when they were motivated, they were more likely to remain in their roles for longer, have greater emotional investment in the organization's outcomes, and even go above and beyond their basic role requirements. This is consistent with the knowledge of Mwaba and Qutieshat (2024), who found that motivation had a significant impact on retention and commitment. Uka and Prendi (2021) also found that motivation had close

relationships with work-life balance and increased retention. The study's participants illustrated that motivated public sector workers not only contribute better, but also have an increased likelihood of becoming advocates for organizational improvement. In a sector where turnover is expensive and institutional memory is instrumental, fostering sustainable motivation is not just a human resource policy. It is also an important consideration for sustaining the public sector in Israel in the future.

6. Conclusion

The study looked at the role of motivation in the perception of success for public sector workers in the Arab sector in Israel. We did not find motivation to be strictly a transactional or economic one, but rather an experience that carries culture and emotional meaning. All workers mentioned some benefits as well, including professional acknowledgement, ethical and moral leadership and practices, inclusion in routines and decision-making processes, and their understanding/belief in what makes their work purposeful, as key components that sustained their motivation. We also found that they believe motivation had a positive impact on job satisfaction, organizational commitment, and performance. Many of the responses were echoed in prior studies, such as Mansor *et al.* (2023) and Rozman and Strukelj (2021), who found that organizational climate and interpersonal relations can heavily influence motivation, especially in public institutions and organizations working with populations that have been disadvantaged.

Our analysis of the results indicates that while intrinsic motivators—such as personal meaning and social responsibility—are strong among Arab public workers, they need to be supported by extrinsic external supports—such as promotion systems, advancement paths, and financial rewards—to maintain long-term motivation. This dual dependency is a topical growing consensus in the literature, including Husny and Massry-Herzllah (2016) and Jwmaa *et al.* (2022), that employee motivation in public organizations is based on an integrated approach. Further, we noted considerable barriers with regard to current support for employee motivation, such as systemic bureaucracies, promotion meritocracy, and favoritism (*protektsia*), which undermines trust in the organization and erode employee equity. The basis that merits sometimes falls prey to personal connection continues to be a demotivating force, contributing to alienation, especially for seasoned but rarely recognized employees. Similar observations were made by Slimane (2017) and Al-Omar *et al.* (2019).

Although it provides rich insights, this study poses more questions regarding how motivation can be institutionally protected and developed, especially within structural inequalities. Future research needs to focus on comparisons across sectors and regions in Israel, to see if the motivational dynamics are Arab public sector specific or trends affecting a wide range of public sector leaders. Time series studies can also lend important insights into how changing leadership culture and public policy reforms shape employee motivation and retention over time. For policymakers and organizational leaders, the most important thing to remember is that investing in transparent, fair, and

culturally responsive structures of motivation is imperative for both individual employee satisfaction and the longevity of the public institution itself. Motivation is not the icing on the cake in the public sector; it is genuinely the cake itself.

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Conflict of Interest Statement

The author declares no conflicts of interest.

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