

Job Satisfaction Among Non-Academic Staff of Malaysian Private Universities in Selangor and Klang Valley

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Citation

Yazid Hezam Mohammed Al-Hanhanah, Abdulrahman Ali Mohsen Al-Harethi. Job Satisfaction Among Non-Academic Staff of Malaysian Private Universities in Selangor and Klang Valley. *International Journal of Psychology and Cognitive Science*. Vol. 5, No. 2, 2019, pp. 95-103.

Received: March 26, 2019; Accepted: May 15, 2019; Published: May 28, 2019

Abstract: This research study covers the application of Herzberg's Two-Factor Theory to determine the influence of the motivational intrinsic factors on job satisfaction among the non-academic staff of the selected private universities. The study aims to identify the level of relationship between each of the four motivational factors (meaningful work, recognition for accomplishment, the opportunity for growth, and nature of work) and job satisfaction among the non-academic staff of private universities in Selangor and Klang Valley. The targeted population for this research is the non-academic staff in the selected five Malaysian private universities, from which a sample of 250 survey respondents was selected. A quantitative study is employed for this research. In this research, descriptive analysis is employed to find the descriptive information of respondents and to find the mean score values of the research variables. In addition, a reliability test is conducted to examine the reliability of the variables. Pearson correlation and regression analysis are also conducted to find the relationship between these variables and the variance of such relationship, along with the respective effect of the independent predictor variables on the dependent variable through testing the research hypotheses. The findings reveal that four hypotheses are accepted. The highest predictor variable of job satisfaction is the opportunity for growth, followed by the nature of work, meaningful work and recognition for accomplishment respectively. Based on these findings, the decision makers as regards to these universities are recommended to enhance job satisfaction among the non-academic employees in the universities by following the recommendations stated at the end of this study.

Keyword: Job Satisfaction, Non-academic Staff, Meaningful Work, Recognition for Accomplishment, Opportunities for Growth, Nature of Work, Malaysian Private Universities

1. Introduction

The interest in this topic is derived from the fact that more satisfied employees are more productive. In other words, the increase in job satisfaction will lead to an increase in the organizational performance. First view about job satisfaction and performance can be summarized as "productivity of a happy worker is higher" [1].

Job satisfaction leads to higher productivity, organizational responsibility, physical and mental health, so the employee will work with better mood and will learn more skills [2].

There is much evidence that showed that the relationship between job satisfaction and performance is significant.

Job satisfaction is an individual's positive reaction to a particular job [3]. This reflects the positive emotion of employees towards their work and organization. According to Arif & Cohan (2012) [4], the job satisfaction level of an employee is a manifestation of his/her positive and negative feelings about his workplace and work itself.

Employees who are satisfied with their jobs will be cooperative and highly motivated, while those who are dissatisfied will most likely produce low-quality output, become careless, be absent from work, invoke grievance

procedures, or even quit and leave the organizations [5].

Previous studies have focused on the outcome of job satisfaction such as more productivity, healthier workplace, and more innovative employees [6 - 8]. However, the antecedent that makes employees more satisfied were received little attention.

In the educational field, the majority of studies focused on the satisfaction of the academic staff because they are the lecturers who provide the knowledge to students. However, the focus on non-academic staff is limited [7 - 10].

In parallel with academic staff, non-academics are also important for the universities and their satisfaction can affect student satisfaction as well as the academic staff. Today, non-academic staff members are key components of higher education settings for they are the power that handles many matters in the university. They are responsible for the day-to-day operations of the university [11]. Therefore, the contribution of non-academic staff highly impacts the students experience at the university.

The Malaysian literature has focused on the job satisfaction of academic staff at public universities [7], however, the private universities where the study is undertaking has received less attention from researchers.

The main objective of this study is to investigate job satisfaction among the non-academic staff of the selected private universities in Selangor and Klang Valley, Malaysia. The primary concern of this research is the perceived factors and levels of satisfaction among non-academic staff at these private universities. The underlying theory of this study is Herzberg's Two-Factor Theory. The study investigates motivational intrinsic factors (variables) in order to figure out the correlation and relationship with job satisfaction.

Job satisfaction of employees is one of the highly researched topics in academic studies [10]. The lack of job satisfaction increases absenteeism and turnover [6]. Previous studies related to job satisfaction has focused mainly on the outcome of job satisfaction and related it to the increase in job performance, innovation, and organizational performance [8, 12]. The focus on the antecedents of job satisfaction has received little attention [7]. Further, in the educational area, studies have focused on the satisfaction of the academic staff and less focus on non-academic staff [7, 8, 10].

Non-academic staffs are important for the success and good reputation of the university [13]. The Malaysian literature on the satisfaction of academic staff at public universities and little is known about non-academic staffs' satisfaction at the public or private universities [7]. Private universities are working as an alternative for public universities and providing excellent educational services. Therefore, the satisfaction of non-academic staff must be investigated. This is due to the expansion of the industrial sectors, much non-academic staff has found better opportunities and they are leaving the universities and due to the fact that universities are not giving them the satisfaction they required. Therefore, there's a need to investigate the satisfaction of the non-academic staff at private universities in Malaysia.

Objectives reflect the intention of the researchers to study the relationship between the variables in accordance to the study; therefore, this study aims to achieve the following: (1) To identify the level of relationship between meaningful work and job satisfaction. (2) To identify the level of relationship between recognition for accomplishment and job satisfaction. (3) To identify the level of relationship between opportunities for growth and job satisfaction. (4) To identify the level of relationship between the nature of work and job satisfaction.

Upon the completion of this research study, the researchers aim to provide answers for the following questions: (1) Is there a positive relationship between meaningful work and job satisfaction? (2) Is there a positive relationship between recognition for accomplishment and job satisfaction? (3) Is there a positive relationship between opportunities for growth and job satisfaction? (4) Is there a positive relationship between the nature of work and job satisfaction?

Job satisfaction has been always associated with the performance of employees. The more satisfied the employees, the better their job performance. The importance of this study is derived from the fact that more satisfied non-academic staffs are able to serve the students better. Since the private universities are competing with the public, studying the satisfaction of the non-academic staff can be a key factor for increasing the competitiveness of the private universities and it could be a tool to create competitive advantage. Finding the factors and satisfying these factors will enable the decision makers to motivate the non-academic staff and lead to a better overall performance of the universities. Overall, the competitiveness of Malaysia as a country compared with other countries can increase by creating a more satisfied non-academic staff.

The main objective of this study is to examine the factors affecting job satisfaction among the non-academic staff of Malaysian private universities in Selangor and Klang Valley. This research involves the testing of the association between these factors that affect job satisfaction of non-academic staff. It also examines the total contribution of these factors towards job satisfaction. The current study covers five Malaysian private universities; namely, Infrastructure University Kuala Lumpur (IUKL), Limkokwing University of Creative Technology (LUCT), Multimedia University (MMU), UCSI University, and UNITAR International University. This study is applicable for all the total population of the non-academic staff at these universities.

2. Literature Review

2.1. Job Satisfaction

It can simply be defined as the positive feelings people have about their jobs. It implies doing a job one enjoys well and being suitably rewarded for one's efforts. It further implies enthusiasm and happiness with one's work. High job expectation indicates a strong correlation between an employee's expectations of the rewards accruing from a job

and what the job actually provides.

Voisard (2009) [14] in his study pointed out that organizations require positive workforce so as to increase and enhance the productivity because satisfaction of the employees is linked to the stability and effectiveness of the organization. Therefore, employees' satisfaction plays a prominent role in enhancing the performance and outcomes of an organization because only satisfied employees remain committed to the company [15].

Since the non-academic staffs are as important as academics to each education organization, it is important to ensure that they obtain satisfaction in their job because their duties and jobs concern the needs and requirements of both students and academic staff [16].

There are a number of factors that can affect job satisfaction of non-academic staff operating in a university with which their motivational performance is influenced. According to Sundar & Kumar (2012) [15], the main factors affecting job satisfaction among the non-academic staff are recognition for accomplishment, opportunities for growth, meaningful work, and nature of work.

2.2. Herzberg Motivation-Hygiene Theory

The theory used to underpin this research is the two-factor theory of Frederick Herzberg (1967). Herzberg (1957) [17] had identified in his research the true motivators were other completely different; namely, achievement, meaningful work, recognition, work itself, and achievement. This theory of motivation is based on a very simple idea that is often referred to as a "two-need system" because Herzberg classified motivation into hygiene factors and motivational factors [18].

Motivational factors or satisfiers are those that cause moods and sources of satisfaction at the workplace. These factors motivate employees and staff to change the nature of their work focusing more on positive sides that create a pleasant environment and working situations. They challenge the staff to improve their skills and fulfill their potential capabilities. For instance, putting more responsibility to the job and providing promising learning opportunities to the employees in order to work at higher levels of enthusiasm which leads to a positive performance growth in all the tasks and commitments by the staff.

The most important part of this theory of motivation presented by Herzberg is that the main motivating factors are not in the environment, but they are found in the intrinsic value and satisfaction gained from the job itself. Therefore, to motivate an individual, the job itself must be challenging, have scope for enrichment and be of interest to the employee [19].

Herzberg's duality theory is being undertaken in this research because of its supreme importance and effectiveness in the intrinsic and extrinsic motivational factors. The theory takes into consideration four effective motivational factors with a direct influence on job satisfaction. The following conceptual model shows the different facets of job satisfaction which include both motivator and hygiene needs.



Figure 1. Herzberg's Motivation-Hygiene Theory.

2.3. Motivational Factors of Job Satisfaction

2.3.1. Meaningful Work

This is related to the important work-related and well-being variables such as job satisfaction being able to use one's strengths at work, greater intrinsic work motivation, and organizational commitment [20, 21, 22]. When employees feel that their work is meaningful, it occupies a more central and important place in their lives [23]. According to Rosso et al. (2010) [24], meaningful work refers to people's evaluation that their work is significant and worthwhile with a positive meaning.

H1: there is a positive relationship between meaningful work and job satisfaction among non-academic staff.

2.3.2. Recognition for Accomplishment

According to Herzberg et al. (1959) [18] and Herzberg (1966) [25], this factor is related to positive or negative feedback about an accomplishment. Recognition for accomplishment is an effective mean of motivation and signal from supervision to employees that they are valued for their contributions.

H2: there is a positive relationship between recognition for accomplishment and job satisfaction among non-academic staff.

2.3.3. Opportunities for Growth

While advancement refers to an actual change, growth is about the potential for advancement in the future [18, 25]. This growth can take the form of vertical or horizontal mobility, development opportunities, or acquisition of skills. Ongori and Agolla [26] argued that the lack of personal growth in organizations has resulted in career plateau which in turn leads to a higher turnover rate when there is an increasing number of employees with the intention to quit.

H3: there is a positive relationship between the opportunity for growth and job satisfaction among non-academic staff.

2.3.4. Nature of Work

Researchers referred to work itself as "the extent to which the job provides the individual with stimulating tasks and the chance to be responsible and accountable to results". This aspect of Herzberg's [18, 25] theory concerns employees' personal attitudes towards their job requirements and assigned tasks [27]. This includes

complexity and scope of work itself. Researches reveal that employee perceptions of their work have a direct influence on job satisfaction [27].

H4: there is a positive relationship between the nature of work and job satisfaction among non-academic staff.

2.4. Theoretical Framework

This study is based on Frederick Herzberg Two-Factor Theory, known as “Motivator-Hygiene (Duality) Theory” which contributed and added valuable insights to the understanding of the main factors related to the extrinsic and intrinsic needs that affect employees’ satisfaction and motivation [25]. Therefore, this study takes these four motivational factors because they represent due importance and significance in the job satisfaction among the non-academic staff and there is a lack of previous literature supporting and taking these factors into consideration.

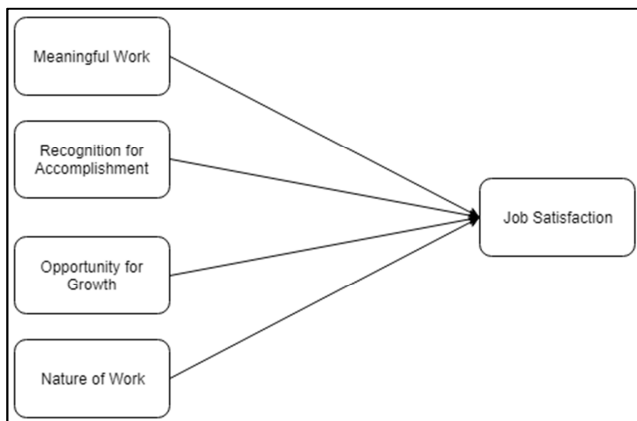


Figure 2. Conceptual Framework.

3. Research Methodology

3.1. Research Design

This research adopts a descriptive survey design to examine the relationship between motivational factors with job satisfaction. A quantitative approach for data collection was used which allows the researcher to test specific hypotheses and examine specific relationships. The theoretical framework of this research has been developed based on the relevant literature review. To examine this framework empirically and test the research hypotheses, empirical research has been applied.

3.2. Targeted Population of the Study

The population for this research depicts the number of people that can be selected as the respondents of the study from which the sample is drawn for this research covers five /Malaysian private universities that they were chosen because they contain diverse international students and staff. The total number of non-academic staff at these universities is 754 employees; thus, these employees are the target population of this study.

3.3. Sample of the Study

The researcher used the probability sampling method according to the table of Krejcie & Morgan [28] who had greatly simplified the size of the samples to be selected. Therefore, the researcher selected a sample of 250 non-academic staff drawn from selected universities of the study.

3.3.1. Sampling Frame

To achieve the objectives of the study, the sampling frame has been drawn from the non-academic staff at the Malaysian private universities in Selangor and Klang Valley. In addition, the sample is drawn from the non-executive staffs that cover all administrative jobs and positions of these universities. It was also drawn from the record of these staff that represent these universities’ departments, sections, and units. The questionnaire has been handed and distributed to all the respondents.

3.3.2. Sampling Technique

The study follows a probability sampling technique to collect data from the population of the study. Random sampling technique was used in the sampling process of the population of this study.

3.3.3. Sample Size

The sample size selected for this study is based on the minimum sample schedule recommended by Kerjcie & Morgan [28]. The following tables show the population and samples per university and the relevant sample selection. In spite of the researcher continuous follow-up, 47 of the prospective respondents disregarded the survey questionnaire, probably due to lack of interest or lack of time to fill in their answers and some of them were not fully answered.

Table 1. Population and samples per university

University	Population	Population (%)	Sample size	Sample size (%)
IUKL	136	18%	50	20%
LUCT	164	22%	50	20%
MMU	207	27%	50	20%
UNITAR	128	17%	50	20%
UCSI	119	16%	50	20%
Total	754	100%	250	100%

Table 2. Sample selection.

Number of administrators selected from selected universities made up of non-academic and non-executive staff	250
No response received	47
Final sample	203
Final sample (% of the population)	27%

3.3.4. Unit Analysis

The unit of analysis is the individual level among non-academic staff at these Malaysian private universities; namely, IUKL, LUCT, MMU, UCSI, and UNITAR.

3.4. Research Instrument

This research is using the questionnaire as its instrument of

collecting data. The items of this questionnaire are mainly based on the research objectives and research questions. The questionnaire comprises of two sections, A and B. Section A is designed to obtain the demographical data of the respondents. Section B is designed to obtain the descriptive data used to examine the relationships between variables which are also further divided into five sub-sections to obtain

the respondent's perceptions of the impact motivational factors on job satisfaction.

A Five-Point Likert Scale is used for rating all questions where respondents are given predetermined responses ratings in order to give the respondents more choices to improve the sensitivity of the questionnaire [29] as shown in the following table of variables' measurements.

Table 3. Measurement of variables.

Variable	Scale	Degree	Source
Dependent variable			
Job satisfaction	Likert	1 = Strongly Agree – 5 = Strongly Disagree	Frederick Herzberg (1957)
Independent variable			
Meaningful work	Likert	1 = Strongly Agree – 5 = Strongly Disagree	Frederick Herzberg (1957)
Recognition for accomplishment	Likert	1 = Strongly Agree – 5 = Strongly Disagree	Frederick Herzberg (1957)
Opportunities for growth	Likert	1 = Strongly Agree – 5 = Strongly Disagree	Frederick Herzberg (1957)
Nature of work	Likert	1 = Strongly Agree – 5 = Strongly Disagree	Frederick Herzberg (1957)

3.5. Data Collection

The data was collected in two different ways. Online Google forms sent through emails that have been given adequate time to answer the questionnaire. Additional time was given to the distanced universities in order to freely answer the survey questionnaire. For the nearby universities, the data was collected by handing the questionnaire to respondents at their offices. A total of 250 copies of the questionnaire have been distributed to these staff covering the five universities.

3.6. Data Analysis

The data were analysed using SPSS version 21. A descriptive analysis was employed to find the descriptive information of the respondents and the respective variables. Reliability analysis was conducted to assess the internal consistency between items of the questionnaire. Pearson correlation was also employed to find the relationship between the variables and whether this relationship is positive, negative, significant, or insignificant. Finally, the hypotheses were tested using the regression analysis.

3.7. Reliability

Reliability is the extent to which measurements of the test are repeated. Thus, this implies that measuring instrument results should be consistent when the instrument is repeated. This study used Cronbach's Alpha to evaluate the reliability of the instrument which indicates that the closer Cronbach's Alpha coefficient to 1.0, the greater the internal consistency of the item in the scale (Reliable).

3.8. Research Strategy

The responses reflect staffs' answers with the process that enable them to maintain satisfaction. Researchers require information about the factor affecting job satisfaction, the factors which demotivate them in the workplace so that the study can be carried out successfully. The researchers then used their answers, views, and approaches as the data for the study.

4. Data Analysis and Discussion

4.1. Demographic Analysis

Table 4 below presents the frequency of the sample showing the demographic data of the respondents.

Table 4. Demographic Data Analysis.

Variable	Label	Frequency	Percentage %
Gender	Male	113	45.2
	Female	137	54.8
	<20	5	2.0
Age	21-29	118	47.2
	30-39	102	40.8
	>40	25	10.0
Ethnicity	Malay	126	50.4
	Chinese	70	28.0
	Indian	38	15.2
	International	16	6.4
	1-2	38	15.2
Experience (Years)	>2-4	70	28.0
	>4-6	59	23.6
	>6-8	44	17.6
	>8-10	22	8.8
	>10	17	6.8
Total		250	100

The table above shows that the majority of respondents are females with 54.8% while males come next with 45.2% which is not a big of a difference. It's also noticeable that more than one-half of the respondents are Malay which could be due to the higher number of administrative population in the sample universities. The table also shows that 885 of the respondents' age fall between 21-39 years old which probably tells that the majority of the administrative positions in these universities are filled with young staff. Moreover, the table also shows that almost 70% have a work experience ranging from 2-8 years which is about the average even though administrators with more years of relevant experience could be more beneficial to the sample universities.

4.2. Descriptive Analysis

This illustrates a minimum of 1.00 and a maximum of 5.00

values for the variables. The findings show the central tendency and dispersion of the indicators as shown in table 5 below.

Table 5. Variables' Descriptive Analysis.

Variables	Mean	Std. Deviation	Status
Meaningful Work	3.16	.76280	Moderately agree
Recognition for accomplishments	3.13	.79430	Moderately agree
Opportunity for Growth	3.47	.74192	Agree
Nature of Work	3.04	.80889	Moderately agree
Job Satisfaction	3.28	.84636	Moderately agree

The table above shows that opportunity for growth is shown with the highest mean score which indicates the respondents agree on that this has slightly better relationship with job satisfaction while other factors comes with the following mean scores respectively with 3.16 for meaningful work, 3.13 for recognition for accomplishment, and 3.04 for the nature of work which indicates that respondents moderately agree that these factors have relationship with job satisfaction.

4.3. Reliability Analysis

Previous literature has indicated that self-correlation may be assessed in terms of internal consistency reliability which

is shown by Cronbach's Alpha score. After testing the four motivating factors with job satisfaction, we found that all constructs satisfy the acceptable threshold value of .70 as shown in the following table.

Table 6. Reliability analysis.

Variables	No. of Items	Cronbach's Alpha
Meaningful Work	10	.802
Recognition for accomplishments	8	.804
Opportunity for Growth	8	.813
Nature of Work	10	.802
Job Satisfaction	5	.817

4.4. Regression Analysis

In order to test the research's hypotheses and find out the effect of independent variables on job satisfaction as the dependent variable, we ran a regression model analysis.

4.4.1. Correlation Between Variable

The table below shows that the analysis of Pearson correlation is positive and significant at the 0.05 level. It is also shown that there is a normal correlation between variables since they are within the acceptable range of 0.20 and 0.80.

Table 7. Pearson Correlation.

Variables	Meaningful Work	Recognition for accomplishments	Opportunity for Growth	Nature of Work	Job Satisfaction
Meaningful Work	1				
Recognition for accomplishments	.682	1			
Opportunity for Growth	.573	.693	1		
Nature of Work	.556	.601	.629	1	
Job Satisfaction	.521	.646	.691	.623	1

4.4.2. Multicollinearity Test

Collinearity test is performed to check whether there is multicollinearity between variables. Table 8 below shows that there is no multicollinearity between variables since the

tolerance value for each variable is higher than 0.10 and VIF value is lower than 10 which indicates that the variables are not correlated with each other and they do not predict each other.

Table 8. Multicollinearity Analysis.

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Meaningful Work	.469	2.336
	Recognition for accomplishments	.323	3.128
	Opportunity for Growth	.376	2.425
	Nature of Work	.528	1.926

Dependent variable: Job Satisfaction

Meanwhile, table 9 below shows that the relationship between variables and the consequent effects are positive and significant at the 0.01 level except for recognition for accomplishment variables which positive and significant at the 0.05 level. The table also shows that the four hypotheses

are accepted. It reveals that the highest predictor variable of job satisfaction (e.g. the strongest contributor to explaining the dependent variable) is the opportunity for growth with the highest beta coefficient of .442.

Table 9. Coefficients.

Model		Unstandardized Coefficients		t	Sig.
		β	Std. Error		
1	(Constant)	.005	.181	.022	.980
	Meaningful Work	.183	.062	2.51	.001

Model	Unstandardized Coefficients		t	Sig.
	β	Std. Error		
Recognition for accomplishments	.152	.078	1.50	.013
Opportunity for Growth	.442	.069	5.27	.000
Nature of Work	.319	.061	6.43	.001

Dependent variable: Job Satisfaction

4.5. Model Summary

The model summary's R^2 tells how much of a variance in the dependent variable can be explained by the model which includes the predictor variables. Table 10 shows that the value of R^2 is equal to 0.623 which indicates that an acceptable 62.3% of the variance in job satisfaction can be explained by the four predictor variables of this study as shown below.

Table 10. Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.805	.623	.620	.51112

Predictors: (Constant), Meaningful Work, Recognition for accomplishments, Opportunity for Growth, Nature of Work

Dependent Variable: Job Satisfaction

5. Conclusions and Recommendations

5.1. Recommendations

5.1.1. Meaningful Work

This research shows that employees feel satisfied with their jobs when they exercise their strengths and capabilities at their organizations. They, therefore, feel that their work is meaningful and that it occupies an important place in their lives. Thus, it is advisable that respective decision-makers including top management of the sample universities in Malaysia to ensure that they have the appropriate potentials and facilities that enable their non-academic employees to exercise the skills in order to enhance their job satisfaction.

5.1.2. Recognition for Accomplishment

This research shows that employees feel satisfied with their jobs when their accomplishments are recognized and/or awarded. When they are valued for their contributions, employees become more motivated and loyal to their organization or university which in return leads to a better job performance. Therefore, it is advisable that the respective decision-makers including top management in the selected universities have a clear and fair policy as regards recognizing and rewarding their non-academic staff for their accomplishments in order to enhance their job satisfaction.

5.1.3. Opportunities for Growth

This research also reveals that employees feel satisfied with their jobs when they realize that there are opportunities for growth such as promotions, salary increment, etc. this in return increases their satisfaction and work motivation which

is eventually translated into positive gains to their organizations. Therefore, it is recommendable that respective decision-makers including top management in the selected universities to ensure their employees that they have good future opportunities to grow within their organizations.

5.1.4. Nature for Work

This research also reveals that employees feel satisfied with their jobs when they are provided with stimulating and non-boring tasks. Consequently, universities would be able to keep their good quality employees by offering them a stimulating and moderately challenging task. Therefore, it is recommendable that respective decision-makers including top management in the selected universities to ensure that they have appropriate plans, potentials, and facilities that enable them to continuously provide their non-academic staff with interesting, stimulating and moderately challenging tasks to improve their job satisfaction.

5.2. Limitations of the Study

There are some limitations and challenges that are expected to be faced during the data collection session. The non-academic staffs are distributed among the five universities; thus, it's time-consuming and costly process to collect data by handing the questionnaires. However, as an alternative solution, an online questionnaire form was created and emailed to the respondents of the study. Furthermore, the results of the study are not applicable to all universities; rather the study focuses only on the non-academic staffs at Malaysian private universities in Selangor and Klang Valley. Therefore, the data obtained cannot be generalized to include public universities.

5.3. Future Research

Job satisfaction is an essential field of research that is quite interesting. Therefore, further studies in this area are highly recommended. Future comparison study can be carried out to compare job satisfaction among non-academic staff in private and public universities or academic and non-academic staff in order to find the variations in respective to job satisfaction.

Quite a few studies were found to investigate job satisfaction using a quantitative approach. However, the researchers think that there is a need now for a qualitative approach to be conducted that can identify the dimensions of job satisfaction. Such studies can be conducted using interviews "deep interviews" approach or focus group approach to closely examine the motivational factors that affect job satisfaction among employees.

As stated above, this study is limited to four motivational (intrinsic) factors only. Therefore, further studies can be

conducted be incorporating and merging some other motivational, variables as well as some of Herzberg's hygiene factors such as pay, security, working conditions, policies, rules, and interpersonal relationship which has a strong relationship with job satisfaction from hygiene (external) factors.

5.4. Conclusion

It is emphasized that employees' job satisfaction increases their job performance which eventually leads to positive gains for the university such as improving its effectiveness and efficiency, enhancing its work quality, and helping the university to attract and retain top-quality employees. Meanwhile, this quality job performance will enable the university to keep its current students and attract more new ones.

It is also advisable that the university periodically evaluate job satisfaction among its employees by carrying out surveys that can pinpoint the areas that need improvement. This will positively improve the university's reputation and enable it to attract new students; and will eventually enhance its competitiveness, increase its revenues, and improve its position in domestic and international academic rankings.

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