

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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Table of Contents

1. Chapter One: Introduction.....	3
1.1. Research Background.....	4
1.2. Research Problem.....	6
1.2.1. Theoretical Gaps	6
1.2.2. Practical Gaps.....	7
1.3. Research Significance.....	7
1.3.1. At the theoretical level	8
1.3.2. At the practical level	8
1.4. Research Questions	8
1.5. Research Objectives	9
1.6. Research Hypotheses.....	9
1.6.1 Main Hypothesis	9
1.6.2 Sup hypothesis	9
1.7. Research Model	10
1.8. Scope of Study.....	10
1.9. Research Methodology	11
1.10. The Suggested Project Structure.....	12
2. Chapter Two: Literature Review.....	13
2.1. Introduction	14
2.2. Motivation	16
2.2.1 Background	16
2.2.2 Definitions.....	16
2.2.3 Evolution.....	17
2.2.4 Dimensions.....	18
2.2.5 Theories.....	18
2.3. Job Satisfaction.....	20
2.3.1 Background	20
2.3.2 Definitions.....	21
2.3.3 Evolution	22
2.3.4 Dimensions.....	22
2.3.5 Theories.....	23
2.4. The relationship between Motivation and Job Satisfaction	24
2.5. Conclusion.....	26

3	References	29
4	Appendices	33
4.1	Demographic Variables	35
4.2	Research Variables	36

Figure Number	Figure Title	Page Number
Figure 1	The proposal research Model. (The Researcher, 2024)	10
Figure 2	The proposal research Methodology. (The Researcher, 2024)	11
Figure 3	The Suggested Project Structure. (The Researcher, 2024)	12
Figure 4	The definitions of Motivation and Job satisfaction. (The Researcher, 2024)	27

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

1.6.1 Main hypothesis

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

1.6.2 Sup hypothesis

H_a: There is a statistically significant positive relationship between material motivation as one of the motivation dimensions and job satisfaction.

H_b: There is a statistically significant positive relationship between moral motivation as one of the motivation dimensions and job satisfaction.

H_c: There is a statistically significant positive relationship between social motivation as one of the motivation dimensions and job satisfaction.

1.7. Research Model

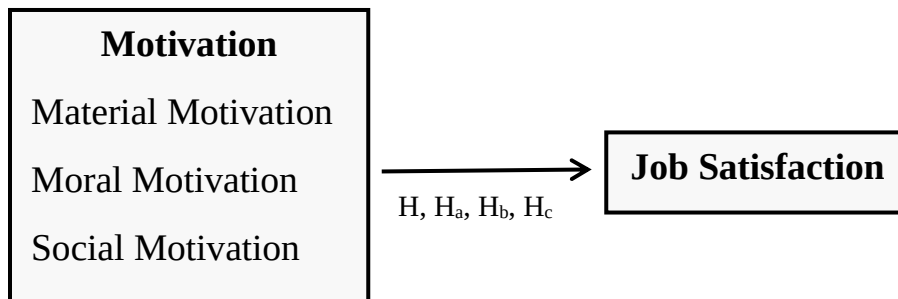


Figure 1: The proposal research Model. **Source:** Researcher

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. Research Methodology

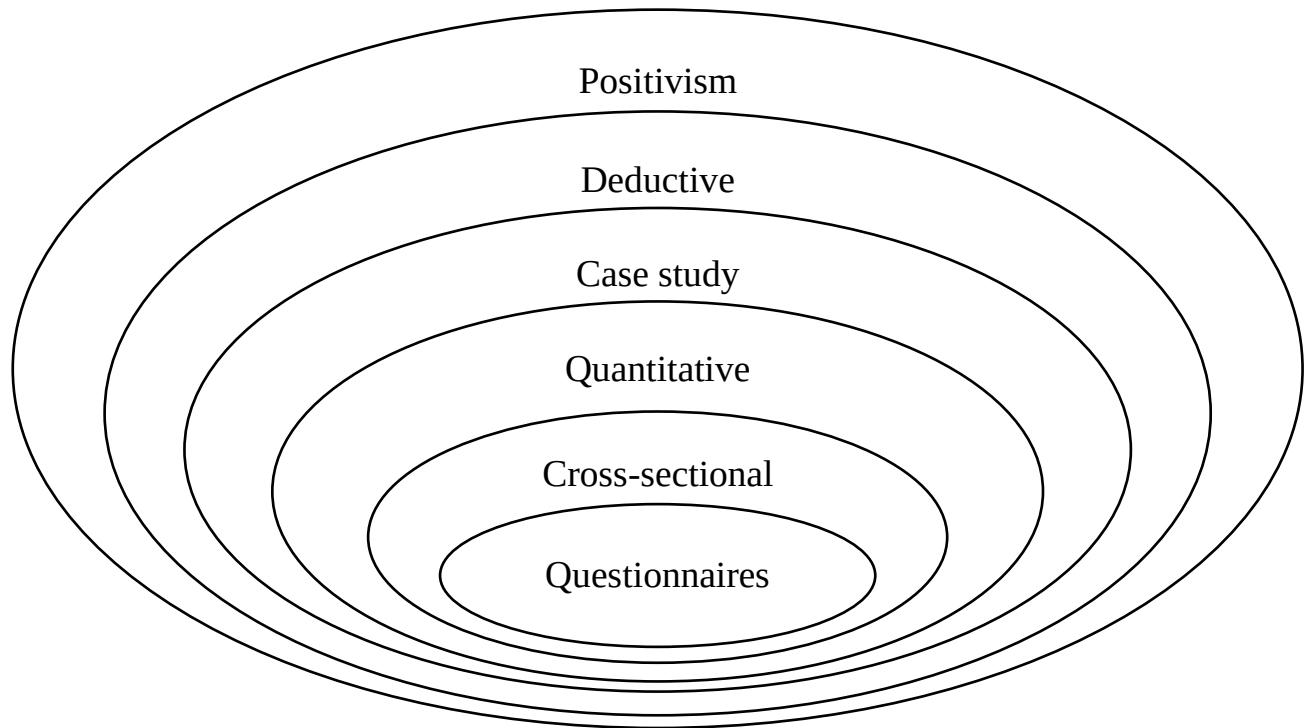


Figure 2: The proposal research Methodology. **Source:** Researcher

- **Research philosophy:** Positivism
- **Research approach:** Deductive
- **Research strategy:** Case study
- **Research choice:** Quantitative
- **Time horizon:** Cross-sectional
- **Data collection and analysis techniques:** Questionnaires

1.10. The Suggested Project Structure

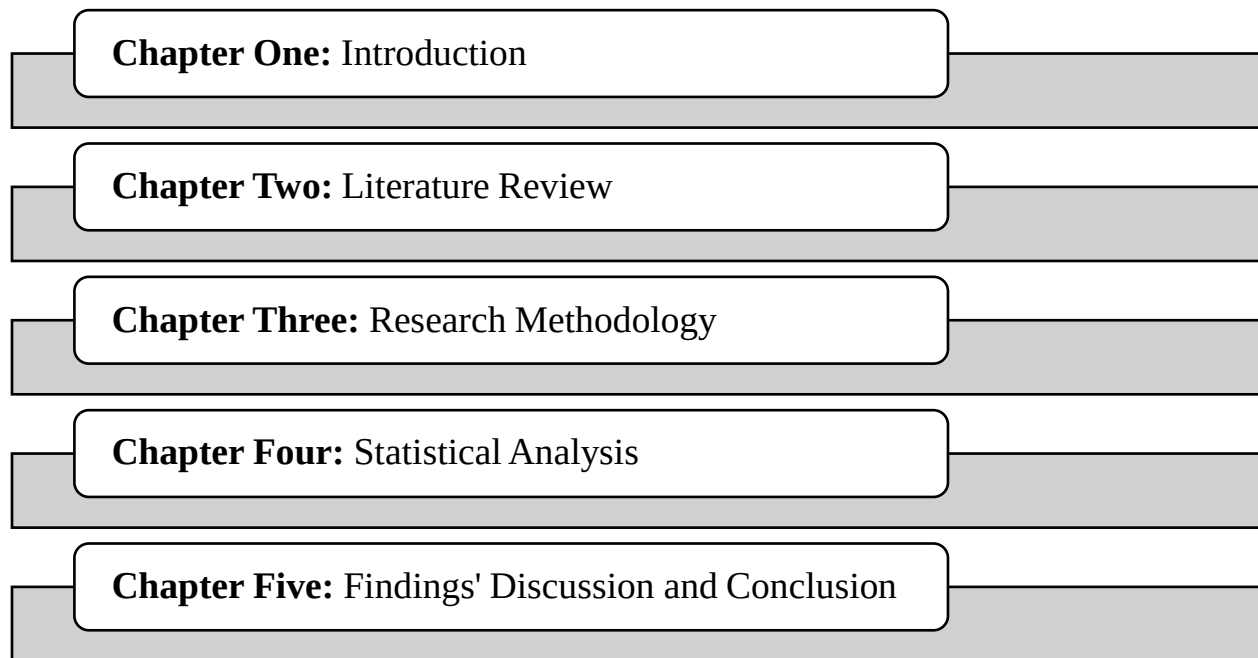


Figure 3: The Suggested Project Structure. **Source:** Researcher

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

2.2.1 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.

2.2.2 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.

2.2.3 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).

2.2.4 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).

2.2.5 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

2.3.1 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).

2.3.2 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.

2.3.3 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.

2.3.4 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.

2.3.5 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.

Definitions of Variables

Variables	Definitions	Source
Job satisfaction	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)
Motivation	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. 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).

Figure 4: The definitions of Motivation and Job satisfaction. **Source:** The Research

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4 Appendices

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

Variables	Variables Dimensions	Number of Terms	Sources
Motivation	Material Motivation	5	المكتبة الرقمية الفهرس، تفاصيل لـ: أثر الحوافز في تحسين الأداء لدى العاملين في مؤسسات القطاع العام في الأردن: دراسة تطبيقية على أمانة عمان الكبرى (mediu.edu.my) / MEDIU5881.pdf http://dlibrary.mediu.edu.my/bib/70396
	Moral Motivation	5	
	Social Motivation	5	
	Total: 15		
Job Satisfaction	--	12	عبد الحاكم, كريمة & موسى. (2024). أثر التدوير الوظيفي على الرضا الوظيفي دراسة ميدانية لبلدية غرداية لسنة (Doctoral dissertation, 2024) جامعة غرداية: كلية العلوم الإقتصادية، التجارية والعلوم التسيير. https://dspace.univ-ghardaia.edu.dz/xmlui/handle/123456789/8039
	Total: 12		

4.1 Demographic Variables

1. Gender:

- Male
- Female

2. Age:

- From 20 to 30
- From 30 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

4.2 Research Variables

Motivation

No.	Terms	Always	Often	Sometimes	Rarely	Never
Material Motivation						
1	Salary commensurate with the nature of the tasks assigned to employees					
2	Salary meets all the needs of employees					
3	The institution provides incentives to motivate employees to perform their work efficiently					
4	The institution provides fair promotions based on well-studied scientific criteria					
5	The institution provides a system of periodic allowances to ensure good performance					
Moral Motivation						
6	The institution is keen on presenting medals to the deserving to improve employee performance at work					

7	The institution offers certificates of appreciation to the deserving to encourage employees to work efficiently					
8	The institution cares about honorary promotions with a salary increase to improve the performance and living standard of the employees					
9	The institution provides benefits for participation in training courses to improve employee performance at work					
10	The institution nominates distinguished employees for postgraduate studies to improve their job performance					
Social Motivation						
11	1. The institution grants loans in social occasions to encourage the employee to perform his work perfectly					
12	The institution provides a source of cultural services such as a cultural or sports club for employees in order to encourage the employee to perform his work efficiently					

13	The institution provides a private restaurant (cafeteria) for use during breaks so that the employee feels comfortable and performs his work perfectly					
14	The institution provides a transportation allowance, which leads to an increase in employee satisfaction and improves their job performance					
15	The institution provides a nursery for the children of working mothers, which contributes to the reassurance of female employees and thus improves their job performance					

Job Satisfaction

No.	Terms	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	My job gives me an opportunity to develop my abilities					

2	My job gives me satisfaction in my self-development					
3	My qualifications and competence are commensurate with my current job					
4	My job is important and meaningful in the organization					
5	I feel comfortable in my workplace					
6	I feel satisfied with my salary compared to others					
7	When I do a good job, I get praise and appreciation from others					
8	I have a friendly relationship with my work colleagues					
9	My boss is satisfied with my work					
10	The work team inspires me to do my best at work					
11	My opinions are heard and valued by my manager					
12	I participate in making important decisions					

تأثير التحفيز على الرضا الوظيفي في قطاع صناعة الكيك والحلويات.
تطبق في مؤسسة صنّاع القهوة ، جدة / المملكة العربية السعودية
(دراسة حالة)

أمني قايد الحور

2021205942

مشروع تخرج - 1

كلية الإدارة – جامعة ميأوشن

إشراف

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عضو هيئة التدريس – كلية الإدارة – جامعة ميأوشن

الفصل الدراسي الثاني - 2024