

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

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

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Dedication

I dedicate this research to my family, whose unwavering support and encouragement have been my foundation. I also thank my parents for their endless love and belief in my potential and my friends for always inspiring me to strive for excellence.

I also dedicate this work to my supervisor, who has ignited my passion for learning and research. Your guidance has shaped my academic path and motivated me to pursue my goals.

Lastly, I dedicate this research to all those seeking knowledge and understanding, hoping that it contributes to the broader pursuit of enlightenment and progress in our field.

Abstract

Purpose: This study investigates the relationship between motivation and job satisfaction in the sweet industry.

Methodology: To achieve the study's purpose, a descriptive-analytical approach was used, focusing on the community of the Coffee Makers institution in Jeddah, which consists of approximately 50-60 employees.

Findings: Each dimension and the level achieved (high) were mentioned.

Theoretical Contribution: This study contributes to the literature by examining the relationship between motivation and job satisfaction.

Practical Applications: This study provides recommendations to relevant parties at the Coffee Makers regarding the importance of implementing motivation and its relationship to job satisfaction, thereby enhancing the institution's overall level.

Keywords: Motivation, and job satisfaction.

المستخلص

الهدف: تهدف هذه الدراسة للبحث عن العلاقة بين التحفيز والرضا الوظيفي في قطاع صناعة الحلويات.

المنهجية: لتحقيق أهداف الدراسة تم استخدام المنهج الوصفي التحليلي حيث تم استخدام مجتمع مؤسسة صناع القهوة في جدة والذي يتراوح عددهم بين 50-60 فرد من الموظفين.

النتائج: تم ذكر كل بعد من الأبعاد والمستوى الذي وصل إليه (مرتفع).

المساهمة النظرية: تساهم هذه الدراسة في الأدبيات من خلال دراسة العلاقة بين التحفيز والرضا الوظيفي.

التطبيقات العملية: تقدم هذه الدراسة توصيات للجهات ذات العلاقة في مؤسسة صناع القهوة حول أهمية تطبيق التحفيز وعلاقته بالرضا الوظيفي مما يرفع من مستوى المؤسسة.

الكلمات المفتاحية: التحفيز، الرضا الوظيفي.

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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 motivation 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_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

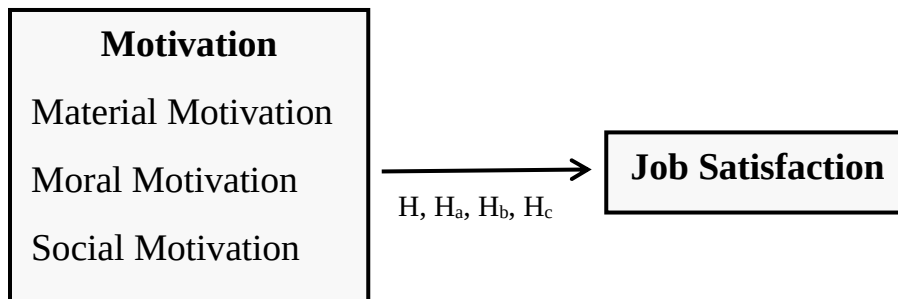


Figure 1: The proposal research Model. **Source:** Researcher

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 a 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 Project Structure

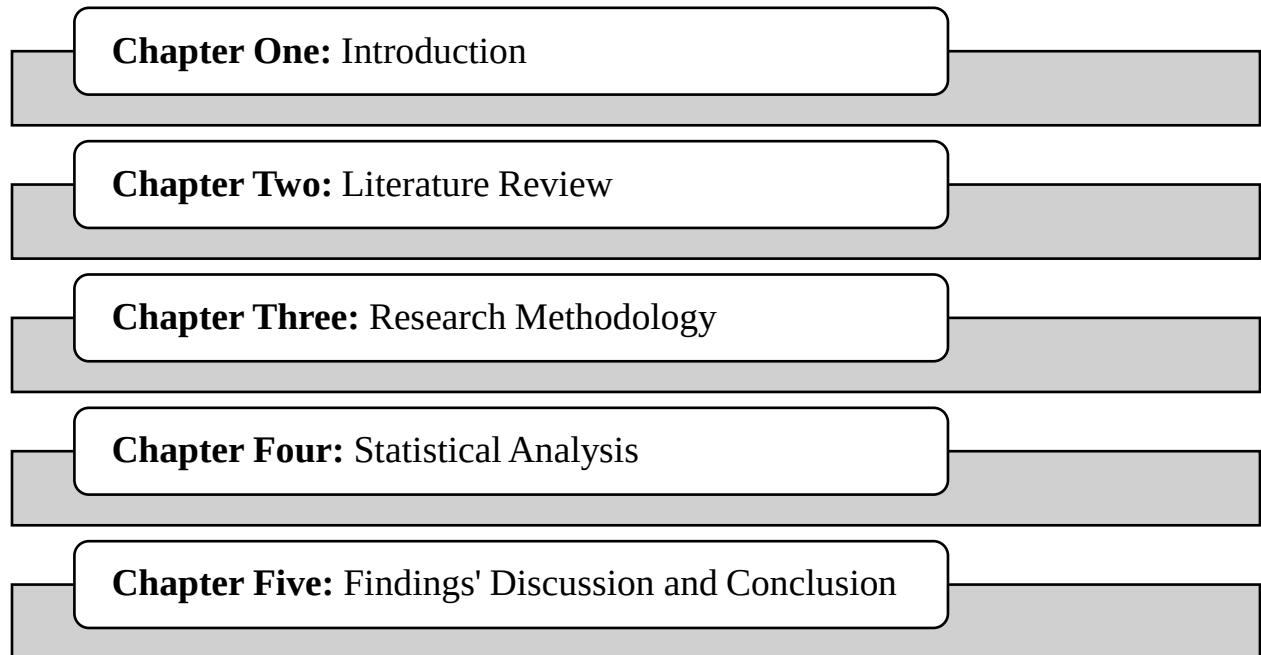


Figure 2: The Project Structure. **Source:** Researcher

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

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).

Source: The Researcher

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)

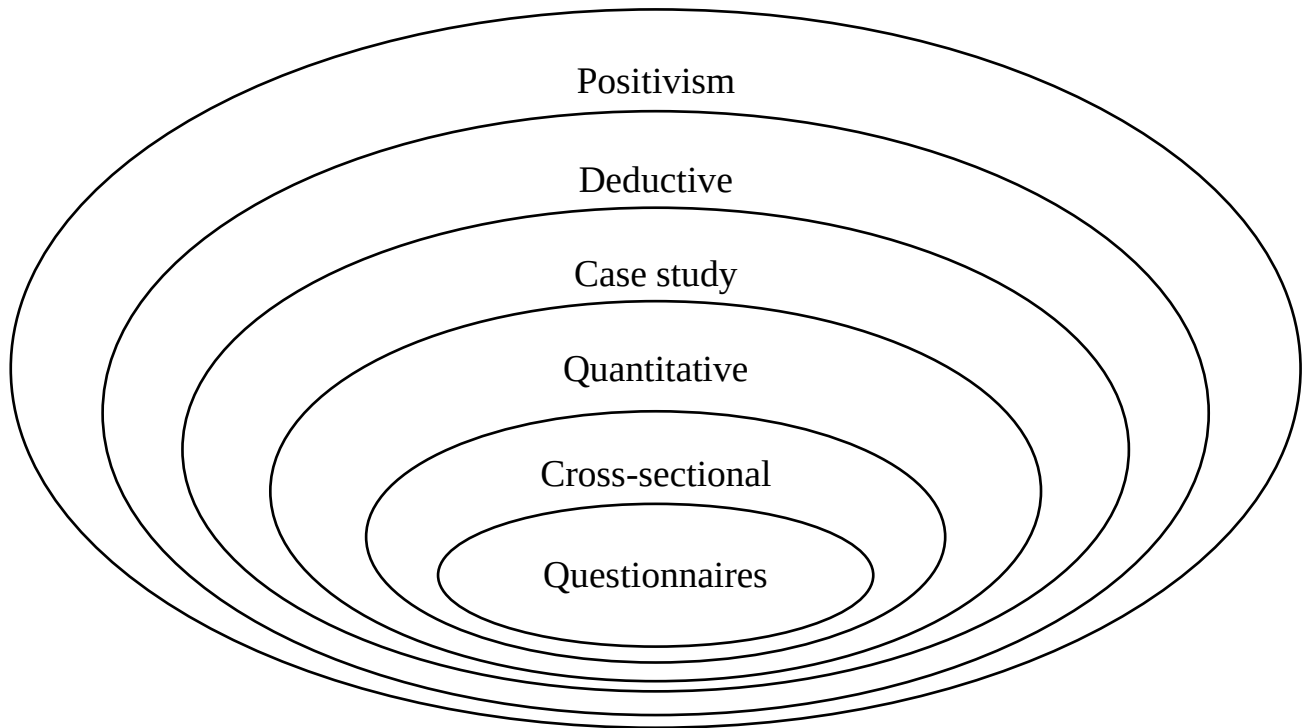


Figure 3: The proposal research Methodology. **Source:** Researcher based on Saunders 2016

Research design is a structured framework that guides researchers in conducting their studies effectively. It consists of several key components, each crucial 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 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 kind 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

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 a variety of products such as cakes and sweets.

3.4.2. Research Sample

Target employees in Coffee Makers Institution, sample size between 50-60 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

Classification	Always	Often	Sometimes	Rarely	Never
Score	1	2	3	4	5

Source: 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

Classification	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Score	1	2	3	4	5

Table 4: Five-point Likert scale scores. **Sources:** The Researcher

Table (5) Number Of Terms Of The Dependent Variable

Variables	Number of Terms	Sources
Job Satisfaction	5	Jihad Abdel Hakim and Karima Mouissi (2024)
	Total: 5	

Table 5: Number of terms of the dependent variable. **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 enhances 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, was 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 analyzed using the statistical program SPSS version 28. The focus of this chapter is on statistical analysis, which includes several key components essential for understanding the data collected.

Initially, descriptive statistics are provided for the sample under study, offering insights into the demographic characteristics and key variables. This descriptive analysis lays the groundwork for a more in-depth examination of the data and aids in interpreting the results.

Subsequently, the chapter addresses the validity and reliability of the questionnaires used to collect the required data from the study sample. Establishing the reliability and validity of the instruments is crucial, as it ensures that the data gathered accurately reflects the constructs under investigation.

To test the research hypotheses and assess the suitability of the proposed model, a simple linear regression analysis was conducted using SPSS version 28. This method allows for a comprehensive evaluation of the relationships between variables, enabling the researcher to determine the strength and direction of these associations.

Furthermore, the results of the regression analysis will be discussed in detail, highlighting significant findings and their implications for the research questions posed. The chapter will also explore any limitations identified during the analysis and suggest areas for future research. Overall, this chapter aims to provide a clear

and thorough presentation of the statistical findings, contributing to a deeper understanding of the study's objectives and outcomes.

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	6	12%
	Female	44	88%
Total:		50	100%
Age	From 20 to 30	29	58%
	From 31 to 40	19	38%
	More than 40	2	4%
Total:		50	100%
Qualifications	Secondary	15	30%
	Bachelors	34	68%
	Masters	1	2%
Total:		50	100%
Seniority in the company	Less than 3 years	29	58%
	3 to 5 years	17	34%
	More than 5 years	4	8%
Total:		50	100%

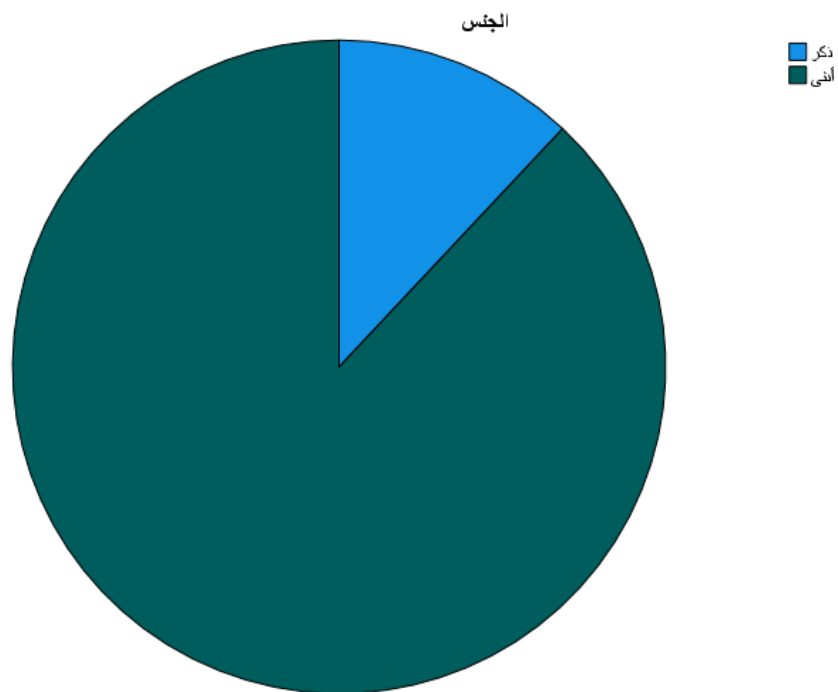
Source: The researcher based on the statistical results of the field study.

From the data in the previous table, the following results were extracted:

Regarding Gender:

The statistical results showed that the number of males is less than the number of females, as the number of males reached 6 individuals, representing 12% of the total sample. In comparison, the number of females reached 44 individuals, representing 88% of the total sample, as shown in the following graph:

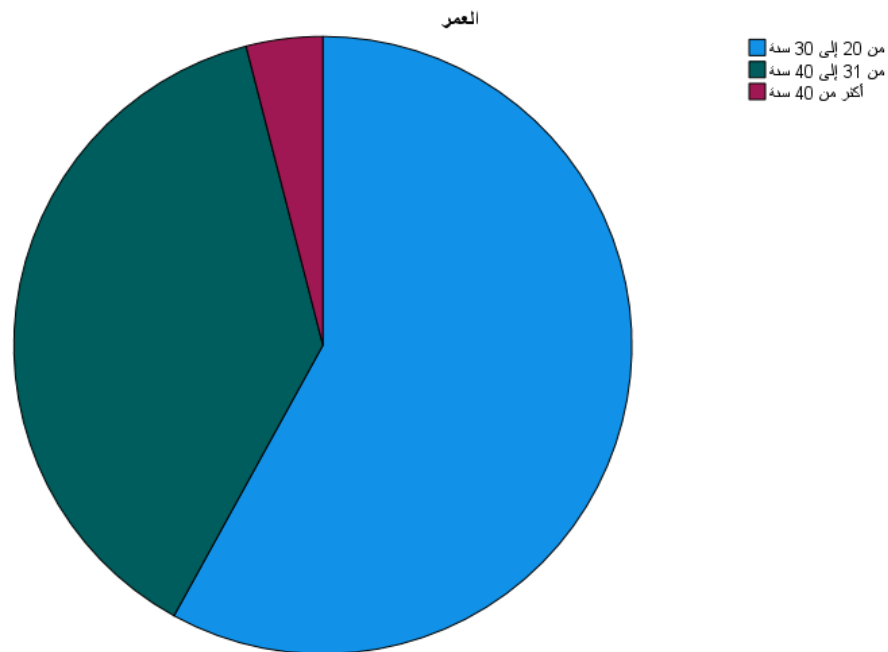
		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ذكر	6	12.0	12.0	12.0
	أنثى	44	88.0	88.0	100.0
	Total	50	100.0	100.0	



Regarding Age:

The statistical results showed that the majority of participants belong to the younger age group, as the frequency of the age group from 20 to 30 years reached 29 individuals with the highest percentage of 58% while the lowest percentage is for the age group over 40 with a percentage of 4% of the total sample as shown in the following graph:

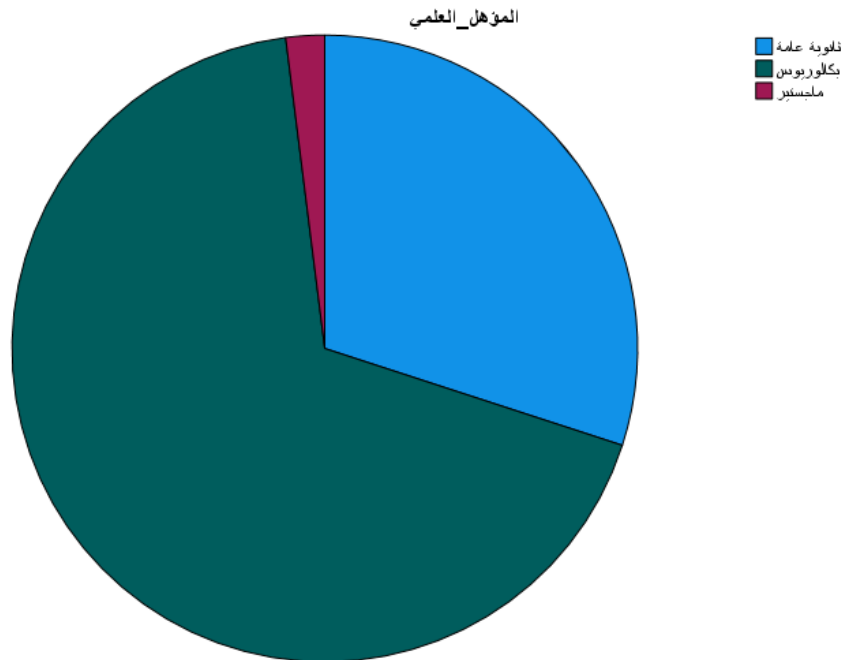
		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	من 20 إلى 30 سنة	29	58.0	58.0	58.0
	من 31 إلى 40 سنة	19	38.0	38.0	96.0
	أكثر من 40 سنة	2	4.0	4.0	100.0
Total		50	100.0	100.0	



Regarding Qualifications:

The statistical results showed that most participants are from the bachelor's category, as the number of bachelors reached 34 individuals, representing 68%, followed by secondary degree holders, representing 15, representing 30%. As for the lower category, they are master's degree holders, representing 1, representing 2% of the total sample, as shown in the following graph:

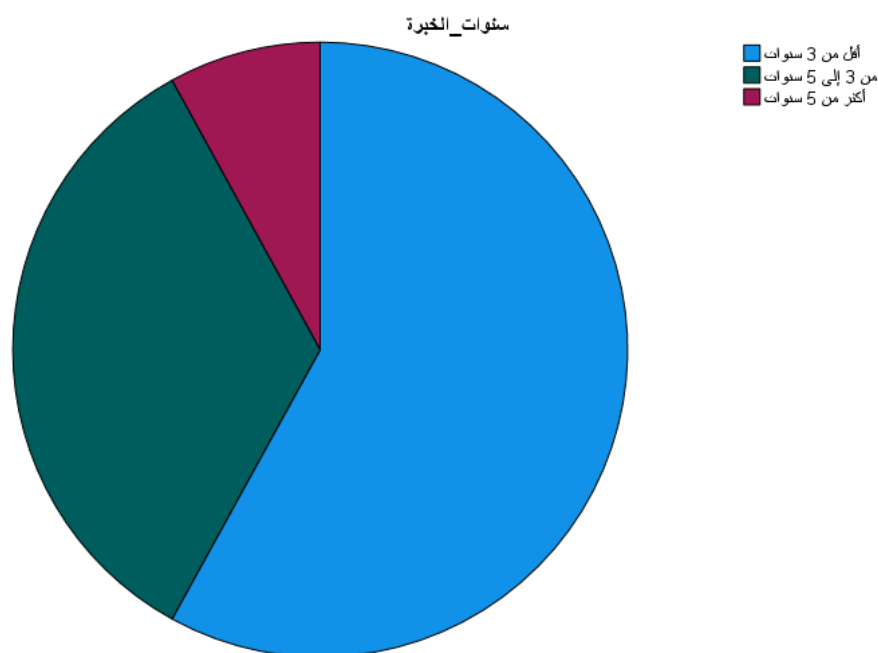
Qualifications					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ثانوية عامة	15	30.0	30.0	30.0
	بكالوريوس	34	68.0	68.0	98.0
	ماجستير	1	2.0	2.0	100.0
Total		50	100.0	100.0	



Regarding Seniority in the company:

The statistical results showed that most participants had less seniority, as the number of participants reached 14 individuals, representing 43.8%, while the participants with medium seniority, with a frequency of 17 individuals, represented 34%. We also note that the lowest percentage are the participants who have more than 5 years of seniority, with a frequency of 4 individuals, representing 8% of the total sample, as shown in the following graph:

Seniority in the company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	أقل من 3 سنوات	29	58.0	58.0	58.0
	من 3 إلى 5 سنوات	17	34.0	34.0	92.0
	أكثر من 5 سنوات	4	8.0	8.0	100.0
Total		50	100.0	100.0	



4.3. Validity & reliability tests for the questionnaires

In order to verify the validity and reliability of the measures used in the study, the internal consistency validity of the questionnaires used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the Average Variance Extracted (AVE). While the reliability of the measures used in the study was measured by Measuring the value of Cronbach's alpha, through the structural equation modeling (SEM), using the statistical analysis program SPSS version 28. The following paragraphs and tables explain this.

4.3.1. Validity of the measures used in the study

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted.

Internal consistency validity: It means the extent to which each statement of the questionnaire is consistent with the variable to which it belongs. Therefore, the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to Kaiser (1974) study, a correlation coefficient of less than 0.5 is removed from the questionnaire.

Convergent Validity: The average variance between statements that measure the same scale is measured by calculating the average variance extracted (AVE), whose value must be greater than 0.5 according to Hair et al (2006). The following tables show the statistical results for (correlation coefficients, standard deviation, calculated T value, and P value between the score of each statement and the total

score of the variable to measure the validity of the internal consistency of the questionnaires. Also, the value of the average variance extracted (AVE) was calculated to measure the convergent validity of the questionnaires through the equation model. Structural SPSS version 28, as follows:

Table (7) Validity Of The Measures Used In The Study

Variable		Statements	KMO	Factor Loadings	Standard Deviation	P value	AVE	
Motivation	Material Motivation	MA1	0.870	0.862	0.993	0.00	2.63	2.64
		MA2		0.789	1.199	0.00		
		MA3		0.872	1.208	0.00		
	Moral Motivation	MO1		0.759	1.112	0.00	2.87	
		MO2		0.784	1.114	0.00		
		MO3		0.858	1.259	0.00		
		MO4		0.797	1.257	0.00		
	Social Motivation	S1		0.601	1.294	0.00	2.35	
		S2		0.608	1.413	0.00		
		S3		0.717	0.882	0.00		
Job Satisfaction		J1	0.686	0.863	1.019	0.00	2.32	2.34
		J2		0.849	1.125	0.00	2.8	
		J3		0.848	0.931	0.00	2.1	
		J4		0.771	0.818	0.00	1.94	
		J5		0.706	1.015	0.00	2.52	

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

Accordingly, it is clear from the above table that:

For the independent variable (Motivation)

All factor loadings for the statements measuring material, moral, and social motivation have values greater than 0.6, in addition to the fact that all factor loadings' values are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of motivation in its three dimensions has been achieved. Also, from the results mentioned in the previous table related to the value of the average variance extracted (AVE) for the motivation variable as a whole, it is equal to 2.64, as well as the values of the average variance extracted (AVE) for material motivation equal to 2.63, moral motivation equal to 2.87, while social motivation equals 2.35. Accordingly, the convergent validity of the questionnaire has been achieved.

For the dependent variable (Job Satisfaction)

All factor loadings for the statements measuring job satisfaction have values greater than 0.7, in addition to the fact that all factor loadings' values are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the variable has been achieved. Also, from the results mentioned in the previous table related to the value of the average variance extracted (AVE) for the job satisfaction variable as a whole, it is equal to 2.34, and the values of the average variance extracted (AVE) for each statement separately are equal to 2.32, 2.8, 2.1, 1.94, 2.52. Accordingly, the convergent validity of the questionnaire has been achieved.

3.3.2. Reliability Of The Study Tool

The stability of the questionnaire refers to the stability of the questionnaire results and their non-change significantly if they were redistributed to the sample individuals several times during specific periods. To measure the stability of the questionnaires used to measure the study variables, Cronbach's alpha values were calculated using SPSS version 28. According to (2010) Hair et al, the value must be greater than 0.7 for the scale to be stable.

Table (8) Reliability Of The Study Tool

Variable		Number of Statements	Cronbach's alpha	
Motivation	Material Motivation	3	0.623	0.842
	Moral Motivation	4	0.770	
	Social Motivation	3	0.903	
Job Satisfaction		5	0.252	0.829
			0.357	
			0.400	
			0.511	
			0.753	

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

Accordingly, it is clear from the above table that:

For the independent variable and dimensions (Motivation)

The statistical results showed that Cronbach's alpha values for the three dimensions are 0.623, 0.770, and 0.903, while the overall Cronbach's alpha value for the variable as a whole is 0.842, indicating that all values are greater than 0.7. According to Hair et al (2010), the scale's stability has been achieved.

For the dependent variable (Job Satisfaction)

The statistical results showed that Cronbach's alpha values are 0.252, 0.357, 0.400, 0.511, and 0.753, while the overall Cronbach's alpha value is 0.829, indicating that all values are less than 0.7 except for the value 0.753. According to Hair et al (2010), the scale's stability has been achieved.

4.4. Descriptive statistics for research variables

A five-point Likert scale was used to measure the sample members' responses to the statements, which ranged from Always, Often, Sometimes, Never, as follows:

A five-point Likert scale was used to measure the sample members' responses to the data. For the independent variable (motivation), it ranged from always, often, sometimes, and never, while for the dependent variable (job satisfaction) it ranged from strongly agree, agree, neutral, disagree, and strongly disagree, as follows:

Classification	Always	Often	Sometimes	Rarely	Never
Score	1	2	3	4	5

Classification	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Score	1	2	3	4	5

The level of importance was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $100 \div 5$.

The relative weight of each category was calculated as shown in the following table:

Table (9) Arithmetic Mean Importance

The value of the arithmetic mean	Result (general trend)	Relative weight %	level (degree) Practice/Importance
From 1 to less than 1.80	Always/Strongly Agree	From 20 to less than 36%	Very high
From 1.80 to less than 2.60	Often/Agree	From 36 to less than 52%	High
From 2.60 to less than 3.40	Sometimes/Neutral	From 52 to less than 68%	Middle
From 3.40 to less than 4.20	Rarely/Disagree	From 68 to less than 84%	Low
From 4.20 to less than 5	Never/Strongly Disagree	From 84 to less than 100%	Very low

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

The following table shows the descriptive analysis of the study variables represented by the arithmetic means based on the five-point Likert scale and the standard deviations of the variables according to the table related to the arithmetic mean importance. The arithmetic mean significance shown in the table above is

considered to determine the level of motivation and its dimensions, as well as job satisfaction, according to the point of view of the study sample, as follows:

Table (10) Arithmetic Mean and Standard Deviation Of Study Variables

Variable		Arithmetic Mean		Standard deviation		General trend		Level of importance/prates	
Motivation	Material Motivation	2.63	2.64	1.002	0.856	Often	Often	High	High
	Moral Motivation	2.87		1.019		Often		High	
	Social Motivation	2.35		0.900		Always		Very high	
Job Satisfaction		2.32	2.34	1.019	0.590	Agree	Agree	High	High
		2.8		1.125		Agree		High	
		2.1		0.931		Agree		High	
		1.94		0.818		Agree		High	
		2.52		1.015		Neutral		Middle	

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

Accordingly, it is clear from the above table that:

Regarding Motivation:

The results of the motivation description showed that the general trend of the study sample vocabulary is approval, indicating high motivation in the sweet industry sector. The arithmetic mean of the motivation was 2.64 with an approval rate of 35% at a standard deviation of 0.856. It was also clear from the table that the

general trend of the three motivation dimensions mentioned above was approval, except social motivation, which is high, indicating the achievement of high social motivation among the sector's employees, as we find that the arithmetic mean of material motivation is 2.63 and a standard deviation of 1.002 with a very high approval rate of 35%, while the arithmetic mean of moral motivation was 2.87 with a standard deviation of 1.019 with a very high approval rate of 33%. Finally, the arithmetic mean of social motivation was 2.35 with a standard deviation of 0.900 with an approval rate of 37%.

Regarding Job Satisfaction:

The results of the job satisfaction description showed that the general trend of the study sample vocabulary is approval, which indicates the presence of high job performance in the confectionery industry sector. The arithmetic mean of job satisfaction was 2.34, with an agreement rate of 46% and a standard deviation of 0.590.

4.5. Linear correlation coefficients between the study variables

The following table shows Pearson's linear correlation coefficients between motivation and job satisfaction, which were measured using the statistical program SPSS version 28, as follows:

Table (11) Correlation Coefficients between Study Variables

Variable		Material Motivation	Moral Motivation	Social Motivation	Job Satisfaction
Material Motivation	Pearson Correlation	1	0.823**	0.630**	0.941**
	Sig. (2-tailed)		<0.001	<0.001	<0.001
	N	50	50	50	50
Moral Motivation	Pearson Correlation	0.823**	1	0.456**	0.716**
	Sig. (2-tailed)	<0.001		<0.001	<0.001
	N	50	50	50	50
Social Motivation	Pearson Correlation	0.630**	0.456**	1	0.497**
	Sig. (2-tailed)	<0.001	<0.001		<0.001
	N	50	50	50	50
Job Satisfaction	Pearson Correlation	0.742**	0.716**	0.497**	1
	Sig. (2-tailed)	<0.001	<0.001	<0.001	
	N	50	50	50	50
** Correlation is significant at the 0.01 level (2-tailed)					

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

Linear correlation between motivation and its dimensions and job satisfaction:

It was found that there is a positive average significant correlation between motivation and its dimensions as an independent variable and job satisfaction as a dependent variable at a significance level of less than 0.01.

It was found that there is a positive average significant correlation between each dimension of motivation (material motivation, moral motivation, social motivation) at a correlation coefficient of 1, 0.823, and 0.630, respectively, as independent

variables at a significance level less than 0.01, and job satisfaction as a dependent variable.

It is noted from the above that the values of the correlation coefficients between motivation and job performance are high, which indicates the strength of the correlation.

4.6. Results of testing the validity of the study hypotheses

This section deals with testing the validity of the study's main hypothesis and the following sub-hypotheses. The results obtained are presented using the statistical programs SPSS version 28 and SEM-PLS as shown:

Main hypothesis:

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

Sup hypothesis

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

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

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

Results of testing the main hypothesis:

This hypothesis states that " There is a statistically significant positive relationship between motivation and job satisfaction in the Cake and Sweets industry". To test this hypothesis, the Simple Linear Regression Analysis (SLR) method was used, which is one of the common statistical methods used to test the relationship between the two variables. This method was applied to study the relationship between motivation and employee performance in this context. This analysis aims to find out whether there is a significant relationship between the two variables or not.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.565	.389

a. Predictors: (Constant), Motivation Mean

ANOVA

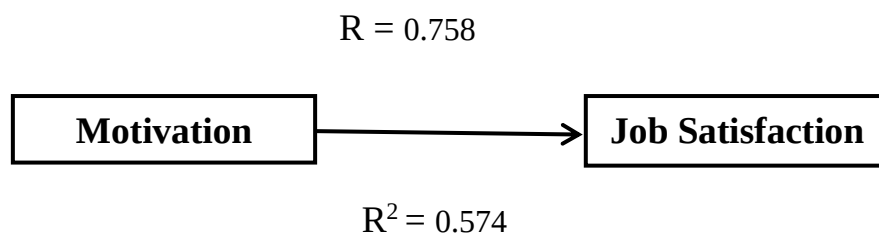
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.807	1	9.807	64.765	<.001 ^b
	Residual	7.268	48	.151		
	Total	17.075	49			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Motivation Mean

		Coefficients						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	.956	.180		5.308	<.001	.594	1.318
	Motivation Mean	.522	.065	.758	8.048	<.001	.392	.653

a. Dependent Variable: Job Satisfaction Mean



Accordingly, it is clear from the above table that:

The significance level of the F-test indicates that the sig value is less than 0.01, which indicates that the simple linear regression model is significant at the 0.01 level.

The value of the correlation coefficient $R = 0.758$ indicates that there is a strong positive correlation between motivation in general and employee satisfaction.

The adjusted coefficient of determination R^2 indicates that about 57% of the variance in job satisfaction can be explained by the level of motivation.

The value of the T-value indicates the significance of the regression coefficient beta B as the significance level calculated for the T-value test is less than 0.1.

Based on the above, the validity of the main hypothesis is accepted, which states that there is a statistically significant relationship that there is a positive relationship between the independent variable (motivation) and the dependent variable (job satisfaction) in the confectionery industry sector.

Results of testing the three sub-hypotheses:

First sub-hypothesis:

This hypothesis states that there is a statistically significant relationship between material motivation as one of the dimensions of motivation and job satisfaction. This hypothesis tests the direct relationship between material motivation as one of the dimensions of the independent variable (motivation) and the dependent variable (job satisfaction).

Second sub-hypothesis:

This hypothesis states that there is a significant statistical relationship between moral motivation as one of the dimensions of motivation and job satisfaction. This hypothesis tests the direct relationship between moral motivation as one of the dimensions of the independent variable (motivation) and the dependent variable (job satisfaction).

Third Sub-Hypothesis:

This hypothesis states that there is a significant statistical relationship between social motivation as one of the dimensions of motivation and job satisfaction. This hypothesis tests the direct relationship between social motivation as one of the dimensions of the independent variable (motivation) and the dependent variable (job satisfaction).

To test this hypothesis, the linear regression analysis method was used.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.589	.562	.391

a. Predictors: (Constant), Social Motivation Mean, Moral Motivation Mean, Material Motivation Mean

ANOVA

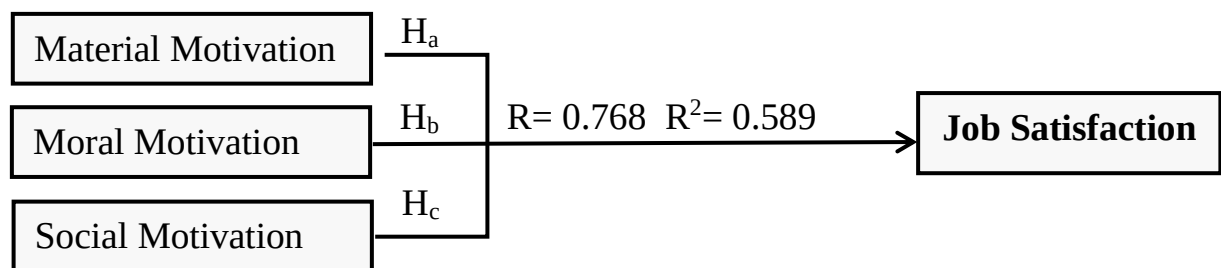
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.060	3	3.353	21.986	<.001 ^b
	Residual	7.016	46	.153		
	Total	17.075	49			

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Social Motivation Mean, Moral Motivation Mean, Material Motivation Mean

		Coefficients						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	T	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.005	.187		5.386	<.001	.629	1.381
	Material Motivation Mean	.238	.114	.405	2.098	.041	.010	.467
	Moral Motivation Mean	.199	.097	.344	2.047	.046	.003	.396
	Social Motivation Mean	.056	.081	.085	.693	.492	-.106	.218

a. Dependent Variable: Job Satisfaction Mean



Accordingly, it is clear from the above that:

The significance level of the F-test indicates that the sig value is less than 0.01, which indicates that the simple linear regression model is significant at the 0.01 level.

The value of the correlation coefficient $R = 0.768$ indicates that there is a strong positive correlation between motivation in general and employee satisfaction.

The adjusted coefficient of determination R^2 indicates that about 58% of the variance in job satisfaction can be explained by the level of motivation.

The value of the T-value indicates the significance of the regression coefficient beta B as the significance level calculated for the T-value test is less than 0.1.

Based on the above, the validity of the main hypothesis is accepted, which states that there is a statistically significant relationship that there is a positive relationship between the independent variable (motivation) and the dependent variable (job satisfaction) in the confectionery industry sector.

4.7. Conclusion

This chapter deals with the detailed statistical analysis of the results of the field study conducted on a sample of employees of the Coffee Makers institution in Jeddah. Advanced statistical methods were used through the SPSS version 28 program to analyze the collected data, as these programs provide powerful statistical tools that help in interpreting the data and extracting results accurately and reliably. The statistical analysis process began with implementing the descriptive analysis of the study sample, where the demographic distribution of the employees participating in the study was studied. This part of the analysis focused on a set of personal characteristics of the participants such as gender, age, qualifications and number of years of experience in the company. This descriptive analysis was necessary to understand the characteristics of the sample comprehensively, which helps in providing a more accurate interpretation of the results that will be reached later. After that, the main variables in the study were analyzed, which are motivation as an independent variable and job satisfaction as a dependent variable. These variables were analyzed by looking at the three dimensions of motivation, which are material, moral, and social motivation, and their impact on job satisfaction. This descriptive analysis of the variables helped clarify the extent to which these concepts are applied

in the work environment of the institution and how they affect the overall performance of the institution. In the next stage of analysis, the availability of validity and reliability conditions for the scales used to measure the studied variables was verified. A set of advanced statistical methods was used, such as calculating Cronbach's alpha coefficient and composite reliability, as well as the average variance extracted (AVE). These methods represent basic tools for assessing the reliability of research tools, and the results showed that all the measures used have high indicators of validity and reliability, which enhances the reliability of the data extracted from the study. After confirming the reliability of the measures, the main hypothesis of the study was tested, which states that there is a statistically significant positive relationship between motivation and job satisfaction in the Cake and Sweets industry. This hypothesis was tested using analytical methods such as simple linear regression and structural equation models (SEM), which are powerful methods for measuring the relationship between independent and dependent variables. In addition, a set of sub-hypotheses related to the impact of different dimensions of motivation on job satisfaction were tested, such as the impact of material motivation, moral motivation, and social motivation on job satisfaction. The statistical results obtained in this chapter confirm the findings of the previous chapters of the study, as they proved that motivation plays a fundamental role in enhancing job satisfaction in Coffee Makers' institution. Through these results, practical recommendations can be presented that will be presented in the concluding chapter, which aims to improve motivation in the institution and enhance its ability to effectively increase job satisfaction. These recommendations will be based on the results extracted from the field study and the statistical analysis that was implemented, which enhances the effectiveness of applying these recommendations in practical reality.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Introduction

This chapter discusses the research limitations in terms of objective, human, spatial, and temporal limitations, in addition to future studies, recommendations regarding the relationship between motivation and job satisfaction, and finally the conclusion.

5.2. Research Limitations

5.2.1. Objective limitations:

This study focuses on the impact of motivation as an independent variable in its three dimensions (material motivation, moral motivation, social motivation) and job satisfaction as a dependent variable.

5.2.2. Human limitations:

This study focuses on all employees of the Coffee Makers institution in Jeddah.

5.2.3. Spatial limitations:

This study focuses on the employees of the Coffee Makers institution in Jeddah, a Saudi institution founded in 2015 that specializes in roasting and selling coffee at retail and wholesale levels.

5.2.4. Temporal limitations:

This study focuses on the current period of the year 2024.

5.3. Future Research

Future studies on the impact of motivation on job satisfaction in the cake and sweet manufacturing sector are essential for advancing our understanding of workforce dynamics. Researchers could explore the effectiveness of various motivational strategies, such as financial incentives, recognition programs, and professional development opportunities, and how these factors specifically influence job satisfaction in this unique industry. Additionally, longitudinal studies could provide insights into how motivation and job satisfaction evolve over time, particularly in response to changes in management practices or market conditions. Investigating the role of organizational culture and employee demographics in shaping motivational impacts could also yield valuable information. Finally, integrating modern technologies, such as data analytics and employee feedback platforms, may enhance the ability to measure and analyze the relationships between motivation and job satisfaction, leading to more targeted and effective strategies for improving employee engagement in the sector.

5.4. Research Recommendations

Based on the research results on the impact of motivation on job satisfaction in the cake and sweets manufacturing sector at Jeddah Coffee Makers institution, the institution should take a set of measures to enhance the relationship between them.

1. Develop Comprehensive Incentive Programs: Institutions in the cake and sweets manufacturing sector should design and implement comprehensive incentive programs that reward employees for their performance. This could include bonuses,

profit-sharing, or non-monetary rewards such as recognition events, which can significantly enhance motivation and job satisfaction.

2. Foster a Positive Work Environment: Creating a supportive and positive work atmosphere is essential. Employers should encourage collaboration, respect, and open communication among team members, as a friendly environment contributes to higher motivation and job satisfaction.

3. Provide Opportunities for Skill Development: Offering training and professional development opportunities can motivate employees by enhancing their skill sets and career prospects. Workshops, seminars, and online courses can empower workers, making them feel valued and satisfied in their roles.

4. Establish Clear Career Pathways: Institutions should establish clear career progression pathways that employees can aspire to. When employees understand the potential for advancement within the institution, their motivation and job satisfaction levels are likely to increase.

5. Encourage Employee Feedback: Implementing regular feedback mechanisms allows employees to express their thoughts and concerns. By valuing employee input and making adjustments based on their feedback, organizations can foster a sense of belonging and improve overall job satisfaction.

6. Recognize and Celebrate Achievements: Regularly recognizing and celebrating individual and team achievements can significantly motivate employees. Simple gestures, such as shout-outs in meetings or awards for outstanding performance, can create a culture of appreciation and enhance job satisfaction.

7. Promote Work-Life Balance: Encouraging a healthy work-life balance is crucial for sustaining motivation. Flexible working hours and policies that support

personal time can help employees manage their responsibilities better, leading to greater job satisfaction.

8. Implement Team-Building Activities: Organizing team-building events can strengthen relationships among employees and enhance their motivation. Activities that promote teamwork and camaraderie can lead to a more engaged workforce and higher job satisfaction.

9. Invest in Employee Wellness Programs: Providing wellness initiatives, such as fitness classes or mental health resources, can improve employee well-being and motivation. Healthier employees are typically more satisfied with their jobs and more productive.

10. Conduct Regular Job Satisfaction Surveys: To understand the impact of motivation on job satisfaction accurately, institutions should conduct periodic job satisfaction surveys. Analyzing the results can help identify specific areas for improvement and inform strategies to enhance both motivation and job satisfaction.

By implementing these recommendations, institutions in the cake and sweets manufacturing sector can effectively enhance employee motivation and, consequently, job satisfaction, leading to a more productive and committed workforce.

5.5. Conclusion

The findings of this study underscore the significant impact of motivation on job satisfaction in the cake and sweet manufacturing sector. Motivated employees are more likely to exhibit higher levels of job satisfaction, which in turn positively

affects their performance and productivity. The research highlights that both material, moral, and social motivational factors play a crucial role in shaping employees' experiences at work. Material factors, such as financial incentives and benefits, provide essential support that enhances overall job satisfaction, while moral factors, such as recognition and a sense of achievement, foster a deeper emotional connection to the job. Additionally, social factors, such as teamwork and support from colleagues, enhance the work environment and increase levels of motivation and satisfaction.

Moreover, the study emphasizes the importance of a supportive organizational culture that values employee contributions and fosters open communication. When employees feel valued and recognized for their efforts, their job satisfaction increases significantly, leading to lower turnover rates and higher commitment levels. This reflects a need for management to implement effective motivational strategies tailored to the specific needs and preferences of the workforce in this sector.

The research also suggests that providing ongoing training and development opportunities is vital for maintaining employee motivation and satisfaction. By investing in their employee's skills and career advancement, organizations not only enhance job satisfaction but also prepare a more competent workforce capable of adapting to industry challenges and innovations.

In conclusion, the relationship between motivation and job satisfaction in the cake and sweet manufacturing sector is both complex and critical. Organizations that prioritize employee motivation and actively seek to enhance job satisfaction are likely to experience improved performance outcomes and a more engaged

workforce. Therefore, it is imperative for management to regularly assess and refine their motivational strategies, ensuring they align with the evolving needs of employees. Future research could further explore specific motivational practices and their long-term effects on job satisfaction, providing valuable insights for industry leaders seeking to foster a more productive and satisfied workforce.

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7. 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

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 Dimensions	Number 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
Material Motivation						
1	Salary commensurate with the nature of the tasks assigned to employees					
2	The institution provides fair promotions based on well-studied scientific criteria					
3	The institution offers bonuses for overtime work, which					

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

	for use during breaks so that the employee feels comfortable and performs his work perfectly					
13	The institution provides a transportation allowance, which leads to an increase in employee satisfaction and improves their job performance					
14	The institution provides a place of worship (prayer room) to motivate the employee to belong to his work and improve his job performance.					

Variables	Variables Dimensions	Number of Terms	Sources
Job Satisfaction	--	5	عبد الحاكم، كريمة & موسى (2024).
	Total: 5		

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.					

الشكر والتقدير

بسم الله الرحمن الرحيم

أود أن أعبر عن امتناني العميق لكل من ساهم في إنجاز هذا البحث. بدايةً، أخص بالشكر مشرفي، [د. منى مصطفى العشري]، على إرشاداتها القيمة ودعمها المتواصل الذي كان له أثر كبير في توجيهي خلال مراحل البحث.

كما أود أن أشكر زملائي وأصدقائي في [جامعة ميد أوغن]، الذين شاركوني أفكارهم وقدموا لي الملاحظات البناءة.

ولا أنسى عائلتي، التي كانت مصدر إلهام ودعم لي، حيث ساندتني في الأوقات الصعبة وشجعتني على المضي قدماً.

أخيراً، أود أن أشكر جميع الباحثين والمختصين الذين ساهمت أعمالهم في إثراء معرفتي وتوجيه مسار هذا البحث. شكراً للجميع على كل الدعم والتشجيع.

الإهداء

أهدي هذا البحث إلى عائلتي، التي كانت دعمًا لا يتزعزع وتشجيعًا لي طوال هذه الرحلة. إلى والديّ، على حبهما اللامحدود وإيمانهما بقدراتي، وإلى إخوتي، الذين ألهموني دائمًا للسعي نحو التميز.

كما أهدي هذا العمل إلى مشرفتي، التي أشعلت شغفي بالتعلم والبحث. لقد شكلت إرشاداتك مساري الأكاديمي وحفزتني على تحقيق أهدافي.

وأخيرًا، أهدي هذا البحث إلى كل من يسعى للمعرفة والفهم، على أمل أن يساهم في السعي الأوسع نحو التنوير والتقدم في مجالنا.

تأثير التحفيز على الرضا الوظيفي في قطاع صناعة الكيك والحلويات.
تطبق في مؤسسة صنّاع القهوة ، جدة / المملكة العربية السعودية
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مشروع تخرج - 2

كلية الإدارة – جامعة ميأوشن

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