

Exploring the Determinants of Work Enthusiasm among Employees: A Case of Jordanian Manufacturing Industry

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Abstract: - Given the enormity of the importance of Jordan's manufacturing sector, it is shocking that there isn't any tangible research or ground-breaking work that the sector can use to enhance workplace enthusiasm. The productivity of the workforce can be significantly increased by increasing work enthusiasm. Not just for the employee or employer, but also for the health and sustainability of the economy as a whole, is work enthusiasm correlated? The lack of research on the factors influencing the manufacturing sector in Jordan is thus a problem that will be addressed in this paper. So the current study aimed to demonstrate the factors that impact the level of work enthusiasm of employees working in the manufacturing industry of Jordan. The manufacturing industry was selected on the basis of its significance to the GDP of Jordan. The study employed a primary quantitative research approach along with a descriptive and correlation design for robust analysis to achieve the aim. With the survey as a data collection tool, the research surveyed 78 employees working in firms operating in the manufacturing industry. The survey results indicated that work-life balance and perceived fairness have a significant impact on work enthusiasm when it comes to Jordanian employees. Because every industry has different requirements, this study will contribute to the advancement of knowledge in the field of management in the future. The findings of this study help expand our perspectives and suggest that future research be conducted in a pertinent dimension by concentrating on other comparative analysis industries.

Key-Words: - Work Enthusiasm, manufacturing industry, employees, GDP of Jordan.

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1 Introduction

Some of the core issues facing the workplace are the workforce's motivation and enthusiasm. This is because factors like enthusiasm or energetic display are directly linked with employee satisfaction and performance. Work enthusiasm is further discussed by Lenner and Tuner, [1]. Where the authors highlight that it can easily be seen through the normal daily exchange with the employee who shows enthusiasm in getting the job done and succeeding it. Several factors serve as a hint to determine work enthusiasm. For instance, appearance, motivation to learn something new, going beyond the assigned work duty and bringing in new concepts to the workplace, etc. are important work enthusiasm determinants, [1]. Going strictly by its definition, work enthusiasm is defined as the extent of interest or passion exhibited by the workforce at the workplace. Work enthusiasm has become a significant aspect of the workplace and its culture because through the work enthusiasm the negative effects of professional life such as occupational burnout, ineffective work, professional and personal life imbalance, high time wastage, etc. If the Human Resource and the management have prioritised these workplace habits, it is very likely that the workplace will have jubilant energy that can help realise the organisational objectives.

However, it is also important to understand that work enthusiasm determinants have a spatial-temporal dimension and these determinants may not be homogenised across the planet. This is to say that the workplace in eastern and Western cultures may have completely different values and determinants of work enthusiasm. This is dependent on the country's values and ethos as it may be possible that a country's culture may not encourage an individual to be expressive but depend on community spirit compared to western values of extreme individualism and expressiveness. The point is that work enthusiasm or determinants to it needs to be studied at a microcosm level. This is also true for Jordan, which is not a mainstream country and whose values or cultures are not known in the common media. Therefore, when determining the

factors affecting Jordan's work enthusiasm, it is important to consider the entire superstructure or culture that the country holds and how it can analyse the determinants of work enthusiasm.

This study is one of the few studies in the literature that examines these variables in a developing country such as Jordan, so it will be important to know the extent of labour enthusiasm among workers in the manufacturing sector in Jordan.

By conducting a comprehensive review of the literature, it can be said that this study has a set of theoretical and practical contributions that could be important in the manufacturing sector in Jordan.

1.1 Problem Statement

Despite being a low- or middle-income country, a huge research volume has been dedicated to studying Jordan's workforce dynamics and how the country-specific factors can be influenced in uplifting the workforce's morale. For instance, ILO identifies that social protection and a job security promise can play an ever-important role in increasing employees' motivation, [2]. Similarly, it is highlighted by Kanze that reducing the gender gap and disparity can also be an effective tool in maintaining the workplace ethos and decorum in Jordan, [3]. However, when talking about the manufacturing industry, there is no relevant literature. The reason for stating the manufacturing industry is that manufacturing forms a huge chunk of the country's industrial sector and contributes 24% of its GDP by 2017.

Given such immense importance of Jordan's manufacturing sector, it is a shock that there is no concrete or seminal work that the manufacturing industry can implement to increase workplace enthusiasm. Through work enthusiasm, the productivity of the employees can be increased significantly. Work enthusiasm also has a direct relation with the health and sustainability of not just the employee or employers but also of the total economy. Therefore, the dearth amount of studies dedicated to studying the determinants of the

manufacturing industry in Jordan is a challenge and will be taken up by this report.

1.2 Research Aims and Questions

As stated in the above discussion, the study explores the factors related to the increase in work enthusiasm in Jordan's manufacturing industry. This includes the aspect of quantitative research analysis and the suitable policy recommendations that the future researchers or practitioners need to know to increase the work-related enthusiasm. In short, the central research question drawn upon the aim of the study seeks to address; "What are the factors that influence work enthusiasm of Jordanian Employees working in the manufacturing industry?".

1.3 Research Significance

The topic under study is a game-changer for the industry practitioners. The study aims to reduce the gap between academicians and practitioners. With the help of this research's findings, practitioners will be able to increase work productivity and employee satisfaction, which are the two main issues facing the industries worldwide.

2 Literature Review

2.1 Introduction

This section aims to bring into focus different academic literature or studies conducted on the topic. Furthermore, the chapter also explores the theoretical frameworks based on work enthusiasm. These conceptual frameworks are then be applied to the latter part of the research.

2.2 Theoretical Frameworks Related to Work Enthusiasm

As concluded by Cesário and Chambel work enthusiasm forms an imperative role in the overall work culture. This can lead to a significant increase in workforce performance, [4]. However, in order to understand the enthusiasm, it is imperative that basic human modelling related to motivation is known. Here the Maslow's Hierarchy of Needs is worthy of mention and forms an important relation between work enthusiasm, [5].

As per this figure, human motivation works in a ladder, i.e., it begins from the provision of basic human needs and then moves up in a ladder.

According to Sullivan, Forrester and Al-Makhamreh this is especially true for Jordan because it has a labile political condition with not a very bright future insight, [6]. In such times, all the employees want is certainty in terms of sustenance. It is further highlighted by Hasanuddin and Sjahruddin that employers can provide these basic human demands in terms of the contract. Through a contractual agreement, social and esteem needs that form the human need's pyramid's upper quadrant can be met, [7]. Once these conditions are fulfilled, employees can then move towards self-actualisation, which transcends humans into a superior being. This realisation is what the work enthusiasm requires Stojanová, Tomšík & Tesařová, as per these researchers, if the employees are ensured of their social and existence and treated respectably, it can prove beneficial for the organisation as this would add to their mental and physical productivity, [8].

Furthermore, another very important conceptual framework to understand the dynamics of work enthusiasm is provided by Zigarmi. This model differentiates from Maslow's Hierarchy of needs as it does not take the factors in a particular hierarchy but considers the workplace factors. For instance, work enthusiasm or passion starts with the prevalent work conditions, [9]. This is further stated by Maton and Salem who stresses the need for organisational characteristics as the basis of organisational value. Once these organisational values and job characteristics are designed to integrate the needs or preferences of both the employees and employers, only the preliminary conditions can be met for harnessing a condition of work enthusiasm, [10].

Further, these antecedents then lead towards the personal traits of the employees. This is explained in length by Sariwulan et al. As per the study, it is the recruitment team's job to induct employees who have resilience and passion for the job. As per the model, these traits can be attributed to cognition and intention of the employees. It is also important to mention that the corresponding organisational and job characteristics must form a perfect synthesis with the kind of individual inducted. If there is a mismatch, it can significantly hurt the work passion model, and as a result, the organisation will be at a total loss. This is the consequential part of the model, i.e., relate to the expected role behavior. The role behavior, which is the employee's ultimate performance, results from the factors discussed above. Only if the organisation respects the antecedents and individual appraisal can

it successfully achieve a work enthusiasm model, [11].

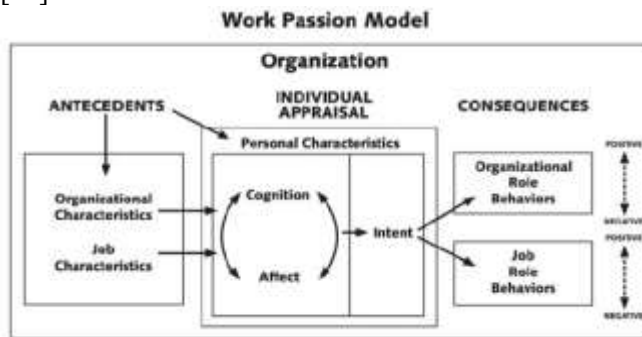


Fig. 1: Work Passion Model, Source: [10].

2.3 Determinants to Work Enthusiasm in Jordan

In an interesting but relevant study by Suliman the author recognises the value of professional growth as a determinant to work enthusiasm. This can be understood given the economic conditions of Jordan. Because the country falls in a lower to middle-income classification, the employees have a high passion for innovating and changing the economic climate. Therefore, space for employees to innovate and test the new ideas form a very important determinant to work enthusiasm in Jordan, [12]. A similar study is conducted by Al-Omari and Okasheh, who identifies work enthusiasm with the working conditions. Manufacturing industry come under sharp criticism as far as working conditions are concerned. Different dimensions, including basic climatic factors such as light, air or temperature, and ergonomics that include comfort level or office spacing, are considered an important benchmark to gain work enthusiasm in Jordan's manufacturing industry, [13]. These factors are further explored by Chandrasekar who regard the comfort level with the motivation of the employees. Although this can differ with employees' level or hierarchy, it is to be noted that if employers prioritise working conditions and provision of basic mental peace to the employees, then the work-related enthusiasm can be improved drastically, [14].

Suliman (2001) links work motivation with the empowerment of the employees. This can be attributed to the esteem needs highlighted in the theoretical section of the literature review. If employees are empowered and are given space to improvise on their performance and receive constructive feedback that helps their professional development, then motivation on the job can increase

manifold, [15]. A further testament to employee empowerment leading to work enthusiasm is provided by Chinomona, Popoola & Imuezerua. Here the researchers discuss the global trend of professional development to retain the employees. This is an opportunity for the organisation to retain talent and simultaneously focus on cultivating organisational leadership for the future, [16].

2.4 Strategies to Enhance Work Enthusiasm

Having discussed the theoretical framework and the determinants of work enthusiasm in Jordan, the report will now bring into limelight literature that focuses on strategies to enhance work enthusiasm. As per Schaufeli and Salanova study, employers can opt to increase work enthusiasm among employees in various ways. These methods include social support, continuous performance management system, coaching and task variety. This can break away from the everyday cliches of work and motivate employees to work assigned to them. Concerning coaching and task variety, [17]. Hasanuddin and Sjahruddin also explain that employees tend to exhibit a higher degree of engagement with the work provided that they are given a critique of their performance and given different tasks in their job tenure. This can also add to job retention, which has become a prime issue for the organisation, [7]. An in-depth study is also conducted by Bakker, where the author regard work enthusiasm as a factor of the bottom to top integration of the organisation. In such a hierarchy, workflows from the lowest staff to top executives rather than executives imposing work ethics in the organisation. In other words, the research regards employee empowerment and job crafting from the employees to increase job motivation. The bottom to top approach can be further simplified in four main steps: self-management, crafting of the job, strength utilisation and mobilisation of an organisational resource, [18]. This tactic is also linked with the socialisation of the organisation. As per Taormina, socialisation among an organisation is a key issue with employees become more and more distant from their colleague. This harms the work enthusiasm, especially in Jordan, where society is built on collectivisation or community spirit values. Employers should be aware of the socio-cultural ethos prevalent in society and look to build the organisation on the same pattern. It is the HR and top-level management's job to harness an environment of positivity and goodwill among all employees, [19].

Furthermore, as per Hoon Song et al., organisational leaders also play a huge role in employees' social cohesion and organisational values. Here, the transformational leader aspect is quite useful in understanding how work enthusiasm can be enhanced in a particular setting, [20]. As per Stordeur, D'hoore and Vandenberghe, transformational leader factors in the individual characteristics in building an organic and structural organisation where every employee form an important unit of the organisation. These values can be harnessed or nourished in creative exercises, including employee engagement, which is also becoming a tool for creating work enthusiasm, [21]. It is also important to highlight performance management's role as an effective tool to create synergy among the employees. Performance management helps in the individuals' professional development, which is among the topmost attributes for job satisfaction.

2.5 Summary

Through the literature review, it has been brought into consideration different theoretical frameworks that present the underpinning of work enthusiasm in an organisation. This is achieved in the first section, where Maslow's Hierarchy of Needs and Work Passion Model are sketched out. The models provide a nuanced approach to the theory of work enthusiasm and can be used by the practitioners to understand the dynamic concept of work enthusiasm. Building on to the theories is the second section that deals with determinants to work enthusiasm. This is a key research objective and discusses determinants like employee empowerment, workplace setting, and professional growth to create a positive and energetic environment. Lastly, some key strategies are highlighted that use the determinants mentioned above in the hope of harnessing work enthusiasm. These strategies include fair and free performance management system, bottom to top integration of workflow and creative employee engagement activities.

3 Research Methodology

3.1 Research Approach

The research is based on quantitative analysis, employing statistical techniques to establish an empirical relationship between determinants and work

enthusiasm in Jordan's manufacturing industry. The rationale behind the quantitative analysis is that the technique allows an explanatory review of the research variables, making the results more reliable and credible, [22]. Because of the data collection and quantitative design analysis, this method is prioritised to make the results more generalised by the vast manufacturing industry located in Jordan. Quantitative design is also providing robust analysis because of the use of empirical evidence.

3.2 Research Design and Data Collection

Various research designs employ quantitative research approaches such as; experimental, correlational, content analysis, survey, etc. Leavy highlighted that correlational design is used when a relationship between variables needs to be established, [23]. To refer to the research question, a relation between different determinants and work enthusiasm is the core task of this research. Hence, this is the rationale of why research design is adjusted to correlational design. Furthermore, the technique for data collection has relied on a primary data source. This is because the first-hand data is more credible as compared to secondary data. The primary data is collected through the surveys distributed to the manufacturing sector of Jordan. This assists the research in accumulating the information from the people who are directly working in the said domain. The survey strategy is also flexible and enables data collection from a mass sample size in a cost-effective manner. In the light of literature following are the variables that are measured through the survey-based questionnaire;

Table 1. Variables of Study

<i>Variables Name</i>	<i>Variables Nature</i>
Work Enthusiasm	Dependent Variable
Organizational Incentives	Independent Variable
Leadership Style	Independent Variable
Work-life Balance	Independent Variable
Perceived Fairness	Independent Variable
Workplace Culture	Independent Variable

3.3 Ethical Considerations

To make the research honest and credible, certain restrictions and codes of conduct are maintained throughout the research process. These values are important so that the results are not influenced or discredited, [24]. All the participants' information related to their identity (i.e., name, identity number,

etc.) is not asked and is kept anonymous. This is communicated to the participants so that honest responses can be collected from them. The participants are also given complete freedom to withdraw from the research if they feel it as a threat to their employment. The data collected is not shared with anyone and is kept on a password-protected laptop. Other than that, the researcher remains unbiased and carries out the data analysis based on the information collected and intends to influence the results to make the study influential.

4 Findings and Analysis

This section of the paper reflects on the results gained from collecting the data through survey-based questionnaire distributed among 78 employees working in Jordan’s manufacturing industry. Therefore, the results cover the interpretation of statistical tests including Frequency, Descriptive, Pearson Correlation and OLS Regression analysis performed through IBM SPSS Statistical Software. Further, the outcomes of analytical measures are also discussed with the literature review in the preceding section to better compare and understand the trends in Jordan’s manufacturing industry for work enthusiasm.

4.1 Demographic Analysis

The questionnaire confirmed the respondents’ details regarding their gender, age group, and years of experience in the manufacturing industry to define the sample size. With respect to gender, the sample size is dominated by male respondents accounting for 69.2% of the 78 employees, while females cover a proportion of only 30.8%, as shown in the table 2.

Table 2. Sample Size

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	69.2	69.2	69.2
	Female	24	30.8	30.8	100.0
	Total	78	100.0	100.0	

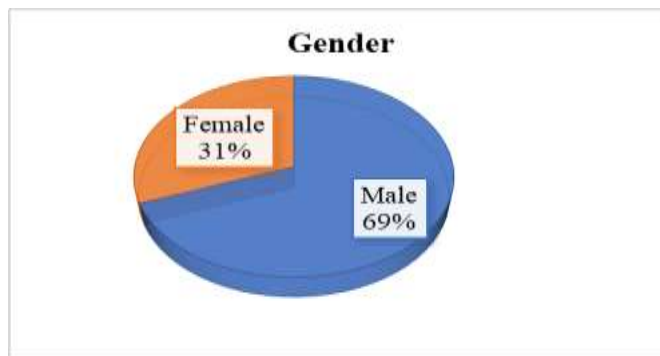


Fig. 2: Sample Size

Concerning age, most of the respondents belong to the age group of 21 to 30 years old, equivalent to approximately 39.7%; whereas 29.5% are the employees who belong to the age group of 31 to 40-year-old. Following this is 12.8% of respondents working in the manufacturing industry who have ages below 21. The remaining ones are divided equally among 41 to 50 years old and above 51 years. The frequencies of each age group are depicted in the table 3.

Table 3. Frequencies of Each Age Group

		Age		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Below 21	10	%12.8	%12.8	%12.8
	21-30 years	31	%39.7	%39.7	%52.6
	31 - 40 years	23	%29.5	%29.5	%82.1
	41 - 50 years	7	%9.0	%9.0	%91.0
	Above 51 years	7	%9.0	%9.0	%100.0
	Total	78	%100.0	%100.0	

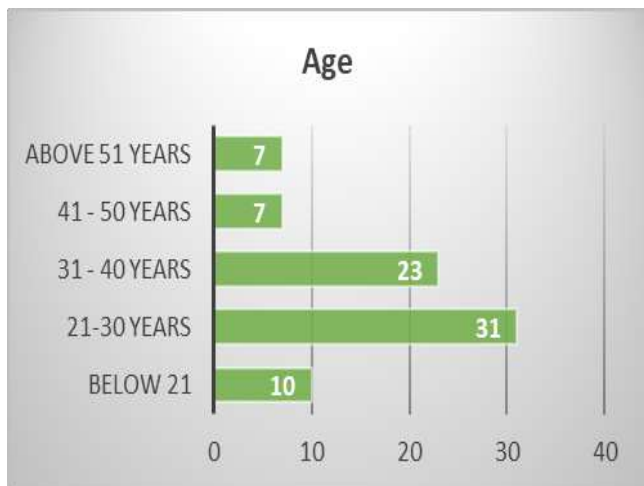


Fig. 3: Age Group

Based on the years of experience in the manufacturing industry, there is a proportion of 43.6% sample size working in the manufacturing industry from 1 to 3 years' time. Following this are 20.5% of the respondents having an experience of less than a year. Only 5.1% of respondents have an experience that goes above 10 years, whereas 19.2% have 4 to 8 years. The remaining ones are shown in the frequency table 4.

Table 4. Experience in the Manufacturing Industry

	Experience			
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Less than 1 year	16	20.5	20.5	20.5
1 Year to 3 Years	34	43.6	43.6	64.1
4 to 8 Years	15	19.2	19.2	83.3
8 to 10 Years	9	11.5	11.5	94.9
Above 10 Years	4	5.1	5.1	100.0
Total	78	100.0	100.0	

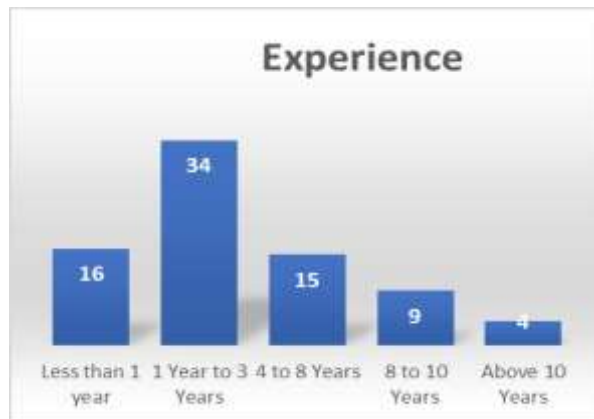


Fig. 4: Years of Experience

4.2 Descriptive Statistics

Based on the previous section's literature, the current study considered determinants like; Leadership Style, Organisation Incentives, Work-Life Balance, Perceived Fairness and Workplace Culture as influential factors to test on Work Enthusiasm of employees working in the manufacturing industry of Jordan. Consequently, the questionnaire measured each variable separately with two to three 5-point Likert Scale Rating questions to gather employees' opinions and quantify them. In order to identify the opinions of employees in manufacturing firms, the paper used descriptive statistics. Descriptive Statistics help to define the underlying variables with regard to the attitudes and perspectives of employees. This is done by outlining the mean rating score given to each construct, Minimum and Maximum ranges for each, along with its standard deviation from the mean score as shown in table 5. Based on the employees' responses in table 5, it can be said that the mean score of each variable is higher than 3.00 but lower than 4.00. As per the Likert-scale rating, 3.00 reflect a 'neutral' stance while 4.00 shows an agreement with the notion. Furthermore, most of the questions were phrased positively, showing that the average rating score of 3.50 means that on average employees are neutral or satisfied with the workplace culture and organisational incentives offered to them in Jordan's manufacturing industry. However, the variable of work enthusiasm has the highest rating of 3.63, indicating that on average employees perceive their work enthusiasm to be high with a minimum rating of 1.78, instead of 1.00. The variable of perceived fairness has the lowest mean score of 3.21, implying that on average most of the employees are unbiased about this notion.

Table 5. Descriptive Statistics

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Leadership Style	78	2.00	5.00	3.3718	0.75780
Organisational Incentives	78	1.00	5.00	3.5043	1.12526
Work-life Balance	78	1.40	4.80	3.4410	0.72532
Perceived Fairness	78	1.00	5.00	3.2115	1.00815
Workplace Culture	78	1.00	5.00	3.5096	0.87853
Work Enthusiasm	78	1.78	5.00	3.6325	0.83500
Valid N (listwise)	78				

4.3 Cross Tabulation

Based on the sample size and descriptive analysis demographics, the study performed Cross Tabulation to identify whether work enthusiasm differs with respect to demographic characteristics. The results are shown in Table 6, below.

Table 6. Work Enthusiasm Mean

		<i>Work Enthusiasm</i>
		<i>Mean</i>
Gender	Male	3.70
	Female	3.48
Age	Below 21	3.41
	21-30 years	3.74
	31 - 40 years	3.51
	41 - 50 years	3.51
	Above 51 years	3.98
Experience	Less than 1 year	3.85
	1 Year to 3 Years	3.68
	4 to 8 Years	3.37
	8 to 10 Years	3.27
	Above 10 Years	4.14

Regarding the demographic of gender, the mean value shows that males are more enthusiastic about their work than females with a mean difference of 0.22. As for the age, employees aged above 51 have the highest mean score of 3.98, showing that they are more enthusiastic about their job than respondents in other age groups. In the context of experience, employees with experience of above 10 years are more enthusiastic about their work with a mean rating of 4.14. The results indicate that the higher the experience and the age, the higher the employees' work enthusiasm. This may be due to the higher position they get once they are so experienced in the industry.

4.4 Pearson Correlation

In this data analysis section, the study intends to determine the relationship between the factors contributing to work enthusiasm and work enthusiasm itself through the Pearson Correlation. The underlying constructs are latent variables, identified through the literature review. The outcome of correlation tests shows that work enthusiasm is significantly correlated with work-life balance, workplace culture, organisational incentives, and perceived fairness at 0.05. However, the magnitude of each variable's relationship with work enthusiasm is weak to moderate. In terms of direction, the three factors (i.e., work-life balance, organisational incentive and perceived fairness) are positively associated with Jordanian employees' work enthusiasm working in manufacturing companies. Nevertheless, the factor of workplace culture is negatively associated with work enthusiasm. It means that an increase in work-life balance, perceived fairness, and organizational incentive is associated with higher work enthusiasm of employees working in Jordan's manufacturing industry than workplace culture can negatively influence the level of enthusiasm. Further, the factor of leadership style is insignificant to work enthusiasm and vice versa. This contradicts the findings of literature presented by Chinomona, Popoola and Imuezerua; Hoon Song et al., who explain leaders' role actively and significantly impact how employees perceive organisations thereby their level of commitment to work or enthusiasm. The literature in this manner indicates that the two variables share an indirect relationship, Stordeur, and therefore in the context of Joran's manufacturing industry, they are insignificant to one another.

Table 7. Pearson Correlation

		<i>Correlations</i>					
		<i>Leadership Style</i>	<i>Organizational Incentives</i>	<i>Work-life Balance</i>	<i>Workplace Culture</i>	<i>Perceived Fairness</i>	<i>Work Enthusiasm</i>
Leadership Style	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	78					
Organizational Incentives	Pearson Correlation	.271*	1				
	Sig. (2-tailed)	0.016					
	N	78	78				
Work-life Balance	Pearson Correlation	.298**	.632**	1			
	Sig. (2-tailed)	0.008	0.000				
	N	78	78	78			
Organizational	Pearson Correlation	.644**	-0.058	0.177	1		
	Sig. (2-tailed)	0.000	0.617	0.122			
	N	78	78	78	78		
Perceived Fairness	Pearson Correlation	-0.021	.567**	.340**	-0.096	1	
	Sig. (2-tailed)	0.852	0.000	0.002	0.404		
	N	78	78	78	78	78	
Work Enthusiasm	Pearson Correlation	0.116	.484**	.518**	-0.037	.430**	1
	Sig. (2-tailed)	0.314	0.000	0.000	0.745	0.000	
	N	78	78	78	78	78	78

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

4.5 Regression Analysis

To further confirm whether the factors impact the work enthusiasm of employees working in the manufacturing industry of Jordan, the study performs the regression analysis shown in table 8.

Table 8. Regression Analysis

<i>Model</i>	<i>Coefficients</i>				<i>T</i>	<i>Sig.</i>
	<i>Unstandardized Coefficients</i>		<i>Standardised Coefficients Beta</i>			
	<i>B</i>	<i>Std. Error</i>				
1	(Constant)	1.409	0.513		2.748	0.008
	Leadership Style	0.065	0.153	0.059	0.422	0.674
	Organizational Incentives	0.057	0.114	0.077	0.503	0.617
	Work-life Balance	0.448	0.146	0.389	3.061	0.003
	Perceived Fairness	0.203	0.098	0.245	2.065	0.043
	Workplace Culture	-0.110	0.128	-0.116	-0.864	0.391
	F Stat					7.937
	Sig.					.000 ^b
	R Square					0.355
	Adjusted R Square					0.311

a. Dependent Variable: Work Enthusiasm

According to the regression output, the overall model is statistically significant at the 0.05 level, i.e.,

$F = 7.937$, $p < 0.01$. Moreover, the model is able to explain 35.5% of the variable in the work enthusiasm of Jordanian employees working for a manufacturing organisation. Observing this separately, the regression analysis indicates an insignificant impact of leadership style, organisational incentive and workplace culture on work enthusiasm. This partially challenges the findings of the correlation test performed previously and the literature reviewed by Al-Omari and Okasheh; Suliman. The authors claimed that Jordanian employees could be enticed by a workplace culture which encourages and welcomes innovation. Other than that climatic factors of manufacturing industries, are often put under the limelight for harmful lighting, air, temperature, and ergonomics to offer comfort level and office sharing space, [14]. Apart from workplace culture, environment, leadership style and incentives, the current regression results show a significant and positive impact of work-life balance and perceived fairness on work enthusiasm at 0.05 level. This is coherent to the findings of Chinomona et al. who discussed the significance of the perceived level of fairness by employees in terms of getting equal opportunities, constructive feedback and employee empowerment to encourage work enthusiasm. Further, the current results are also in line with Lenner and Tuner's conclusions, who explained that work-life imbalance could significantly and adversely impact the level of work enthusiasm.

Where the lack of balance between work and life can lead to a lack of consistency between the personal goals of workers and organizational goals, which leads to poor productivity at work, and this matter will negatively affect the level of enthusiasm for work mainly, and then it will lead to a decrease in the quality of work, which works to reduce the level of performance total for the employees and the organization.

The results of the study showed the importance of labour enthusiasm in enhancing workers' productivity, as the statistical results confirmed this. Therefore, it can be said that increasing labour enthusiasm will improve the ability of companies to enhance their organizational performance, thus increasing their profitability in the long run.

5 Conclusion

Drawing conclusions from the current study's findings, work enthusiasm is employee behaviour that refers to the degree of interests and efforts put into employees' job. Subsequently, this behaviour is significant to the employers for effective human capital management among the entities. However, to create such feelings of interest and devotion towards work among employees is the responsibility of the employers/HR Departments or the managers. However, such values lack Jordan's workforce, given that the economy is a developing economy with low or middle income. Thus, employers are mainly focused on getting the work done instead of finding out how to get it done effectively. Further economy's GDP comes mainly from its manufacturing industry, accounting for 24% of the contribution, [3]. Thus, the current study aimed to study the factors that can increase work enthusiasm to help Jordanian manufacturing companies increase employee morale, commitment, and interest in their work, thereby assisting in economic growth.

The study took a quantitative approach to address the factors impacting work enthusiasm and surveyed 78 Jordanian employees working in the manufacturing industry. The data collected through surveys were analysed using IBM SPSS Software and statistical measures of Pearson Correlation and OLS Regression [25].

The results also show that Jordanian employees are a little different from employees around the world. This is because the literature also indicated that leadership styles significantly impact enthusiasm levels, organisational incentives and workplace culture. However, concerning employees' enthusiasm for working in manufacturing organisations only work-life balance and perceived fairness are significant determinants.

Overall the results imply that employers should consider maintaining work-life balance for their employees by offering flexible work timings and paid holidays for employees to relax. Apart from that, manufacturing should also apply strategies that offer equal opportunities for growth to each employee while also improving their current performance to better themselves. This can be done by providing constructive feedback and acknowledging and appreciating the employee to meet the firm's KPIs. This will help manufacturing organisations in Jordan increase employee morale, commitment to the

workplace, and indirectly increase their enthusiasm to work effectively and efficiently.

Even though the study demonstrates insightful findings within Jordan's workforce, the current study is still limited in its scope as it only focuses on a particular industry and not the overall workforce. Since each industry is demanding on different levels, the results' generalizability lacks in the current study. Consequently, future research in a similar dimension is recommended to broaden the horizon by increasing the sample size and focusing on other comparative analysis sectors.

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-Sakher Al-bazaiah carried out the simulation, organized and executed the experiments,
-Husam Abu Hamour (corresponding author) was responsible for the Statistics. formal analysis,
-Ahmad ALheet; investigation, Abdullah AL-khrabsheh; Data curation, Nermeen Sayyad; was responsible for the methodology, Zakarya ALatyat; resources.

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