

# **The Impact of Motivation on Job Satisfaction in Cake and Sweets Manufacturing Sector**

Applied to Coffee Makers Institution at Jeddah / KSA  
(Case Study)

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## **Acknowledgment**

## **Dedication**

## **Abstract**

**Purpose:**

**Methodology:**

**Findings:**

**Originality & Implication:**

**Keywords:**

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## **1. Chapter One: Introduction**

## **1.1. Research Background**

The work environment in the Cake and Sweets sector is characterized by a highly dynamic and competitive nature (Al-Kahtani, 2020). This sector is characterized by direct interaction with customers, which gives the work environment a demanding and lively character. This sector requires its workers to have high technical skills, the ability to deal with work pressures, and a commitment to quality and excellence in production (Smith et al., 2012). These characteristics greatly affect job satisfaction among workers in this vital sector.

Job satisfaction is one of the critical factors in achieving success and stability for any organization, including the Cake and Sweets sector in Saudi Arabia, as this sector contributes greatly to revitalizing the local economy and creating new job opportunities. It is witnessing rapid growth due to the increasing demand for food products and sweets. Material and moral incentives are considered one of the main means adopted by organizations to improve the satisfaction of their employees and enhance their performance. The prosperity of this sector is closely associated with the satisfaction of its employees, as employee satisfaction contributes to improving productivity, creativity, and innovation, thus ultimately achieving the organization's goals and success.

The concept of job satisfaction is central to many aspects of organizational management (Henne & Locke, 1985). “The most-used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”” (Eid & Larsen, 2008, p. 394, cited in Locke, 1976, p. 1304). According to Tietjen & Myers (1998), fostering satisfaction within employees is an

essential task for management. Satisfaction creates trust and loyalty among employees thus improving the quality and success of the organization.

Cherrington (1995) stated that job satisfaction refers to how much an employee likes his job. In contrast, motivation is the driving force that exists in a person to do something. According to Robbins & Judge (2011), motivation is a process that describes the strength, direction and persistence of a person in an attempt to achieve their goals. Thus, motivation is a process that explains the intensity, direction, and persistence of effort to achieve a goal. Furthermore, Uno (2007) defines motivation as encouragement contained in a person to try to establish behavioral changes that better meet their needs. Motivation can be described as the force that drives a person or employee, to meet their needs.

According to Talukder et al, (2014), in workplaces with insufficient conditions employee motivation levels decrease and such a situation affects employee job satisfaction negatively. Especially in the Cake and Sweets sector, which is characterized by constant change, employees face a set of challenges that affect their level of job satisfaction, it requires a high level of productivity and quality, as well as the repetitive nature of work, not to mention long working hours, especially during the holiday season and events.

Despite the large number of studies that have addressed the topic of motivation and job satisfaction, there is a lack of research focusing on the effect of motivation on job satisfaction in the Cake and Sweets industry sector. Therefore, there is an urgent need to develop strategies and programs that reduce the impact of high stress by providing financial and moral rewards, training opportunities for professional

development, and creatively changing routine tasks. Motivation plays an important role in overcoming such challenges and thus improving job satisfaction.

This research aims to explore the impact of motivation on job satisfaction in a Coffee Makers Institution in Jeddah, by analyzing the data collected from workers in this institution and identifying solutions and strategies that ultimately lead to success for the institution.

## **1.2. Research Problem**

The work environment in the Cake and Sweets sector is characterized by a highly dynamic and competitive nature (Al-Kahtani, 2020). The cake and sweets industry suffers from low levels of job satisfaction among employees, which negatively affects the performance of organizations and the attraction and retention of employees. Low job satisfaction is linked to the ineffectiveness of current motivation programs and a lack of understanding of the relationship between motivation and job satisfaction in this sector.

### **1.2.1. Theoretical Gaps**

Existing studies lack a precise understanding of how different types of motivation influence different aspects of job satisfaction among employees in this sector. The study will analyze the mechanisms and factors affecting the motivation process in this sector, and how these factors are related to the levels of job satisfaction among employees. The study will also explore theoretical models that link motivation to job satisfaction in the Cake and Sweets industry context.

### **1.2.2. Practical Gaps**

Some studies indicate that employees in this sector suffer from lower levels of job satisfaction compared to employees in other sectors. Therefore, the study will evaluate the motivation practices currently applied in the Coffee Makers Institution and analyze the extent of their impact on the levels of job satisfaction among employees. Data will be collected by employees, in addition to questionnaires addressed to all team members. These tools will help reveal the factors affecting the motivation process and its relationship to job satisfaction in this institution. The study will provide practical recommendations to improve motivation practices to enhance job satisfaction, increase productivity, and retain talented employees.

So according to the above, **the main question is:**

“How does the impact of motivation on job satisfaction in the Cake and Sweets Manufacturing Sector?”

### **1.3. Research Significance**

This sector is considered one of the important sectors in Saudi Arabia and contributes significantly to the local economy. It is characterized by direct interaction with customers, which gives the work environment a demanding and lively character. Therefore, this research can help improve the work environment in the cake and sweets industry sector by identifying the factors that contribute to increasing and improving job satisfaction, which can lead increasing the organization's profits in this sector. This research can make theoretical and practical contributions by identifying factors that influence employee satisfaction and this can help improve management practices in companies in this sector.

### **1.3.1. At the theoretical level**

This research can help expand the scope of motivation theory by identifying factors that influence job satisfaction in the cake and sweets industry. This also helps develop a better understanding of how employees in different sectors are motivated. This research can provide a new theoretical model to motivate employees in the cake and sweets industry sector, thus this will help improve management practices in companies in this sector.

### **1.3.2. At the practical level**

This research can help develop new motivational programs for employees thus improving job satisfaction and increasing productivity, improving management practices in companies operating in the Cake and Sweets industry. In addition, this research can help improve understanding of the factors that influence job satisfaction in the Arab work culture, especially in Jeddah. This could help develop more effective motivational programs for employees in the Arab world.

Overall, this research is important because it can help improve the work environment in the cake and sweets industry, increase productivity, and make theoretical and practical contributions in this field.

## **1.4. Research Questions**

The current research aims to answer the main question: “How does motivation impact on job satisfaction in the Cake and Sweets Manufacturing Sector?”

To answer this question, the following sub-questions must be answered first:

- What is the relationship between material motivation and job satisfaction?

- How does moral motivation influence job satisfaction?
- How does social motivation affect job satisfaction?

## **1.5. Research Objectives**

To examine the relationship between motivation and job satisfaction in the Cake and Sweets sector.

To investigate the link between material motivation and job satisfaction.

To assess the impact of moral motivations on job satisfaction.

To explore the relationship between social motivation and job satisfaction.

## **1.6. Research Hypotheses**

### **Main hypothesis**

H: There is a statistically significant positive relationship between motivation and job satisfaction in the Cake and Sweets industry.

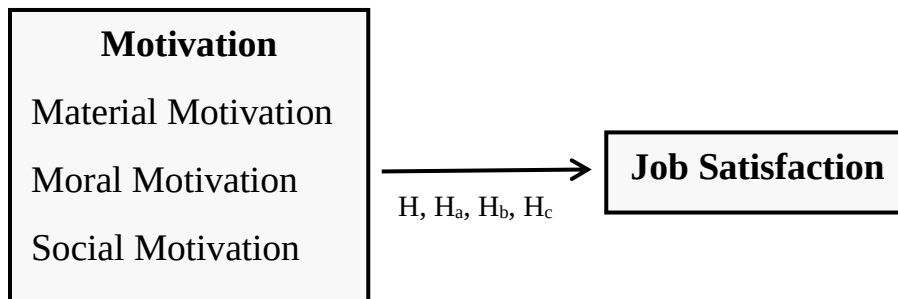
### **Sup hypothesis**

H<sub>a</sub>: There is a statistically significant positive relationship between material motivation as one of the motivation dimensions and job satisfaction.

H<sub>b</sub>: There is a statistically significant positive relationship between moral motivation as one of the motivation dimensions and job satisfaction.

H<sub>c</sub>: There is a statistically significant positive relationship between social motivation as one of the motivation dimensions and job satisfaction.

## 1.7. Research Model



**Figure 1:** The proposal research Model. **Source:** Researcher

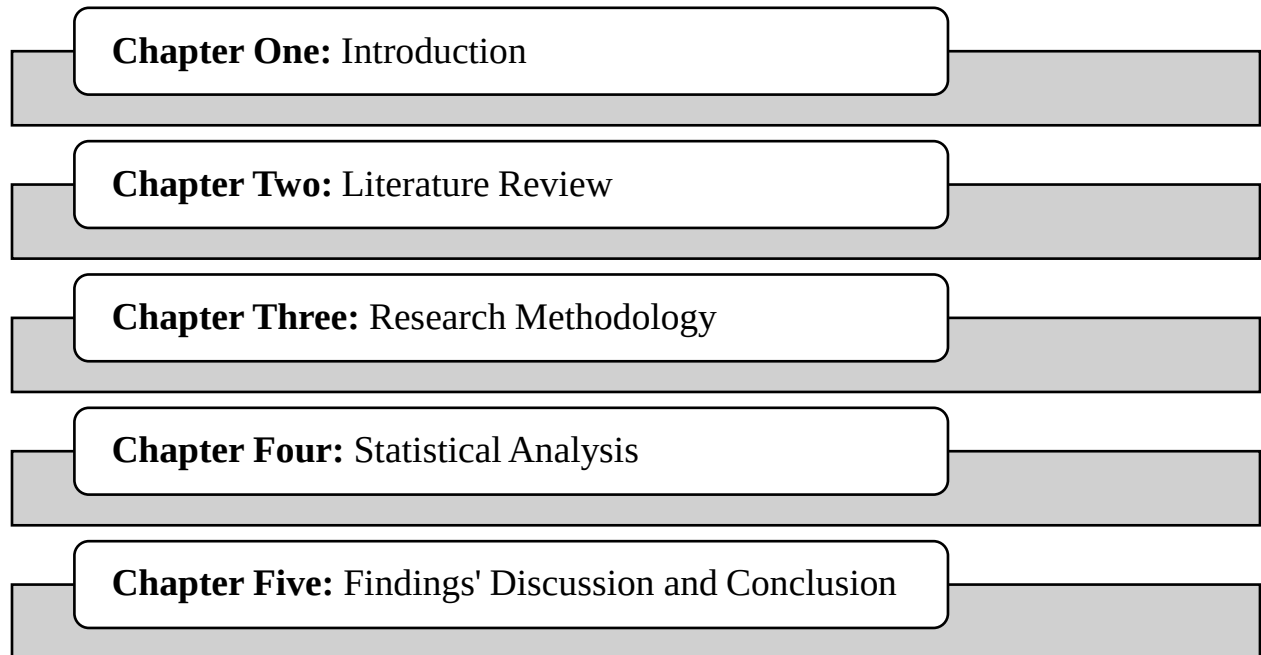
## 1.8. Scope of Study

Coffee Makers is a Saudi institution specializing in roasting and selling coffee at retail and wholesale levels. Founded in 2015, it currently operates four branches in Jeddah. Coffee Makers is distinguished by offering high-quality coffee from various sources around the world, along with variety of products such as cakes and sweets. This research seeks to understand the factors influencing employee motivation and job satisfaction within the institution. By identifying these factors, Coffee Makers can develop effective motivation programs to enhance employee performance, productivity, and loyalty while reducing turnover.

This research will contribute to expanding scientific knowledge about the impact of motivation on job satisfaction, ultimately aiding the institution in gaining a competitive advantage.

This research aims to provide actionable insights for improving employee motivation and job satisfaction, enhancing performance, increased loyalty, and a stronger market position for Coffee Makers.

## 1.9. The Suggested Project Structure



**Figure 3:** The Suggested Project Structure. **Source:** Researcher

## **2. Chapter Two: Literature Review**

## **2.1. Introduction**

The Cake and Sweets industry in Saudi Arabia is considered a vital and growing sector, as it contributes significantly to the national economy. According to a study conducted by the Saudi Chamber of Food Industries, this sector provides approximately 150,000 direct and indirect job opportunities (Chamber of Food Industries, 2022). Reports also indicate that the size of the confectionery market in the Kingdom exceeds 5.5 billion Saudi riyals annually, and it is expected to grow at an annual rate of up to 8% in the coming years (Saudi Investment Bank, 2021). This increasing growth reflects the increasing demand for local and diverse cakes and sweets products.

In addition, the cake and sweets industry contributes to enhancing non-oil exports to the Kingdom, as the Kingdom exports confectionery products to a number of regional and global markets (Ministry of Trade and Investment, 2023). Many studies have been conducted to find out the relationship between motivation and job satisfaction, whether at the individual level or in work groups and organizations.

According to Locke, there have been about 3,000 related papers and studies focusing on job satisfaction since 1976, and they remain relevant to this day. This shows that the importance of continuing research on this topic remains relevant and interesting in the field of science.

The importance of establishing the relationship between job satisfaction and motivation is evident according to many scholars in addressing problems and issues in human resources departments which makes it very interesting for many

organizations and employee-employer relations and in work teams. For example, many researchers have investigated the relationship between job satisfaction and productivity while other assumptions have focused on the negative relationship between job satisfaction and absenteeism or turnover (Jalagat, 2016). Although this topic has already been at the forefront of discussions over the past decades, it remains relevant and an urgent concern for companies today, and its importance is shifting towards a highly motivated, productive, and loyal workforce as a component of a company's competitive advantage and landscape [2]. Kirchler confirmed in his study that employees who were highly satisfied with their jobs led to healthier and happier lives.

Some references indicate that different types of motivation can affect job satisfaction in the cake and sweets industry. However, there is not enough information about the effect of different types of motivation on job satisfaction in this sector. Therefore, more research is needed to understand better the factors that influence the impact of motivation on job satisfaction in this sector.

The objective of this research is to investigate the relationship between two variables namely: job satisfaction and motivation with the help of theoretical models and literature. By examining and exploring previous research, this review aims to provide a comprehensive understanding of the relationship of motivation and its dimensions to job satisfaction. Therefore, organizations can design and implement effective programs that contribute to establishing and consolidating values through effective motivation and thus the success of the organizations.

## **2.2. Motivation**

### **Background**

The topic of motivation is one of the important issues in the field of human resource management, as it plays a vital role in motivating employees and improving their job performance. Motivation is the internal force that drives individuals to achieve their goals and accomplish the required tasks (Deci & Ryan, 2000). Several studies have shown that motivation has a significant impact on employee job satisfaction (Kuvaas et al., 2017).

The cake and sweets sector is one of the important sectors in the economy, as it provides many job opportunities and generates significant revenues. However, this sector faces major challenges related to motivating employees and ensuring their job satisfaction (Matzler & Renzl, 2007). Therefore, it is important to study the effect of motivation on job satisfaction in this sector.

### **Definitions**

Motivation is the process that drives and directs behavior toward the achievement of a specific goal. Motivation is defined as "the internal force that moves the individual and directs their behavior towards a specific goal" (Ryan & Deci, 2000, p. 54). According to the Self-Determination Theory by Ryan and Deci, motivation is a crucial element in motivating the individual to participate in various behaviors and achieve goals (Ryan & Deci, 2000).

Deci and Ryan (1985, p. 11) define motivation as "the process that drives behavior, maintains it, and directs it". In this context, motivation is considered an

essential prerequisite for accomplishing tasks, goals, and maintaining them. Additionally, Pintrich (2003, p. 669) views motivation as "the process that arises within the individual and drives, directs, and maintains behavior". This process includes cognitive, affective, and behavioral components that influence the individual's choice of activities, the effort exerted, and persistence in achieving goals (Pintrich, 2003).

Based on these definitions, it can be said that motivation is the internal process that drives, directs, and maintains behavior to achieve specific goals. This process includes various cognitive, affective, and behavioral elements that influence the individual's choice of activities, the effort exerted, and persistence in achieving goals.

## **Evolution**

The concept of motivation has evolved significantly in the literature over the past few decades. Early theories of motivation focused primarily on extrinsic factors that drive behavior, such as rewards and punishments (Skinner, 1953). However, more recent theories have emphasized the importance of intrinsic motivation, which refers to the internal drive to engage in an activity for its own sake (Deci & Ryan, 1985). One of the most influential theories of motivation is Self-Determination Theory (SDT), proposed by Deci and Ryan (2000).

## **Dimensions**

According to SDT, individuals have three basic psychological needs: autonomy, competence, and relatedness. When these needs are met, individuals are more likely to be intrinsically motivated and experience greater well-being (Deci & Ryan, 2000). Building on SDT, researchers have identified several dimensions of motivation, including intrinsic motivation which means the desire to engage in an activity for its own sake, without external rewards or pressures (Ryan & Deci, 2000). Extrinsic motivation means the desire to engage in an activity to obtain a reward or avoid punishment (Deci & Ryan, 1985). Achievement motivation implies the desire to excel and succeed in a particular task or domain (McClelland, 1961). Goal orientation means the individual's focus on developing competence (mastery orientation) or demonstrating competence (performance orientation) (Dweck, 1986). These dimensions of motivation have been extensively studied in various contexts, including education, sports, and organizational settings (Pintrich, 2003, Vallerand & Losier, 1999).

## **Theories**

According to research and theories on motivation and job satisfaction, motivation is a crucial factor in enhancing employees' job satisfaction. Vroom's expectancy theory (Vroom, 1964) posits that employees are motivated to work hard when they believe their efforts will lead to good performance, which in turn will lead to desirable outcomes such as rewards and promotions, which is reflected in their level of job satisfaction. Herzberg's two-factor theory (1959) also divides job satisfaction factors into two factors: motivation factors that lead to increased satisfaction, and health factors that prevent dissatisfaction. Self-report theory (Ryan

& Deci, 2000) focuses on the need for autonomy, competence, and relatedness as internal motivators for employees, which lead to increased job satisfaction and intrinsic motivation. Based on these theories, meeting employees' needs and providing a stimulating work environment is essential to increasing their job satisfaction.

- **Self-Determination Theory (SDT)**

Self-Determination Theory (Deci & Ryan, 1985, 2000) is a comprehensive theory of human motivation that differentiates between autonomous (intrinsic) and controlled (extrinsic) forms of motivation. The theory posits that individuals have three core psychological needs - autonomy, competence, and relatedness - that must be satisfied for them to be intrinsically motivated and experience well-being. When these needs are met, individuals engage in tasks out of inherent interest and enjoyment, leading to positive outcomes such as enhanced performance, persistence, and creativity (Deci & Ryan, 2000). In contrast, when these needs are thwarted, individuals tend to be extrinsically motivated and experience more negative outcomes.

- **Expectancy Theory**

Expectancy Theory (Vroom, 1964) proposes that an individual's motivation to exert effort is determined by their expectation that the effort will lead to desired performance, which in turn will lead to valued outcomes or rewards. The theory suggests that motivation is a function of three key factors: expectancy (the belief that increased effort will lead to improved performance), instrumentality (the belief that improved performance will lead to valued outcomes), and valence (the value the individual places on the expected outcomes) (Vroom, 1964). When all three factors are high, the individual will be highly motivated to exert effort towards a task.

- **Goal-Setting Theory**

Goal-Setting Theory (Locke & Latham, 1990) suggests that specific, challenging, and attainable goals are key to enhancing motivation and performance. The theory proposes that goals direct attention and effort, mobilize effort, and increase persistence (Locke & Latham, 2002). Goals that are specific and challenging lead to higher performance compared to vague or easy goals. Additionally, the theory suggests that feedback is critical, as it allows individuals to track their progress towards their goals and make necessary adjustments (Locke & Latham, 2006).

## **2.3. Job Satisfaction**

### **Background**

Job satisfaction is an important research topic in the field of organizational psychology and organizational behavior. Job satisfaction is defined as the positive attitude or feeling that an employee has towards their job and work environment (Locke, 1976). Job satisfaction is considered a key determinant of employee behavior and performance, as satisfied employees tend to be more productive and dedicated in their work (Judge et al., 2001). Many factors can influence employees' job satisfaction, such as working conditions, pay, promotion opportunities, and relationships with colleagues and supervisors (Spector, 1997). The characteristics of the job itself, such as variety, autonomy, and feedback, can also play a role in determining the level of job satisfaction (Hackman & Oldham, 1976). Studying job satisfaction is important because it is associated with several positive outcomes at both the employee and organizational level, such as organizational commitment,

reduced turnover, and improved job performance (Judge et al., 2001; Griffeth et al., 2000).

## **Definitions**

Job satisfaction is a widely studied concept in organizational behavior and human resource management. It is generally defined as the positive emotional state resulting from the appraisal of one's job experiences (Locke, 1976). Spector (1997, p. 2) defines job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Another definition by Cranny, Smith, and Stone (1992, p. 1) describes job satisfaction as "an affective (that is, emotional) reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired, anticipated, or deserved".

The multidimensional nature of job satisfaction is emphasized by Weiss (2002), who suggests that it encompasses both cognitive and affective components. Cognitive job satisfaction refers to one's evaluation of the various aspects of their job, such as the nature of the work, pay, promotion opportunities, and working conditions. Affective job satisfaction, on the other hand, reflects an emotional response to the overall job experience.

The importance of job satisfaction lies in its strong association with various organizational outcomes, such as employee performance, absenteeism, turnover, and organizational commitment (Judge, Thoresen, Bono, & Patton, 2001; Spector, 1997). Understanding the factors that influence job satisfaction is crucial for organizations to foster a positive and engaged workforce.

## **Evolution**

The concept of job satisfaction has evolved significantly over the decades, with researchers exploring its various dimensions and antecedents. Early studies on job satisfaction, such as the work of Herzberg, Mausner, and Snyderman (1959), emphasized the importance of intrinsic and extrinsic factors, including achievement, recognition, the work itself, responsibility, and advancement, in shaping an employee's satisfaction with their job. Building on this foundation, Locke (1976) proposed that job satisfaction is the result of an individual's evaluation of their job experiences, encompassing both cognitive and affective components.

## **Dimensions**

More recent research has expanded the understanding of job satisfaction by considering additional factors that contribute to its multidimensional nature. For instance, Spector (1997) identified several facets of job satisfaction, including pay, promotion, supervision, benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. Similarly, Weiss, Dawis, England, and Lofquist (1967) proposed a model of job satisfaction that incorporates dimensions such as ability utilization, achievement, activity, advancement, authority, company policies, compensation, co-workers, creativity, independence, moral values, recognition, responsibility, security, social service, social status, supervision (human relations), supervision (technical), variety, and working conditions.

## **Theories**

Furthermore, the relationship between job satisfaction and various organizational outcomes has been extensively studied. Meta-analytic reviews by Judge et al. (2001) and Riketta (2008) have consistently demonstrated the positive association between job satisfaction and employee performance, organizational commitment, and lower turnover intentions, underscoring the significance of fostering a satisfied workforce.

- **Maslow's Hierarchy of Needs Theory**

This theory, developed by Maslow (1943), suggests that individuals have five basic categories of needs (physiological, safety, belongingness, esteem, and self-actualization), which motivate their behavior. Maslow believed that job satisfaction stems from the fulfillment of these needs in the work context (Maslow, 1943).

- **Herzberg's Two-Factor Theory**

Herzberg (1959) developed this theory, which proposes that there are two key factors influencing job satisfaction: motivator factors (such as achievement and advancement) and hygiene factors (such as pay and supervision). According to Herzberg, the fulfillment of motivator factors leads to job satisfaction, while the fulfillment of hygiene factors prevents job dissatisfaction (Herzberg et al., 1959).

- **Hackman and Oldham's Job Characteristics Model**

Hackman and Oldham (1976) developed this theory, which suggests that there are five key dimensions of a job (skill variety, task identity, task significance, autonomy, and feedback) that affect job satisfaction through their impact on the critical psychological states of the employee (Hackman & Oldham, 1976).

- **Vroom's Expectancy Theory**

Vroom's (1964) theory proposes that job satisfaction depends on an individual's expectations about the desirable outcomes and rewards associated with job performance. Vroom believed that individuals will be satisfied with their jobs if they believe that their performance will lead to desired outcomes (Vroom, 1964).

## **2.4. The relationship between Motivation and Job Satisfaction**

The relationship between motivation and job satisfaction is well-established in the organizational behavior literature. Motivation, or the drive and enthusiasm to perform one's work, is a crucial factor in determining an employee's level of job satisfaction (Alajmi & Alajmi, 2020; Herzberg, 1968). When employees feel motivated and engaged in their work, they are more likely to experience a sense of fulfillment and positive emotions, leading to higher job satisfaction (Bakker & Demerouti, 2007). Conversely, a lack of motivation can result in decreased job satisfaction, as employees may feel disconnected from their work and its purpose (Malik, 2010).

The importance of the link between motivation and job satisfaction cannot be overstated. Satisfied and motivated employees are more productive, committed, and less likely to leave the organization (Locke, 1976; Spector, 1997). This, in turn, can lead to improved organizational performance, higher customer satisfaction, and a more positive work environment (Aziri, 2011; Shaju & Subhashini, 2017). By understanding and addressing the factors that influence both motivation and job satisfaction, organizations can create a workforce that is engaged, loyal, and committed to the organization's success (Deci & Ryan, 1985; Suliman, 2001).

Motivation and job satisfaction are vital elements in the success of any organization. Research shows that employees who are motivated and satisfied with their jobs are more productive and committed to the organization (Al-Zawahreh & Al-Madi, 2012; Abdel-Baqi, 2003). Motivation is a major motivator for job satisfaction, as financially and morally motivated employees tend to feel satisfied and satisfied with their work (Al-Taie et al., 2014; Malik, 2010). In contrast, job satisfaction leads to increased levels of motivation among employees by enhancing their motivation and belonging to the organization (Shaju and Subhashini, 2017; Al-Qudah et al., 2014).

Although there is a strong relationship between motivation and job satisfaction, there are some gaps in the literature that need further research and study. Most studies focused on the factors affecting motivation and satisfaction separately (Al-Ajami and Al-Ajami, 2020; Suleiman, 2001), and did not fully address the mutual dynamic between them and how they can be invested to enhance institutional performance. Also, more research is needed on the influence of different contextual factors such as the cultural and economic environment on this relationship (Ames & Archer, 1988; Al-Zu'bi, 2010). Addressing these gaps would help better understand how employees are motivated and achieve job satisfaction in various organizational contexts.

## **2.5. Conclusion**

The current research summarizes the evaluation of the impact of motivation on job satisfaction among employees in the cake and confectionery industry.

Based on the review of previous literature, it was found that motivation plays a pivotal role in enhancing job satisfaction and employee engagement, which positively reflects on performance and productivity.

The key findings of the research indicate that both financial and non-financial motivation are significantly related to the level of job satisfaction among cake and confectionery industry workers. It emerged that financial factors like salaries and incentives are relatively less important compared to non-financial factors such as recognition, appreciation, career development, and a supportive organizational environment.

The research also highlighted the importance of employee involvement in decision-making and empowerment to foster their commitment and loyalty towards the organization. In the overall contribution, this research provides an integrated framework for utilizing different motivation mechanisms to improve job satisfaction in the cake and confectionery industry.

These findings constitute a scientific basis for managers and leaders to design effective motivation programs that align with the needs and preferences of the employees. Additionally, the research opens new avenues for future studies on the impact of motivation on organizational performance indicators such as productivity, profitability, and talent retention.

**Table (1) Definitions of Variables**

| <b>Variables</b>        | <b>Definitions</b>                                                                                                                                                                                                         | <b>Source</b>                                              |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| <b>Job satisfaction</b> | Is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.                                                                                                                 | Eid & Larsen, 2008, p. 394, cited in Locke, 1976, p. 1304. |
|                         | It refers to how much an employee likes his job.                                                                                                                                                                           | Cherrington (1995)                                         |
|                         | Is the positive emotional state resulting from the appraisal of one's job experiences.                                                                                                                                     | (Locke, 1976).                                             |
|                         | Is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.                                                                                                                                 | Spector (1997, p. 2)                                       |
|                         | Is an affective (that is, emotional) reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired, anticipated, or deserved".                                           | Cranny, Smith, and Stone (1992, p. 1)                      |
| <b>Motivation</b>       | Is the driving force that exists in a person to do something.                                                                                                                                                              | Cherrington (1995)                                         |
|                         | Is a process that describes the strength, direction and persistence of a person in an attempt to achieve their goals.<br>Is a process that explains the intensity, direction, and persistence of effort to achieve a goal. | Robbins & Judge (2011)                                     |

|  |                                                                                                                                                                                                                                                                                   |                                                  |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
|  | Is a encouragement contained in a person to try to establish behavioral changes that better meet their needs.                                                                                                                                                                     | Uno (2007)                                       |
|  | Is the internal force that moves the individual and directs their behavior towards a specific goal.                                                                                                                                                                               | Ryan & Deci, 2000, p. 54                         |
|  | Is a crucial element in motivating the individual to participate in various behaviors and achieve goals.                                                                                                                                                                          | Self-Determination Theory by Ryan and Deci, 2000 |
|  | Is the process that drives behavior, maintains it, and directs it.                                                                                                                                                                                                                | Deci and Ryan (1985, p. 11)                      |
|  | Is the process that arises within the individual and drives, directs, and maintains behavior. This process includes cognitive, affective, and behavioral components that influence the individual's choice of activities, the effort exerted, and persistence in achieving goals. | Pintrich (2003).                                 |

**Table 1:** The definitions of Motivation and Job satisfaction. **Source:** The Research

### **3. Chapter Three: Research Methodology**

### **3.1. Introduction**

The methodology section is one of the crucial sections in scientific research because it explains how this study was conducted and achieved its objectives. In this research titled “The Impact of Motivation on Job Satisfaction in the Cake and Sweet Manufacturing Sector at Coffee Makers Institution”, we will detail the methodological steps that were followed, which include: 1. Operational definitions of motivation and job satisfaction: This will address clear operational definitions of both motivation and job satisfaction, which helps in understanding how to measure them and assess their impact on each other. 2. Research design: The relationship between the two variables will be explored through data collection and analysis. 3. Research population and sampling methods and techniques: The research will focus on the community of workers in the cake and sweet industry, and random sampling techniques will be used from the employees of the Coffee Makers Institution to ensure fair representation of workers, which contributes to the accuracy of the results. 4. Data collection methods: Data will be collected through pre-designed electronic questionnaires, providing comprehensive information. 5. Data types: The research will include primary and secondary data. 6. Data analysis methods and procedures: SPSS will be used to deeply understand the relationship between motivation and job satisfaction.

### **3.2. Operational definitions for research variables**

Operational definitions of variables are essential elements in any scientific research, as they contribute to providing clarity and accuracy in understanding the intended meanings of the studied variables. In the context of our research on "The Impact of Motivation on Job Satisfaction", writing operational definitions for both

variables is a vital step in understanding how to measure them, as it helps in identifying the meanings carried by these variables and measuring them more effectively, thus improving the results. It also helps in guiding scientific research in how to design the study and collect data, contributing to achieving the research objectives more effectively. Writing operational definitions of variables is not just an academic step, but rather a scientific necessity that ensures the accuracy and reliability of the research. It allows for a deeper understanding of how these variables affect each other, which contributes to developing strategies to improve job satisfaction in various sectors.

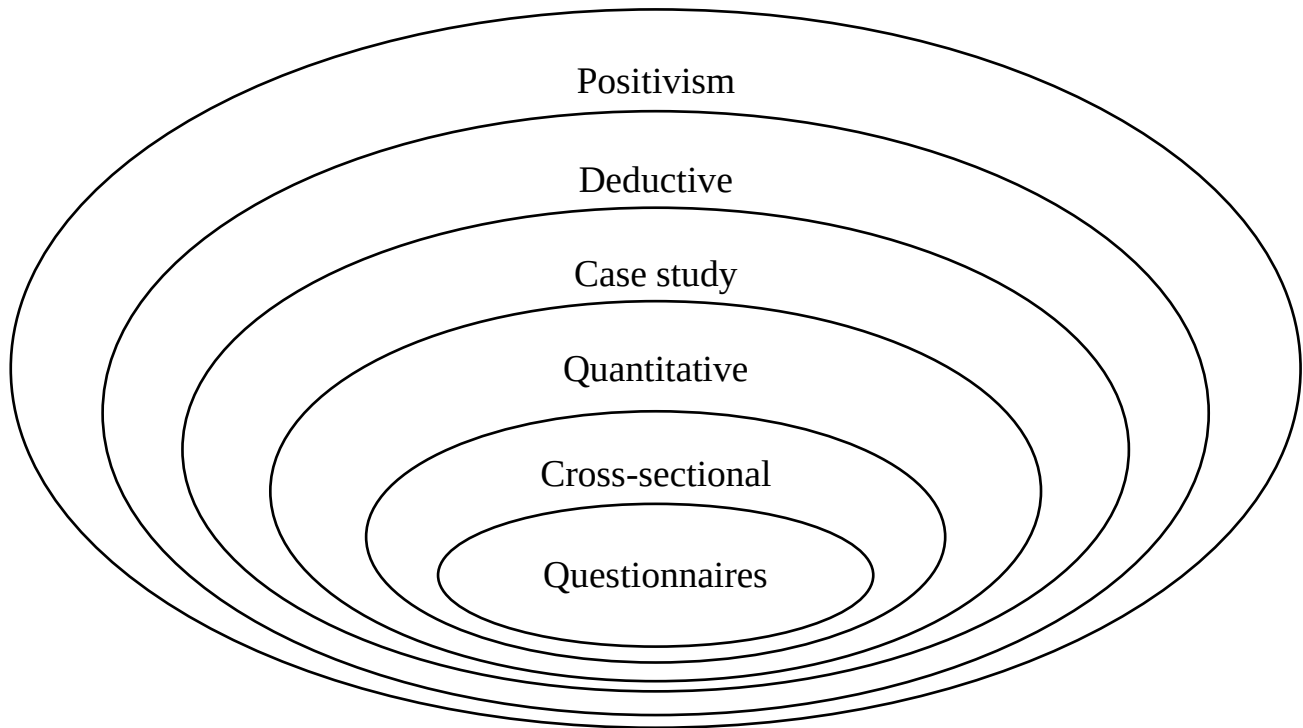
### **2.3.1. Motivation (Independent Variable)**

**Operational Definition:** It is a process that describes a person's strength, direction, and perseverance in trying to achieve his goals. This process can be directed through several main dimensions, the most important of which are material, moral, and social motivation.

### **2.3.2. Job Satisfaction (Dependent Variable)**

**Operational Definition:** This is an affective reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired, anticipated, or deserved".

### 3.3. Research design (research onion)



**Figure 2:** The proposal research Methodology. **Source:** Researcher

Research design is a structured framework that guides researchers in conducting their studies effectively. It consists of several key components, each playing a crucial role in shaping the research process.

- **Research philosophy:** Positivism

Research philosophy refers to the underlying beliefs and assumptions that guide the research process. It encompasses various paradigms, including positivism, interpretivism, and critical realism. Each philosophy influences

how researchers perceive reality and approach their studies, affecting the choice of methods and techniques used for data collection and analysis (Creswell, 2014).

- **Research approach:** Deductive

The research approach outlines the general strategy that researchers adopt to achieve their study objectives. It can be categorized into two main types: deductive, and inductive. The choice of approach depends on the nature of the research question and the type of data required, determining how data will be collected and analyzed (Bryman, 2016).

- **Research strategy:** Case study

Research strategy refers to the specific plan or method that researchers use to conduct their studies. Common strategies include surveys, experiments, and case studies. Each strategy has its advantages and disadvantages, and researchers must select the one that best fits their research objectives and questions (Robson, 2011).

- **Research choice:** Quantitative

The research choice is a critical component of research design that determines the type of data to be collected and the methods used for analysis. It primarily encompasses three approaches: qualitative, quantitative, and mixed methods. Each approach has its unique characteristics, strengths, and applications.

1. **Qualitative Research:** Qualitative research focuses on understanding human behavior, experiences, and social phenomena through non-numerical data. This approach often employs methods such as interviews, focus groups, and observations to gather in-depth insights. The goal is to

explore the meanings and interpretations individuals assign to their experiences, making it particularly useful for studies that require a deep understanding of complex issues (Creswell, 2014).

2. **Quantitative Research:** Quantitative research, on the other hand, emphasizes the collection and analysis of numerical data. This approach uses statistical methods to test hypotheses and examine relationships between variables. Common techniques include surveys with closed-ended questions, experiments, and secondary data analysis. Quantitative research is beneficial for studies that aim to quantify behaviors, opinions, or phenomena and to generalize findings across larger populations (Bryman, 2016).
3. **Mixed Methods Research:** Mixed methods research combines both qualitative and quantitative approaches to provide a more comprehensive understanding of a research problem. This approach allows researchers to triangulate data, enhancing the validity of findings by corroborating evidence from different sources. Mixed methods can involve collecting qualitative data to explore a phenomenon and then using quantitative data to measure its prevalence or impact. This flexibility makes mixed methods particularly valuable in complex research scenarios where a single approach may not suffice (Saunders et al., 2016).

Choosing the appropriate research type is essential for addressing the research questions effectively. Each approach—qualitative, quantitative, or mixed—offers distinct advantages and can be selected based on the specific objectives and context of the study.

- **Time horizon:** Cross-sectional

The time horizon indicates the timeframe within which the research is conducted. Research can be cross-sectional, capturing data at a single point in time, or longitudinal, extending over a longer period. The choice of time horizon affects how data is collected and analyzed, as well as the ability to track changes over time (Creswell, 2014).

- **Data collection and analysis techniques:** Questionnaires (Survey)

This component involves the methods used to gather and analyze data. Data collection techniques may include surveys, interviews, and observations, while analysis techniques can involve statistical analysis, qualitative analysis, or mixed methods analysis. The selection of these techniques is crucial as it directly impacts the reliability and validity of the research findings (Bryman, 2016).

### **3.4. Research population & Sampling methods and technique**

#### **3.4.1. Research Population**

Coffee Makers is a Saudi institution specializing in roasting and selling coffee at retail and wholesale levels. Founded in 2015, it currently operates four branches in Jeddah. Coffee Makers is distinguished by offering high-quality coffee from various sources around the world, along with variety of products such as cakes and sweets.

### **3.4.2. Research Sample**

Target employees in Coffee Makers Institution, sample size between 50-40 employees.

### **3.4.3. Sampling methods and technique**

The sampling method is Probability and the sampling technique is Sample Random Sampling.

## **3.5. Data collection method**

This section is one of the essential elements in any scientific research, as it determines how to obtain the necessary information to achieve the research objectives. In this study, the "survey" method has been adopted as a means of data collection, and the technique used in this context is the "questionnaire," which enables the organized and standardized collection of data from a selected sample of employees in the organization. This helps provide accurate and comprehensive information about the topic under investigation. This method effectively gathers opinions and information from a wide range of participants, thereby enhancing the reliability of the derived results. The questionnaire is carefully designed electronically to include a variety of questions divided into:

**Section One:** This consists of personal information about the employees and includes the following:

(Gender, age, job qualifications, seniority in the company:).

**Section Two:** This section is dedicated to survey topics and is divided into two parts. The first part focuses on the independent variable (motivation) and contains ten (10) terms, while the second part pertains to the dependent variable (job satisfaction) and contains five (5) terms. A five-point Likert scale has been used to measure the responses, which will be clarified in the following sections.

#### **4.5.1. Motivation (Independent Variable)**

The researcher Ghazi Hassan (2013) relied on a five-point Likert scale questionnaire to measure motivation. The questionnaire consisted of ten (10) terms divided into three (3) dimensions: the first dimension is material motivation, which contains three (3) terms; the second dimension is moral motivation, which includes four (4) terms; and the final dimension is social motivation, which consists of three (3) terms. The responses are divided into: always, often, sometimes, rarely, and never.

**Table (2): Five-point Likert scale scores**

| <b>Classification</b> | <b>Always</b> | <b>Often</b> | <b>Sometimes</b> | <b>Rarely</b> | <b>Never</b> |
|-----------------------|---------------|--------------|------------------|---------------|--------------|
| Score                 | 5             | 4            | 3                | 2             | 1            |

**Sources:** The Researcher

**Table (3) Number of terms of the dimensions of the independent variable**

| Variables  | Variables Dimensions | Number of Terms | Sources             |
|------------|----------------------|-----------------|---------------------|
| Motivation | Material Motivation  | 3               | Ghazi Hassan (2013) |
|            | Moral Motivation     | 4               |                     |
|            | Social Motivation    | 3               |                     |
|            | Total: 10            |                 |                     |

**Sources:** The Researcher

#### **4.5.2. Job Satisfaction (Dependent Variable)**

The researchers Jihad Abdel Hakim and Karima Mouissi (2024) relied on a five-point Likert scale questionnaire to measure the dependent variable (job satisfaction), consisting of five (5) terms. The responses are divided into: strongly agree, agree, neutral, disagree, and strongly disagree.

**Table (4): Five-point Likert scale scores**

| <b>Classification</b> | <b>Strongly agree</b> | <b>Agree</b> | <b>Neutral</b> | <b>Disagree</b> | <b>Strongly disagree</b> |
|-----------------------|-----------------------|--------------|----------------|-----------------|--------------------------|
| Score                 | 5                     | 4            | 3              | 2               | 1                        |

**Sources:** The Researcher

**Table (5) Number of terms of the dependent variable**

| Variables           | Variables<br>Dimensions | Number<br>of Terms | Sources                                        |
|---------------------|-------------------------|--------------------|------------------------------------------------|
| Job<br>Satisfaction | --                      | 5                  | Jihad Abdel Hakim and Karima<br>Mouissi (2024) |
|                     | Total: 5                |                    |                                                |

**Sources:** The Researcher

### **3.6. Types of data**

In this section, many sources were used to answer the research questions and hypotheses and achieve the study objectives. These sources are divided into primary data and secondary data.

#### **3.6.1. Primary Data**

Primary data is information collected directly from the source and is essential in scientific research because it provides accurate and reliable information that reflects reality. Its importance lies in the accuracy of the data and the need for a comprehensive analysis of the phenomena being studied, which enhances the credibility of the research and contributes to informed decision-making based on evidence. In the context of our research, we will use an electronic survey distributed to the employees of The Coffee Makers institution, enabling us to gather their opinions and experiences directly to understand their needs and expectations, thereby improving the work environment and processes within the organization.

### **3.6.2. Secondary Data**

Secondary data is information that has been previously collected and analyzed by other researchers. It is valuable in scientific research because it saves time and resources, allowing researchers to focus on analyzing results rather than collecting data anew. This data provides access to comprehensive information that may not be available through primary data and enables comparisons with previous studies, helping to identify trends and changes. Additionally, relying on credible sources such as prior studies enhance the credibility of the research. This data also includes books and scientific articles related to the research title being studied.

## **3.7. Statistical analysis procedures**

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach's Alpha test) assess the consistency of results over time.

### **3.8. Conclusion**

In conclusion, the methodology section is a fundamental component of this research, outlining the systematic approach taken to explore the impact of motivation on job satisfaction within the Cake and Sweet Manufacturing Sector at the Coffee Makers Institution. By establishing clear operational definitions for both motivation and job satisfaction, we have laid the groundwork for accurately measuring these variables and understanding their interrelationship. The structured research design, grounded in positivism and employing a deductive approach, ensures a rigorous examination of the hypotheses.

The selection of a well-defined research population, coupled with random sampling techniques, allows for representative data collection, enhancing the reliability of our findings. Data was gathered through carefully crafted electronic questionnaires that facilitate comprehensive insights into employee experiences and perceptions. By employing a quantitative methodology and utilizing SPSS for data analysis, we are positioned to derive meaningful conclusions that contribute to both academic discourse and practical applications in the industry. This meticulous methodological framework not only aims to achieve the research objectives but also to provide valuable recommendations for improving job satisfaction through effective motivational strategies.

## **4. Chapter Four: Statistical Analysis & Findings discussion**

#### 4.1. Introduction

This chapter presents the results of the field study that were statistically analysed using the statistical programs SPSS versions 28 and PLS-Smart 3.0 program. The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS version 28. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample. In order to test the research hypothesis and the suitability of the model, simple linear regression analysis was conducted via SPSS 28.

#### 4.2. Sample profile (descriptive statistics for research sample)

The study sample was categorized based on gender, age, qualifications, and seniority in the company. Frequencies and percentages were calculated for the institution's employees, represented in demographic variables, which includes the following: gender (male - female), age (from 20 to 30 - from 31 to 40 - more than 40), qualifications (secondary - bachelors - masters), and seniority in the company (less than 3 years - 3 to 5 years - more than 5 years).

**Table (6) Details of Demographic Variables**

| Variable | Variable Classes | Frequencies | Proportionate |
|----------|------------------|-------------|---------------|
| Gender   | Male             |             |               |
|          | Female           |             |               |
| Total:   | 100%             |             |               |
| Age      | From 20 to 30    |             |               |
|          | From 31 to 40    |             |               |
|          | More than 40     |             |               |

|                                 |                   |  |  |
|---------------------------------|-------------------|--|--|
| <b>Total:</b>                   | 100%              |  |  |
| <b>qualifications</b>           | Secondary         |  |  |
|                                 | Bachelors         |  |  |
|                                 | Masters           |  |  |
| <b>Total:</b>                   | 100%              |  |  |
| <b>Seniority in the company</b> | Less than 3 years |  |  |
|                                 | 3 to 5 years      |  |  |
|                                 | More than 5 years |  |  |
| <b>Total:</b>                   | 100%              |  |  |

**Source:** The researcher based on the statistical results of the field study.

اكتب ملخص عن فئات السئلة وعدد الردود والنسبة الخ

#### 4.3. Validity & reliability tests for the questionnaires

#### 4.4. Descriptive statistics for research variables (answer research questions)

#### 4.5. Testing Hypotheses & Findings Discussion

#### 4.6. Conclusion



## **5. Chapter five: Research limitations, Recommendations & Conclusion**

**5.1. Research Limitations & Future Research**

**5.2. Research Recommendations**

**5.3. Conclusion**

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## **Appendices Chapter**

Distinguished ladies and gentlemen:

We kindly ask you to fill out this questionnaire as part of the research requirements for a Bachelor's degree in Project Management at Mid-Ocean University, entitled "The Impact of Motivation on Job Satisfaction in Cake and Sweets Manufacturing Sector. Apply to Coffee Makers Institution at Jeddah / KSA", because the success of this study depends on your contributions in reading it carefully and then answering its paragraphs that agree with your opinion.

I want to inform you that all your answers will be completely confidential and not be used for any purpose other than scientific research.

We appreciate your participation in this research.

Thank you.

**Researcher**

Amani Kayid Al hawer

## Demographic Variables

1. Gender:

- Male
- Female

2. Age:

- From 20 to 30
- From 31 to 40
- More than 40

3. Qualifications:

- Secondary
- Bachelors
- Masters

4. Seniority in the company:

- Less than 3 years
- 3 to 5 years
- More than 5 years

| Variables | Variables<br>Dimensions | Number<br>of Terms | Sources |
|-----------|-------------------------|--------------------|---------|
|-----------|-------------------------|--------------------|---------|

|            |                     |   |                 |
|------------|---------------------|---|-----------------|
| Motivation | Material Motivation | 3 | غازي حسن (2013) |
|            | Moral Motivation    | 4 |                 |
|            | Social Motivation   | 3 |                 |
|            | Total: 10           |   |                 |

## Research Variables

**Motivation:** It is a process that describes a person's strength, direction, and perseverance in trying to achieve his goals. This process can be directed through several main dimensions, the most important of which are material, moral, and social motivation.

| No.                        | Terms                                                                                                 | Always | Often | Sometimes | Rarely | Never |
|----------------------------|-------------------------------------------------------------------------------------------------------|--------|-------|-----------|--------|-------|
| <b>Material Motivation</b> |                                                                                                       |        |       |           |        |       |
| <b>1</b>                   | Salary commensurate with the nature of the tasks assigned to employees                                |        |       |           |        |       |
| <b>2</b>                   | The institution provides fair promotions based on well-studied scientific criteria                    |        |       |           |        |       |
| <b>3</b>                   | The institution offers bonuses for overtime work, which motivates the employee to stick with the job. |        |       |           |        |       |

| <b>Moral Motivation</b>  |                                                                                                                                                                 |  |  |  |  |  |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| <b>4</b>                 | The institution provides benefits for participation in training courses to improve employee performance at work                                                 |  |  |  |  |  |
| <b>5</b>                 | The institution assigns leadership work to employees to contribute to the development of job performance.                                                       |  |  |  |  |  |
| <b>6</b>                 | The institution offers the privilege of transferring the employee to a better job to improve performance.                                                       |  |  |  |  |  |
| <b>7</b>                 | The institution involves employees in the decision-making process, which contributes to increasing their satisfaction and thus improving their job performance. |  |  |  |  |  |
| <b>Social Motivation</b> |                                                                                                                                                                 |  |  |  |  |  |
| <b>8</b>                 | The institution provides a private restaurant (cafeteria) for use during breaks so that the employee feels                                                      |  |  |  |  |  |

|           |                                                                                                                                             |  |  |  |  |  |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|           | comfortable and performs his work perfectly                                                                                                 |  |  |  |  |  |
| <b>13</b> | The institution provides a transportation allowance, which leads to an increase in employee satisfaction and improves their job performance |  |  |  |  |  |
| <b>14</b> | The institution provides a place of worship (prayer room) to motivate the employee to belong to his work and improve his job performance.   |  |  |  |  |  |

| <b>Variables</b>        | <b>Variables Dimensions</b> | <b>Number of Terms</b> | <b>Sources</b>                   |
|-------------------------|-----------------------------|------------------------|----------------------------------|
| <b>Job Satisfaction</b> | --                          | 5                      | عبد الحاكم, كريمة & موسى (2024). |
|                         | <b>Total: 5</b>             |                        |                                  |

**Job Satisfaction:** This is an affective reaction to one's job, resulting from the incumbent's comparison of actual outcomes with those that are desired, anticipated, or deserved".

| No. | Terms                                                           | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
|-----|-----------------------------------------------------------------|----------------|-------|---------|----------|-------------------|
| 1   | My job gives me an opportunity to develop my abilities          |                |       |         |          |                   |
| 2   | I feel satisfied with my salary compared to others              |                |       |         |          |                   |
| 3   | When I do a good job, I get praise and appreciation from others |                |       |         |          |                   |
| 4   | I have a friendly relationship with my work colleagues          |                |       |         |          |                   |
| 5   | My job causes me a lot of stress.                               |                |       |         |          |                   |

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تطبق في مؤسسة صنّاع القهوة ، جدة / المملكة العربية السعودية  
(دراسة حالة)

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إشراف

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عضو هيئة التدريس – كلية الإدارة – جامعة ميأوشن

الفصل الدراسي الثاني - 2024