

MidOcean University

College of Management

Master of Business Administration (MBA) Department

Research Title:

The Impact of Work Motivation on Employee Satisfaction in the Operational and Public Transport Environment – A Case Study on Operation Centers in Makkah City

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Introduction:

Work motivation is one of the most essential managerial tools that contributes to improving performance and productivity, especially in operational environments that require continuous interaction between individuals and systems. In the public transport sector, the success of operations largely depends on the commitment and satisfaction of employees. Therefore, motivation becomes a fundamental factor in achieving operational efficiency. This study aims to analyze the relationship between motivational strategies and the level of employee satisfaction within the operational and public transport environment in Makkah City.

Problem Statement:

Many operational institutions face challenges related to decreased employee satisfaction despite providing monetary or non-monetary incentives, which negatively affects productivity and discipline.

Main Research Question: What is the impact of work motivation strategies on employee satisfaction in the operational and public transport environment in Makkah City?

Research Importance:

- Scientific Importance: To enrich literature related to human behavior in operational work environments, especially in public transport.
- Practical Importance: To help operational departments design effective motivational systems that enhance employee satisfaction and overall performance.

Research Objectives:

- To identify the level of work motivation among employees in operation centers.
- To measure the level of employee satisfaction regarding the work environment and motivation systems.
- To analyze the relationship between types of incentives (monetary and non-monetary) and satisfaction level.
- To provide managerial recommendations to improve motivational strategies in operational environments.

Research Questions:

- What is the level of work motivation among employees in the operational environment?
- What is the level of satisfaction among employees regarding their current work environment?
- Is there a statistically significant relationship between work motivation and job satisfaction?
- Which type of incentives (monetary / non-monetary) has a stronger impact on employee satisfaction?

Research Hypotheses:

- There is a positive significant relationship between monetary incentives and employee satisfaction.
- There is a positive significant relationship between non-monetary incentives and employee satisfaction.
- The level of job satisfaction differs based on the level of motivation provided to employees.

Previous Studies:

Several studies have examined the relationship between motivation and job satisfaction, such as Herzberg (1959), who developed the Two-Factor Theory, and Al-Zahrani (2020), who studied the impact of incentives in Saudi service institutions. However, most studies

focused on office or educational sectors, highlighting the importance of this study which focuses on the operational and public transport environment.

Theoretical Framework:

This study is based on Herzberg's Two-Factor Theory of motivation and satisfaction, which distinguishes between motivators (such as achievement and recognition) and hygiene factors (such as salary and work conditions). Both are essential for sustainable job satisfaction.

Methodology and Research Methods:

Research Type: Descriptive and Analytical.

Data Collection Tool: A questionnaire directed to employees working in operation and public transport centers in Makkah.

Study Population: Employees in operation and monitoring departments.

Expected Sample Size: Due to the limited study population, the expected sample size will range between (25 to 35 participants) from various operational levels (supervisors, controllers, and support staff).

Analysis Tool: SPSS software for correlation analysis between motivation and satisfaction variables.

Study Limits:

- Spatial Limit: Operation and public transport centers in Makkah City.
- Temporal Limit: January – March 2025.
- Subject Limit: Focused on the relationship between motivation and satisfaction only, excluding leadership or organizational culture factors.

References:

- Herzberg, F. (1959). *The Motivation to Work*. Wiley.
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