

The Influence of Job Satisfaction Among University Academicians in East Coast Peninsular Malaysia

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Abstract

This study examines factors that influenced the level of job satisfaction of academicians in East Coast Peninsular Malaysia. The study was selected in East Coast Peninsular from the Malaysian Universities list comprising 20 public universities in Malaysia. 298 academicians of all levels or university employees were selected from the three public universities in East Coast Peninsular. The structured survey questionnaire was administered to the employees, both consisting 154 items evaluated on a 5-point Likert-type scale. It used multivariate regression analysis to analyse the data collected. The research found that work environment factors significantly predict job satisfaction among academics in Public Universities, $R^2 = 0.501$, $F(1, 296) = 297.080$, $p < 0.05$. In addition, the results showed that promotion opportunities significantly predict job satisfaction among academics in Public Universities, $R^2 = 0.250$, $F(1, 296) = 97.766$, $p < 0.05$. Similarly, the finding revealed that the salary factor significantly predicts job satisfaction among academics in Public Universities, $R^2 = 0.119$, $F(1, 296) = 40.040$, $p < 0.05$. Additionally, the outcome showed that supervision predicted significantly on job satisfaction among academics in Public Universities, $R^2 = 0.206$, $F(1, 296) = 76.659$, $p < 0.05$. Furthermore, the results indicated that the factors of colleague predicted significantly on job satisfaction among academics in Public Universities, $R^2 = 0.280$, $F(1, 296) = 114.879$, $p < 0.05$. Also, the results showed that the factors of work environment, promotion opportunities, salary, supervision and colleagues have significantly influenced job satisfaction among academics in Public Universities. These findings indicated that the main contributor to job satisfaction is the work environment factor, $\beta = 0.708$, $p < 0.01$. Followed by colleague factor, $\beta = 0.529$, $p < 0.01$. Next is the promotion opportunity factor, $\beta = 0.500$, $p < 0.01$; supervision factor, $\beta = 0.454$, $p < 0.01$ and lastly is the salary factor, $\beta = 0.345$, $p < 0.01$. In conclusion, satisfied employees play a crucial role in an organization's success, as factors of health care must be aware of the importance of employees' job satisfaction. It is recommended to monitor employees' job satisfaction levels on an annual basis.

Keywords: Job satisfaction, Multivariate Regression Analysis, Public Universities.

Introduction

A contrast of one's past expectations about the job and the actual experience of the job determines job satisfaction (Yu & Choe, 2021). It has been discovered that job satisfaction is linked to an individual's thoughts and emotions about their work and career (Mahmood et al.,

2021). It has been described as a combination of affective and cognitive attitudes (Ahad et al., 2021). This study focusses on how university academicians feel about their work and personal relationships in their workplace when determining job satisfaction, as well as how leaders' management affect employee

happiness. Without a doubt, any leader's ultimate goal is to have happy personnel. On the other hand, every employee's goal is to find work that closely matches their strengths and interests, allow them to succeed, and provide them with prospects for advancement. Employees or academicians in this context who are satisfied with their jobs are more productive and devoted to their employers, and there is a direct link between employee satisfaction and patient satisfaction in health-care organizations. Everybody wants to live a happy and healthy life, as according to Bakar (2016), theory of learning that supports analysis of participation in social activity where participants work towards social goals within a view of learning being based on a cultural and collective foundation.

One of the ways utilised to achieve this goal is employment. A quality job can help people meet their social needs, improve their living standards, and contribute to the country's prosperity. People are having the proper credentials, interests, and authority to teach pursue academic employment (Junaidah et al., 2013). In today's modern era, when confronted with the obstacles of work, dedication, and responsibility for the task as an academic, the question of welfare and job satisfaction is given significant consideration. Academicians are more likely to continue to improve their educational talents while also benefiting from the impacts of good career excellence when their job happiness grows (Murphy et al., 2020). Regardless of whether they work in the same field or have the same type of job, each employee's level of job satisfaction varies. Work satisfaction, according to Vizano et al. (2020), includes both internal and external satisfaction that individuals obtain from their companies and organisations. A person's degree of job satisfaction is also influenced by the surroundings in the workplace (Bhardwaj, et al., 2021). In his study, Mustafa, et al., (2019) emphasised the importance of job satisfaction in the field of human resource management and organisational psychology. Job discontent can be induced by a variety of internal and external circumstances. In keeping with the country's National Mission, the Malaysian Institute of Higher Learning (IPT) is responsible for university governance, research and development, teaching and learning quality, and human capital development. Effective leadership, as well as a great work culture at all

levels, are crucial to an IPT's success in achieving the organization's vision, purpose, strategic objectives, and direction. IPTs serve a crucial role in increasing the country's global competitiveness by delivering high-quality, effective, and relevant education and training, as well as a strong commitment to lifelong learning. Malaysian Ministry of Higher Education (MOHE) reported that all Malaysian public universities had a total of 31, 877 academicians. With such a big number, future academic personnel in IPTs will need to be prepared to face globalisation, severe rivalry, and quick technological advancement. Academicians in IPTs will have to deal with these challenges in the future, and they will be motivated by both national aspirations and the strength of existing policies (Malaysian National Higher Education, 2007). It is often seen as visual representation of resistance and support in a time frame (Bakar & Radzali, 2019).

The most important institution-based element in impacting student success is the quality of academic personnel at universities. Because of academicians play such a crucial role in increasing educational quality, the 10th Malaysia Plan (RMK-10) has set aside significant amounts for professional development and education funding for academics. To ensure the country's tertiary education and teaching system remains great and competent, the ministry has devised a variety of programmes and strategic plans. Through the emphasis on excellence, quality, access, unity, and efficiency of an educator, the implementation of the strategy in the 11th Malaysia Plan (RMK-11) will bring major reform to the higher education system.

Literature Review

Maslow's Theory of the Hierarchy of Needs

Maslow's Hierarchy Theory of Needs, which proposed in 1954, outlines how human needs are separated into phases. It's improbable that a greater level of need will be met before a lower level of need is met. There are basic needs, such as physiological needs, at the most fundamental level. After these basic wants are met, the need for security follows, followed by the need for love, then self-esteem or self-respect, and finally the desire for self-fulfilment, which is the

highest level of human need. Each of these stages is linked to the previous one. The bottom stage must be completed before moving on to the next (Hopper, 2020). Maslow's theory emphasises many motivating assumptions and is about personality. He emphasises the complete self of the moving human, not just a component of it. Motivation, according to Maslow, is a multidimensional notion that includes all of a person's outward behaviours. He also believes that in the future, people would be motivated by a goal. This goal is seen as a necessity that must be met by everyone, regardless of culture, environment, or generational differences. Maslow's personalities are more concerned with individual needs (Ştefan et al., 2020). Maslow frequently linked motivation to personality development. Motivation is derived from the needs that each human has acquired. According to Maslow, people's actions are led and directed by a variety of internal desires (Lussier, 2019). He believes that the needs at the most basic level, such as physiological demands, must be addressed before moving on to the next level. In other words, if the need in the first stage does not reach perfection, the need in the second stage will not exist. Job satisfaction, according to Maslow (1970), is a result of an individual's drive to enhance his or her life and work achievements, to satisfy the want to be recognised, and to indirectly improve self-status in society. In his theory, Maslow (1970) established six sorts of differences in requirements, ranging from the most basic to the most complex. Among them:

- i. High-level needs emerge late in our self-development and are gradual in nature. The more a need is addressed, the more benefits that an individual receives.
- ii. Physiological needs exist as soon as an individual is born into the world.
- iii. The need for self-esteem arises in adolescence and adulthood.
- iv. The need for self-perfection exists after middle age.
- v. Satisfaction of meeting needs at a high level will bring deep meaning to the individual's self, such as being happy. Needs at the highest level (needs of self-perfection) are considered growth needs.

vi. Needs at the lower level, are the needs that must be passed by every individual to maintain stability.

Herzberg's Two Factor Theory

The pleasure factor, namely motivation, is a high degree of need, and the dissatisfaction factor, namely hygiene, is a low level of need, according to Herzberg's Two-Factor Theory (Zhang et al., 2020). Internal components with high degrees of need include achievement, acknowledgment, employment, responsibilities, and possibilities for self-improvement. Meanwhile, work environment, supervision, work policy, compensation, and interpersonal interactions have a low level of need (Zorova, 2019). Employees who are content in their occupations, according to Herzberg, have a strong desire to work and feel more at ease while doing so, whereas employees who are dissatisfied in their positions are not motivated to complete their tasks (Hee et al., 2019). According to Herzberg (1959), job satisfaction is a person's feelings or attitude toward the job they do, which can be influenced by a range of factors, including internal factors like motivators and external issues like environmental concerns. The description of the motivating factors is as follows:

- i. Achievement is a feeling that arises when an employee achieves success in performing a task. For example, he/she manages to solve something challenging and is able to see success as a result of his/her own career.
- ii. Recognition in relation to praise or acknowledgement received from employers, colleagues or the community for having successfully performed a task well.
- iii. Career advancement is related to promotion, which is the assignment of a higher position in the hierarchy than the previous position held. This increase is not necessarily followed by a salary increase, but may involve a change in self-status among other employees or the community.
- iv. Opportunities for self-improvement, i.e., opportunities provided by organisations to learn or acquire new knowledge and skills from time to time.
- v. The job itself is related to the employee's acceptance of the method of

performing a task such as the method of performing routine, varied or mundane work.

vi. This responsibility involves the trust given by management to employees to carry out their duties. This includes giving employees the confidence to make any reasonable decisions in resolving task-related problems.

The description of the conservation factor (hygiene) is as follows:

i. Organisational policy and administration encompasses all strategic elements of organisational management, including the efficacy of organisational policies for personnel. The way supervisors administrate, advise, and assess employee performance in a clear and fair manner is referred to as supervision. ii. Job security refers to the security expected from the job. In other words, the job has a future and employees cannot be laid off without notice and reasonable cause.

ii. Workplace circumstances include a peaceful and happy setting with necessary tools to carry out work, as well as a calm and cheerful attitude that can aid in job completion.

iii. Salary is one aspect of reward in the form of money given by the employer in return for the work done by the employee.

iv. Interpersonal relationships are relationships between employees with co-workers and employees with other individuals in the workplace.

v. Personal life is greatly influenced by the job itself which shapes one's self-attributes, lifestyle, aspirations and life values.

vi. When an employee holds a job with power, duties, rights, and privileges in the company, their status is defined as their position and status.

Methodology

The sample size of this study were 298 academicians in three public universities in East Coast Peninsular Malaysia. This study was used a survey questionnaire with 154 closed-type of each items. The questionnaires were prepared based on the previous literature, and had been tested in a pilot study. In conducting a pilot

study, a questionnaire was distributed to 30 respondents consisting of academicians at the University Sultan Zainal Abidin Terengganu. The value of Cronbach's Alpha coefficient for the questionnaire component B; namely Job Descriptive Index (JDI) which was converted into Malay language was determined to be 0.932 as a result of the pilot research undertaken. This indicates that the items in this questionnaire are highly reliable and appropriate for use in the current study. As a result, all of the questions in this questionnaire were kept, and no items were eliminated. The reliability of this instrument is very important to maintain the accuracy of the instrument from being prone to defects. The following is a table of findings of the alpha value of each item for the job satisfaction scale and Job Descriptive Index (JDI). In addition, it showed the Cronbach's Alpha values for the first scale, i.e., work atmosphere. For this scale, there were 15 questions asked aimed at identifying the level of job satisfaction in terms of work environment. The overall value of Cronbach's Alpha obtained was 0.758. Moreover, it showed the Cronbach's Alpha values for the second scale of Section B, i.e., the chances of promotion. For this scale, there are 8 questions asked aimed at identifying the level of job satisfaction in terms of promotion opportunities. The overall value of Cronbach's Alpha obtained was 0.871. Finally, this study applied multivariate regression analysis to analyse the data

Results and Discussion

The Cronbach's alpha reliability results for the Job Descriptive Index (JDI) questionnaire among respondents are shown in Table 1. Table 1 showed that the Cronbach's alpha for job satisfaction is 0.801 (10 items). While the reliability range for the Job Descriptive Index (JDI) construct is between 0.825 to 0.887 and the Cronbach's alpha values for the whole is 0.941 (65 items). Thus, the Cronbach's alpha table above showed that the job satisfaction instrument and Job Descriptive Index (JDI) used have high reliability and are acceptable.

Table 1 *Reliability of Job Descriptive Index (JDI) Actual Data*

Job Descriptive Index (JDI)	Cronbach Alpha	Number of Items
	0.941	65
Work Environment	.808	15
Promotion Opportunity	.866	8
Salary	.825	8
Supervision	.860	18
Colleagues	.887	16

Normality Distribution

This analysis is performed to determine that the entire respondent data obtained is "well-modeled", that is, whether the analysis is normally distributed. A normality test is run on the whole data of the respondents to acquire the findings for this study. Based on Skewness and Kurtosis statistical tests, researchers employed the SPSS process to establish the relative frequency distribution indicators. The research variables were determined to be regularly distributed, with test results within 2 standard deviations, based on statistical analysis. As indicated in Table 2, the test results reflect the statistical values of Skewness and Kurtosis. As a result, the information in this study is eligible for further analysis. The result of this study is to answer the objective and question of the third question which is to identify the determining

factors of job satisfaction among academics in Public Universities.

Table 2 *Distribution of Normalities*

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	-.010	.141	-.652	.281
Work Environment	-.246	.141	.263	.281
Promotion	-.267	.141	.236	.281
Salary	-.794	.141	.866	.281
Supervision	-.231	.141	-.609	.281
Colleague	-.144	.141	-.636	.281

The Influence of Work Environment Factors on Job Satisfaction

The results of linear regression analysis of the significant influence of work environment factors on job satisfaction of academic staff in Public Universities are shown in Table 3. The results in Table 3 showed that work environment factors significantly predict job satisfaction among academics in Public Universities, $R^2 = 0.501$, $F(1, 296) = 297.080$, $p < 0.05$. These predictors accounted for 50.1% of the variance on job satisfaction among academics in Public Universities. Further analysis found that work environment, $\beta = 0.708$, $t(296) = 17.236$, $p < 0.01$ significantly influenced job satisfaction among academics in Public Universities.

Table 3 *Influence of Work Environment Factors on Job Satisfaction of Academic Staff in Public Universities*

Variable	B	Std. Error	Beta	t	Sig.
Work Environment Factor	.839	.049	.708	17.236	.000
$R^2 = 0.501$; $F(1, 296) = 297.080$, Sig. $F = 0.000$					

The Influence of Promotion Opportunity on Job Satisfaction

The results of linear regression analysis of the significant influence between promotion opportunity and job satisfaction of academic staff in Public Universities are shown in the following Table 4. The results in Table 4 showed

that promotion opportunities significantly predicts job satisfaction among academics in Public Universities, $R^2 = 0.250$, $F(1, 296) = 97.766$, $p < 0.05$. These predictors accounted for 25.0% of the variance on job satisfaction among academics in Public Universities. Further analysis found that the promotion factor, $\beta = 0.500$, $t(296) = 9.938$, $p < 0.01$ significantly

influenced job satisfaction among academics in Public Universities.

Table 4 *Influence of Promotion Opportunities on Job Satisfaction of Academic Staff in Public Universities*

Variable	B	Std. Error	Beta	t	Sig.
Promotion Opportunities Factor	.383	.039	.500	9.938	.000
$R^2 = 0.250$; $F(1, 296) = 98.766$, Sig. $F = 0.000$					

The Effect of Salary Factors on Job Satisfaction

The results of linear regression analysis of significant influence between salary factor and job satisfaction of academic staffs in Public Universities are shown in Table 5. The results in Table 5 showed that the salary factor significantly predicts job satisfaction among

Table 5 *The Influence of Salary on Job Satisfaction of Academic Staff in Public Universities*

Variable	B	Std. Error	Beta	t	Sig.
Salary Factor	.298	.047	.345	6.328	.000
$R^2 = 0.119$; $F(1, 296) = 40.040$, Sig. $F = 0.000$					

academics in Public Universities, $R^2 = 0.119$, $F(1, 296) = 40.040$, $p < 0.05$. These predictors accounted for 11.9% of the variance on job satisfaction among academics in Public Universities. Further analysis found that the salary factor, $\beta = 0.345$, $t(296) = 6.328$, $p < 0.01$ significantly influenced job satisfaction among academics in Public Universities.

The Influence of Supervision Factors on Job Satisfaction

The results of linear regression analysis of significant influence between supervision and job satisfaction of academic staffs in Public Universities are shown in the following Table 6. The results in Table 6 showed that supervision predicted significantly on job satisfaction

Table 6 *Influence of Supervision on Job Satisfaction of Academic Staffs in Public Universities*

Variable	B	Std. Error	Beta	t	Sig.
Supervision Factor	.488	.056	.454	8.756	.000
$R^2 = 0.206$; $F(1, 296) = 76.659$, Sig. $F = 0.000$					

among academics in Public Universities, $R^2 = 0.206$, $F(1, 296) = 76.659$, $p < 0.05$. These predictors accounted for 20.6% of the variance on job satisfaction among academics in Public Universities. Further analysis found that supervision, $\beta = 0.454$, $t(296) = 8.756$, $p < 0.01$ significantly influenced job satisfaction among academics in Public Universities.

The Influence of Colleague Factors on Job Satisfaction

The results of linear regression analysis of significant influence between colleagues with job satisfaction of academic staffs in Public Universities are shown in Table 7. The results in Table 7 showed that colleague factors predicted significantly on job satisfaction among

academics in Public Universities, $R^2 = 0.280$, $F(1, 296) = 114.879$, $p < 0.05$. This predictor accounted for 28.0% of the variance on job satisfaction among academics in Public Universities. Further analysis found that colleagues, $\beta = 0.529$, $t(296) = 10.718$, $p < 0.01$ significantly influenced job satisfaction among academics in Public Universities.

Table 7 *The Influence of Colleagues on Job Satisfaction of Academic Staffs in Public Universities*

Variable	B	Std. Error	Beta	t	Sig.
Colleague Factors	.525	.049	.529	10.718	.000
$R^2 = 0.280$; $F(1, 296) = 114.879$, Sig. $F = 0.000$					

Determinants of Job Satisfaction Among Academicians in Public Universities

The results of the study as in Table 8 showed that the factors of work environment, promotion opportunities, salary, supervision and colleagues have significantly influenced job satisfaction among academicians in Public Universities.

These findings indicated that the main contributor to job satisfaction is the work environment factor, $\beta = 0.708$, $p < 0.01$. Followed by colleague factor, $\beta = 0.529$, $p < 0.01$. Next is the promotion opportunity factor, $\beta = 0.500$, $p < 0.01$; supervision factor, $\beta = 0.454$, $p < 0.01$ and lastly is the salary factor, $\beta = 0.345$, $p < 0.01$.

Table 8 *Summary of Determinants of Job Satisfaction of Academic Staffs in Public Universities*

Variable	Beta	Sig.
Work Environment Factor	.708	.000
Colleague Factor	.529	.000
Promotion Factor	.500	.000
Supervision Factor	.454	.000
Salary Factor	.345	.000

Conclusion

This research was using a work satisfaction questionnaire and was statistically constructed. In this study, a descriptive and inferential statistics are used to analyse the demographic characteristics of respondents, their degree of job satisfaction, and factors that have a relationship with their level of job satisfaction. Three public universities in East Coast Peninsular Malaysia were selected as the fieldwork study, with a total of 297 participants. University Sultan Zainal Abidin (UniSZA), University Malaysia Terengganu (UMT), and University Teknologi MARA East Coast Branches were the three public universities. Prior in conducting the main survey on the respondents, a pilot study was undertaken. The Cronbach's Alpha coefficient for the questionnaire Section B, namely the Job Satisfaction Level Questionnaire, was found to be 0.846 as a result of the pilot study. Meanwhile, the Job Descriptive Index (JDI) on Section C of the questionnaire is 932. This suggests that the items in this questionnaire are

very reliable and may be used in real-world studies which also in lines with a study of Sulaiman et. al (2021). The variables addressed in this study include aspects of job satisfaction in terms of work environment elements, advancement chances, salary, supervision, and colleagues. The demographic profile of respondents was defined using descriptive statistics of total frequency and percentage in terms of gender, age, marital status, length of service, rank, and salary of academic staff at public universities. Data for the job satisfaction study was collected using descriptive statistics such as the mean and standard deviation. Meanwhile, using inferential statistics, specifically the Pearson correlation test, the relationship between work environment variables, advancement chances, remuneration, supervision, and co-workers with job satisfaction among academics in Public Universities was explored. There are a few flaws in this study. The researchers only looked at the influence of a few predictors of job satisfaction because the research methodology the researchers based on theoretical findings dealing

with leadership style, personal traits, managerial competence of leaders, and the level of staff job satisfaction. We did not use the previously tested questionnaire for this study; instead, the researchers generated and evaluated most of the items ourselves before mailing out the questionnaires. The questions were closed-ended, and responders were asked to choose one of the offered responses the drawback of this technique being that there are only so many options. The questionnaire, too, has certain restrictions, such as the length of time it took to complete it (over 15 minutes). Respondents did not receive any assistance if they did not understand the items, and no extra explanations about the content or the method of completion were provided because the questionnaires were distributed by mail and a researcher was not accessible at participating public colleges. Furthermore, because the study only included personnel from public institutions, the findings cannot be applied to the entire population of Malaysian university employees. Public colleges will have to understand the relevance of employee work satisfaction in the face of a continually changing system. Maintaining employee happiness and increasing motivation is one of the most difficult tasks facing any firm. In the coming years, this research should be conducted in all Malaysian institutions, and all health-care personnel' job satisfaction should be monitored on a regular basis.

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