

**HUBUNGAN DI ANTARA LATIHAN DAN MOTIVASI
TERHADAP KEPUASAN KERJA: KAJIAN KES DI
PUSAT LATIHAN PENGAJAR DAN KEMAHIRAN
LANJUTAN (CIAST), SHAH ALAM**

MOHAMAD ASROFI BIN MUSLIM

**SARJANA SAINS (PENGURUSAN)
UNIVERSITI UTARA MALAYSIA
Disember 2014**

**HUBUNGAN DI ANTARA LATIHAN DAN MOTIVASI TERHADAP
KEPUASAN KERJA: KAJIAN KES DI PUSAT LATIHAN PENGAJAR DAN
KEMAHIRAN LANJUTAN (CIAST), SHAH ALAM, SELNGOR**

**Oleh
MOHAMAD ASROFI BIN MUSLIM**

**Kertas Penyelidikan untuk diserahkan kepada
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
bagi memenuhi keperluan Ijazah Sarjana Sains (Pengurusan)**

KEBENARAN MERUJUK

Kertas penyelidikan ini dikemukakan sebagai memenuhi keperluan pengurniaan Sarjana Sains (Pengurusan), Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada kertas penyelidikan ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penyelia Kertas Penyelidikan atau Dekan Othman Yeop Abdullah Graduate School of Business terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersil adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penulis dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap kertas penyelidikan ini dilakukan.

Kebenaran untuk menyalin atau menggunakan kertas penyelidikan ini sama ada secara sebahagian atau sepenuhnya hendaklah dipohon melalui:

**Dekan Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman**

ABSTRAK

Kajian ini dijalankan adalah untuk melihat sejauh mana hubungan di antara latihan dan motivasi terhadap kepuasan kerja di kalangan kakitangan Pusat Latihan Pengajar Dan Kemahiran Lanjutan (CIAST). Kajian ini telah dilakukan ke atas 122 kakitangan dan dijalankan melalui kaedah persampelan rawak mudah. Data kuantitatif diproses dengan menggunakan perisian *SPSS*. Ujian Korelasi Pearson mendapati bahawa wujud hubungan positif di antara motivasi dan kepuasan kerja ($r^2 = 0.478$; $p < 0.01$) dan latihan dengan kepuasan kerja ($r^2 = 0.481$; $p < 0.01$). Manakala, Ujian Regresi Berganda menunjukkan bahawa terdapat hubungan yang signifikan antara motivasi dan kepuasan kerja ($\beta = 0.288$; $p < 0.01$). Begitu juga hubungan di antara latihan dengan kepuasan kerja, terdapat hubungan yang signifikan ($\beta = 0.296$; $p < 0.01$). Implikasi kajian turut dibincangkan serta memberikan cadangan untuk kajian masa hadapan.

Kata Kunci: *Pembangunan sumber manusia, kepuasan kerja, motivasi kerja, keberkesanan latihan, pembangunan latihan, kepuasan pekerja, latihan kemahiran*

ABSTRACT

The objective of this research is to study the relationship between training and motivational towards job satisfaction amongst the selected staffs in Centre for Instructor and Advanced Skills Training (CIAST). The study involved 122 staffs using simple random sampling technique. Quantitative data were processed using SPSS software. Pearson Correlation shows that there is a positive relationship between motivation and job satisfaction ($r^2 = 0.478$; $p < 0.01$) and there is also positive relation between training and job satisfaction are ($r^2 = 0.481$; $p < 0.01$). Multiple Regression Test has shown that there are significant relation between motivation and job satisfaction ($\beta = 0.288$; $p < 0.01$). This study also shows that training and job satisfaction have significant relationship ($\beta = 0.296$; $p < 0.01$). The implications of this research are also being discussed with recommendations for future studies in the same area.

Keywords: *Human resource development, job satisfaction, work motivation, training effectiveness, training development, employee satisfaction, skills training*

PENGHARGAAN



Alhamdulillah, dengan izinNya saya diberikan kesempatan dan kekuatan untuk menyempurnakan laporan kertas penyelidikan Sarjana Sains Pengurusan ini.

Saya ingin mengucapkan setinggi terima kasih kepada penyelia kertas penyelidikan ini, Encik Shahrizal Badlishah, yang telah memberikan tunjuk ajar dan nasihat di sepanjang tempoh penghasilan kertas penyelidikan ini. Tidak lupa juga kepada barisan urusetia INTAN yang banyak memberikan bantuan dan kerjasama dalam penghasilan laporan kertas penyelidikan ini.

Penghargaan juga ditujukan kepada isteri yang tercinta, Norazian Binti Safian serta anak-anak yang dikasihi, Muhammad Danish Azfar, Nadiah Dina Adibah, Muhammad Danial Ammar dan Muhammad Darwish Akmal di atas kesabaran dan pengorbanan yang telah diberikan. Tidak dilupakan juga kepada ibu yang tiada ganti, Hajjah Sofiah Binti Abdul Rahman, bapa yang disayangi Haji Omar @Muslim Bin Abdullah, ibu bapa mertua serta keluarga atas galakan dan doa yang diberikan. Jasa dan pengorbanan kalian pasti tidak akan dilupakan.

Kepada rakan-rakan seperjuangan, terima kasih diucapkan atas sokongan yang berterusan. Semoga persahabatan dengan kalian semua memberikan suatu pengalaman yang sungguh besar pengertiannya.

ISI KANDUNGAN

KEBENARAN MERUJUK	ii
ABSTRAK	iv
ABSTRACT	v
PENGHARGAAN.....	vi
ISI KANDUNGAN	vii
SENARAI JADUAL	xi
SENARAI RAJAH.....	xii
SENARAI KEPENDEKAN	xiii
BAB 1	1
PENGENALAN	1
1.1 Latar Belakang Kajian.....	1
1.2 Penyataan Masalah.....	3
1.3 Persoalan Kajian	6
1.4 Objektif Kajian	7
1.5 Kepentingan Kajian	7
1.6 Skop Kajian.....	8
1.7 Definisi Operasional dan Terminologi.....	8
1.8 Susunatur Kertas Projek.....	9
BAB 2	11

SOROTAN KARYA	11
2.1 Pengenalan.....	11
2.2 Definisi dan kensep pembolehubah	11
2.3 Teori Asas Berkaitan.....	18
2.4 Kerangka Kajian	25
2.5 Pembangunan Hipotesis	26
2.6 Kajian Lepas	29
2.7 Hipotesis kajian	31
2.8 Rumusan.....	32
BAB 3	33
METODOLOGI.....	33
3.1 Pengenalan.....	33
3.2 Rekabentuk Kajian.....	33
3.3 Populasi Dan Sampel	34
3.4 Pengukuran.....	36
3.5 Rekabentuk Soal Selidik	36
3.6 Ujian Rintis.....	40
3.7 Pengumpulan Data.....	42

3.8	Teknik Analisis	43
3.9	Rumusan.....	48
BAB 4		49
KEPUTUSAN DAN PERBINCANGAN		49
4.1	Pengenalan.....	49
4.2	Kadar Maklumbalas Responden.....	49
4.3	Analisa Deskriptif	50
4.4	Ujian Kebolehpercayaan	54
4.5	Ujian Korelasi	55
4.6	Ujian Regresi Berganda	56
4.7	Ringkasan Hasil Kajian.....	58
4.8	Rumusan.....	58
BAB 5		59
KESIMPULAN DAN CADANGAN		59
5.1	Pengenalan.....	59
5.2	Hasil Penyelidikan	59
5.3	Rumusan Kajian.....	60
5.4	Implikasi Kajian.....	62
5.5	Cadangan.....	63

5.6 Rumusan.....	67
RUJUKAN	68
Apendiks 1 : Surat Permohonan Mengadakan Survey	80
Apendiks 2 : Soalan Tinjauan Temubual.....	81
Apendiks 3 : Ringkasan Tinjauan Temubual.....	83
Apendiks 4 : Soalan Survey Kajian.....	85
Apendiks 5 : Cronbach Alpha Ujian Rintis	89
Kepuasan Kerja.....	89
Motivasi.....	91
Latihan	93
Apendiks 6 : Demografi.....	95
Apendiks 7 : Ujian Kebolehpercayaan Pembolehubah	98
Kepuasan Kerja.....	98
Motivasi.....	100
Latihan	102
Apendiks 8 : Ujian Korelasi.....	104
Apendiks 9 : Ujian Regresi Berganda	105

SENARAI JADUAL

Jadual 1.1 <i>Tinjauan Persepsi Kepuasan Kerja</i>	4
Jadual 3.1 <i>Jadual Penentuan Saiz Sampel Krejcie & Morgan (1970)</i>	34
Jadual 3.2 <i>Jumlah Persampelan Kajian</i>	35
Jadual 3.3 <i>Ringkasan Instrumen Kajian</i>	37
Jadual 3.4 <i>Skor Skala Likert</i>	38
Jadual 3.5 <i>Dapatan Kajian Rintis Cronbach's Alpha pembolehubah yang dikaji (n = 30)</i>	41
Jadual 3.6 <i>Jadual Pengumpulan Data</i>	42
Jadual 3.7 <i>Ringkasan Objektif Dan Teknik Analisa Data</i>	43
Jadual 3.8 <i>Tafsiran Kekuatan Pekali Korelasi</i>	45
Jadual 3.9 <i>Model Skala Davis</i>	46
Jadual 4.1 <i>Kadar Maklumbalas Sampel Kajian (n=122)</i>	50
Jadual 4.2 <i>Profil Demografi Responden (n=122)</i>	50
Jadual 4.3 <i>Min dan Sisihan Piawai (SP) Pembolehubah (n=122)</i>	52
Jadual 4.4 <i>Pekali Kebolehpercayaan Pembolehubah Kajian (n=122)</i>	55
Jadual 4.5 <i>Hubungan Korelasi Antara Motivasi dan Latihan terhadap Pembolehubah Bebas</i>	56
Jadual 4.6 <i>Analisa Regresi Berganda Pembolehubah Bebas Dengan Kepuasan Kerja (n=122)</i>	57
Jadual 4.7 <i>Ringkasan Hasil Kajian</i>	58

SENARAI RAJAH

Rajah 2.1 <i>Hirarki Keperluan Maslow's (1943)</i>	20
Rajah 2.2 <i>Herzberg's Motivation and Hygienic Theory</i>	24
Rajah 3.3 <i>Kerangka Teori Kajian</i>	26
Rajah 3.4 <i>Kerangka Hipotesis Kajian</i>	31

SENARAI KEPENDEKAN

CIAST – Centre for Instructor and Advance Skills Training

PLPKL – Pusat Latihan Pengajar Dan Kemahiran Lanjutan

JTM – Jabatan Tenaga Manusia

JPK – Jabatan Pembangunan Kemahiran

KSM – Kementerian Sumber Manusia

M – Motivasi

L – Latihan

KK – Kepuasan Kerja

BAB 1

PENGENALAN

1.1 Latar Belakang Kajian

Oshagbemi (2000) mentakrifkan kepuasan kerja sebagai tindak balas emosi yang berlaku hasil daripada interaksi antara nilai pekerja mengenai kerja dan keuntungan yang akan diperolehi daripada pekerjaan. Bruck et al, (2002) mendakwa bahawa kepuasan kerja merangkumi sejauh mana tindakbalas pekerja terhadap komponen dan kerja mereka. Secara keseluruhannya, boleh dikatakan kepuasan kerja telah dikaji secara meluas (Highhouse dan Becker, 1993) dan kajian menunjukkan bahawa kepuasan kerja dikaitkan terutamanya kepada dua faktor: keadaan (ekstrinsik) dan peribadi (intrinsik) (Dong et al, 2006). Menurut Heller et al. (2002), faktor keadaan dan faktor peribadi mempengaruhi kepuasan kerja (Atmojo, 2012). Kepuasan kerja adalah penting kerana ia berkaitan dengan prestasi kerja pada abad ke-21 dan menjadi satu masalah yang serius dalam pengurusan institusi pendidikan (Agnihotri, 2013). Ini kerana, kajian telah membuktikan bahawa pekerja dengan kepuasan kerja yang tinggi mempamerkan tenaga yang tinggi, perkaitan yang menyeronokkan dan bersemangat. Manakala pekerja yang tidak berpuashati menunjukkan rasa tidak puas hati, tidak melibatkan diri dan cemas (Heller et al., 2002). Di samping itu, banyak teori telah muncul yang telah berkembang tafsiran kemungkinan isu-isu yang berkaitan dengan kepuasan kerja. Ini termasuk Maslow (1970) teori hierarki keperluan, Herzberg dan Mausner dan Snyderman (1993) teori dua faktor terhadap kepuasan kerja.

The contents of
the thesis is for
internal user
only

RUJUKAN

- Adeniji, A. A. (2011). *Organizational Climate and Job Satisfaction among Academic staff in some Selected Private Universities in Southwest Nigeria* (Doctoral dissertation, Covenant University).
- Adesola, M. A., Oyeniya, K. O., & Adeyemi, M. A. Empirical Study of the Relationship between Staff Training and Job Satisfaction among Nigerian Banks Employees.
- Adiwayu Ansar, Z. (2012). *The Relationship Between Workload, Job Satisfaction and Absenteeism Among Staff Nurses at Institut Jantung Negara (IJN)* (Doctoral dissertation, Universiti Utara Malaysia)
- Agnihotri, A. K. Indian Streams Research Journal.
- Ahl, H. (2006). Motivation in adult education: a problem solver or a euphemism for direction and control?. *International Journal of lifelong education*, 25(4), 385-405.
- Akhter, M. (2012). A relational study on job satisfaction in the context of bank asia limited.
- Anastasi, A. (1986). Evolving concepts of test validation. *Annual review of Psychology*, 37(1), 1-16
- Appelbaum, E. (2013). The impact of new forms of work organization on workers". *Work and Employment in the High Performance Workplace*, 120
- Ashar, H., & Lane-Maher, M. (2002). Spirituality in the Workplace A Measure of Success?. *The Journal of Behavioural and Applied Management*, 3(3), 191-205.
- Atmojo, M. (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance. *International Research Journal of Business Studies*, 5(2).
- Ayub, N., & Rafif, S. (2011). The relationship between work motivation and job satisfaction. *Pakistan Business Review*, 13.
- Baba, A. (1999). Research statistic in social science education. *Bangi: Penerbit Universiti Kebangsaan Malaysia*
- Babkina, M. (2014). Training Transfer improvement at organizational level.
- Bakare, K. O. (2012). Training Needs of Hotel Employees as Correlates of Job Satisfaction in Ile-Ile, Osun State. *JABU International Journal of Social and Management Sciences*, 4(1), 17-24

- Bertolino, M., Truxillo, D. M., & Fraccaroli, F. (2011). Age as moderator of the relationship of proactive personality with training motivation, perceived career development from training, and training behavioral intentions. *Journal of Organizational Behavior*, 32(2), 248-263
- Bessette, D., Burton, S., & Dawson, M. (2014). Flipped technological training and development using quality systems management in the public services field. *EDULEARN14 Proceedings*, 2640-2642.
- Bipp, T. (2010). What do People Want from their Jobs? The Big Five, core self-evaluations and work motivation. *International Journal of Selection and Assessment*, 18(1), 28-39.
- Blume, B. D., Ford, J. K., Baldwin, T. T., & Huang, J. L. (2010). Transfer of training: A meta-analytic review. *Journal of Management*, 36(4), 1065-1105.
- Brenner, V. C., Carmack, C. W., & Weinstein, M. G. (1971). An empirical test of the motivation-hygiene theory. *Journal of Accounting Research*, 359-366.
- Brewer, G. A. (2011). Parsing public/private differences in work motivation and performance: An experimental study. *Journal of Public Administration Research and Theory*, 21(suppl 3), i347-i362.
- Bruck, C. S., Allen, T. D., & Spector, P. E. (2002). The relation between work–family conflict and job satisfaction: A finer-grained analysis. *Journal of Vocational Behavior*, 60(3), 336-353.
- Chapman, A. (2010). Frederick Herzberg motivational theory.
- Chua, Y. P. (2012). *Asas Statistik Penyelidikan Edisi Kedua*. Mc Graw Hill Education: Malaysia
- Cherrington, D. J. (1991). Need theories of motivation. *Motivation and work behavior*, 31-44
- Chidambaram, V., & Ramachandran, A. (2012). A Study on Efficacy of Employee Training: Review of Literature. *Business: Theory and Practice/Verslas: Teorija ir Praktika*, 13(3), 275-282.
- Choo, S., & Bowley, C. (2007). Using training and development to affect job satisfaction within franchising. *Journal of Small Business and Enterprise Development*, 14(2), 339-352.
- Čížek, P. (2012). The Application of Maslow's Hierarchy of Needs to the Entrepreneur's Motivation—The Example From Region Pardubice. *Scientific Papers of the University of Pardubice*, 18(24), 43-50.
- Cote, S., & Morgan, L. M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, 23(8), 947-962.

- Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's Two-Factor theory in assessing and understanding employee motivation at work: a Ghanaian Perspective. *European Journal of Business and Management*, 3(9), 1-8.
- Dhanapal, S., Subramaniam, T., & Vashu, D. (2013). Factors Affecting Job Satisfaction among Academicians: A Comparative Study between Gender and Generations. *International Journal of Management Excellence*, 2(1), 128-139
- Dong, Q., & Howard, T. (2006, July). Emotional intelligence, trust and job satisfaction. In *Competition forum* (Vol. 4, No. 2, p. 381). American Society for Competitiveness.
- Dwivedula, R., & Bredillet, C. N. (2010). Profiling work motivation of project workers. *International Journal of Project Management*, 28(2), 158-165.
- Dysvik, A., & Kuvaas, B. (2011). Intrinsic motivation as a moderator on the relationship between perceived job autonomy and work performance. *European Journal of Work and Organizational Psychology*, 20(3), 367-387.
- Elizur, D., Borg, I., Hunt, R., & Beck, I. M. (1991). The structure of work values: A cross cultural comparison. *Journal of Organizational Behavior*, 12(1), 21-38.
- Elkins, D. N. (2008). Why humanistic psychology lost its power and influence in American psychology: Implications for advancing humanistic psychology. *Journal of Humanistic Psychology*.
- Ellis, T. J., & Levy, Y. (2009). Towards a guide for novice researchers on research methodology: Review and proposed methods. *Issues in Informing Science and Information Technology*, 6, 323-337.
- Elnaga, A., & Imran, A. (2013). The Effect of Training on Employee Performance. *European Journal of Business and Management*, 5(4), 137-147
- Evans, L., & Olumide-Aluko, F. (2010). Teacher Job Satisfaction in Developing Countries: A Critique of Herzberg's Two-Factor Theory Applied to the Nigerian Context'. *International Studies In Educational Administration (Commonwealth Council For Educational Administration & Management (CCEAM) 38, 2, p. 73-85, Academic Search Complete, EBSCOhost, viewed 25 September 2013.*
- Fairbrother, K., & Warn, J. (2003). Workplace dimensions, stress and job satisfaction. *Journal of managerial psychology*, 18(1), 8-21.
- Francis, N. H., & Kritsonis, W. A. (2006). A Brief Analysis of Abraham Maslow's Original Writing of " Self-Actualizing People: A Study of Psychological Health". *Online Submission*, 3(1).

- Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70(4), 628-646.
- Gautreau, C. (2011). Motivational Factors Affecting the Integration of a Learning Management System by Faculty. *Journal of Educators Online*, 8(1), n1
- Gazioglu, S., & Tansel, A. (2006). Job satisfaction in Britain: individual and job related factors. *Applied Economics*, 38(10), 1163-1171.
- Gegenfurtner, A. (2011). Motivation and transfer in professional training: A meta-analysis of the moderating effects of knowledge type, instruction, and assessment conditions. *Educational Research Review*, 6(3), 153-168.
- Ghafar, A., & Najib, M. (2003). Reka bentuk tinjauan soal selidik pendidikan.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 61-81.
- Grant, J. S., & Davis, L. L. (1997). Selection and use of content experts for instrument development. *Research in nursing & health*, 20(3), 269-274.
- Griffin, M. A., & Neal, A. (2000). Perceptions of safety at work: a framework for linking safety climate to safety performance, knowledge, and motivation. *Journal of occupational health psychology*, 5(3), 347
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational behavior and human performance*, 16(2), 250-279.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *The Journal of Marketing Theory and Practice*, 19(2), 139-152.
- Hair, J. F., Wolfinbarger, M. F., Ortinau, D. J., & Bush, R. P. (2010). *Essentials of marketing research*. McGraw-Hill/Irwin.
- Harrison, D. A., Newman, D. A., Schmitt, N., & Highhouse, S. (2012). Absence, lateness, turnover, and retirement: narrow and broad understandings of withdrawal and behavioral engagement. *Handbook of Psychology, Vol. 12, Industrial and Organizational Psychology*, 262-91.
- Hassan, R. A., Fuwad, B. A., & Rauf, A. I. (2010). Pre-training motivation and the effectiveness of transformational leadership training: An experiment. *Academy of Strategic Management Journal*, 9(2), 123-131.

- Hassell, K., Seston, E., & Shann, P. (2007). Measuring job satisfaction of UK pharmacists: a pilot study. *International Journal of Pharmacy Practice*, 15(4), 259-264.
- Hawley, S. T., Zikmund-Fisher, B., Ubel, P., Jancovic, A., Lucas, T., & Fagerlin, A. (2008). The impact of the format of graphical presentation on health-related knowledge and treatment choices. *Patient education and counseling*, 73(3), 448-455.
- Heller, D., Judge, T. A., & Watson, D. (2002). The confounding role of personality and trait affectivity in the relationship between job and life satisfaction. *Journal of Organizational Behavior*, 23(7), 815-835.
- Herzberg, F. (1986). One more time: how do you motivate employees?. *New York: The Leader Manager*, 433-448.
- Highhouse, S., & Becker, A. S. (1993). Facet measures and global job satisfaction. *Journal of Business and Psychology*, 8(1), 117-127.
- Hill, R. (1998). What sample size is “enough” in internet survey research. *Interpersonal Computing and Technology: An electronic journal for the 21st century*, 6(3-4), 1-12.
- Hull, C. H., & Nie, N. H. (1981). New regression. *SPSS update*, 7-9.
- Hussin, A. (2011). *The relationship between job satisfaction and job performance among employees in Tradewinds Group of Companies* (Doctoral dissertation, Open University Malaysia).
- Ifedili, C. J., & Ifedili, C. I. (2012). Perception of Maslow’s Hierarchy of Needs Theory by Nigerian University Workers—A Challenge to University Administrators. *Interdisciplinary Journal of Contemporary Research in Business*, 4(1), 79-85.
- JobStreet: 78% rakyat Malaysia tidak gembira dengan kerja semasa. (n.d.). Retrieved November 29, 2014, from <http://www.sinarharian.com.my/nasional/jobstreet-78-rakyat-malaysia-tidak-gembira-dengan-kerja-semasa-1.92493>
- Johnson, B. (2001). Toward a new classification of nonexperimental quantitative research. *Educational Researcher*, 30(2), 3-13.
- Jorfi, H., Yaccob, H. F. B., & Shah, I. M. (2011). The Relationship between demographics variables, emotional intelligence, communication effectiveness, motivation and job satisfaction. *International Journal of Academic Research in Business and Social Sciences*, 1(1), 35-58.
- Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis. *Journal of applied Psychology*, 86(1), 80.

- Kakkos, N., Trivellas, P., & Fillipou, K. (2010, June). Exploring the link between job motivation, work stress and job satisfaction: Evidence from the banking industry. In *Proceedings of the 7th International Conference on Enterprise Systems, Accounting and Logistics, (7th ICESAL 2010), Rhodes-Greece* (pp. 28-29).
- Kanfer, R., Chen, G., & Pritchard, R. D. (Eds.). (2012). *Work motivation: past, present and future*. Routledge.
- Kasemsap, K. (2013). Strategic Human Resource Practice: A Functional Framework and Causal Model of Leadership Behavior, Job Satisfaction, Organizational Commitment, and Job Performance. *Journal of Social and Development Sciences, 4*(5), 198-204.
- Katenova, M., Mahmood, M., & Sharfaraj, M. (2013). Employee job satisfaction in a transition economy: is Herzberg theory valid in Kazakhstan?. *Journal of International Management Studies, 13*(2)
- Kenrick, D. T., Griskevicius, V., Neuberg, S. L., & Schaller, M. (2010). Renovating the pyramid of needs contemporary extensions built upon ancient foundations. *Perspectives on psychological science, 5*(3), 292-314.
- Khattak, M. A., Bashir, F., & Qureshi, T. M. (2010). Training and Development paradigm, and its contribution in economic uplift of the country, A case from Pakistan. In *12th International Business Research Conference* (pp. 1-16).
- Klassen, R. M., & Chiu, M. M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology, 102*(3), 741.
- Koltko-Rivera, M. E. (2006). Rediscovering the later version of Maslow's hierarchy of needs: Self-transcendence and opportunities for theory, research, and unification. *Review of general psychology, 10*(4), 302.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educ Psychol Meas.*
- Laden, B. V., & Hagedorn, L. S. (2000). Job satisfaction among faculty of color in academe: Individual survivors or institutional transformers?. *New Directions for Institutional Research, 2000*(105), 57-66.
- Lantara, I., & Utama, I. (2014). Pengaruh Insentif Finansial, Insentif Non Finansial dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan pada PT. Tiara Cipta Nirwana. *E-Jurnal Manajemen Universitas Udayana, 3*(4).
- Latham, G. P. (2011). *Work motivation: History, theory, research, and practice*. Sage publications.
- Lawless, H. T., & Heymann, H. (2010). *Data Relationships and Multivariate Applications* (pp. 433-449). Springer New York.

- Liao, S. H., Hu, D. C., & Chung, H. Y. (2009). The relationship between leader-member relations, job satisfaction and organizational commitment in international tourist hotels in Taiwan. *The International Journal of Human Resource Management*, 20(8), 1810-1826.
- Lim, J. M. H. (2006). Method sections of management research articles: A pedagogically motivated qualitative study. *English for Specific Purposes*, 25(3), 282-309.
- Locke, E. A., & Latham, G. P. (1990). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological science*, 1(4), 240-246.
- Lundberg, C., Gudmundson, A., & Andersson, T. D. (2009). Herzberg's Two-Factor Theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Management*, 30(6), 890-899.
- Lunenburg, F. C. (2011). Expectancy theory of motivation: Motivating by altering expectations. *International Journal of Management, Business, and Administration*, 15(1), 1-6.
- Mafini, C., & Dlodlo, N. (2013). The Relationship Between Job Satisfaction And Life Satisfaction Among Logistics Practitioners In A South African Steel-Making Company.
- Maslow, A. H. (1954). Personality and motivation. *Harlow, England: Longman*, 1, 987
- Maslow, A. H., Frager, R., & Cox, R. (1970). *Motivation and personality* (Vol. 2). J. Fadiman, & C. McReynolds (Eds.). New York: Harper & Row.
- Matheson, C. (2012). The Motivation of Public Sector Employees An Outline of Six Orientations to Work. *Administration & Society*, 44(2), 207-237.
- Mausner, B., & Snyderman, B. B. (1993). *The motivation to work*. Transaction Publishers.
- McCoach, D. B., Gable, R. K., & Madura, J. (2013). *Instrument development in the affective domain*. Springer-Verlag New York Incorporated.
- Meyer, K. E. (2007). Asian contexts and the search for general theory in management research: A rejoinder. *Asia Pacific Journal of Management*, 24(4), 527-534.
- Meyers, L. S., Gamst, G., & Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. Sage.
- Mohd Majid Konting, (1990). *Kaedah Penyelidikan Pendidikan*. Dewan Bahasa dan Pustaka
- Mullins, N. (2012). Obstacle Course Challenges: History, Popularity, Performance Demands, Effective Training, and Course Design. *Journal of Exercise Physiology*, 15, 100-28.

- Muogbo, U. S. (2014). The Influence of Motivation on Employees' Performance: A Study of Some Selected Firms in Anambra State. *AFRREV IJAH: An International Journal of Arts and Humanities*, 2(3), 134-151.
- Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33-41.
- Nahid, K. M. (2013). A study on job satisfaction in the context of Bangladesh Commerce Bank limited.
- Naong, M. N. (2012). The impact of management indecisiveness on employee motivation and performance. *African Journal of Business Management*, 6(9), 3274-3281
- Nehemia, N. M. (2010). Justification for skills transfer and validating a specific developed measuring instrument. *African Journal of Business Management*, 4(6), 1085-1094.
- Newman, A., Thanacoody, R., & Hui, W. (2011). The impact of employee perceptions of training on organizational commitment and turnover intentions: a study of multinationals in the Chinese service sector. *The International Journal of Human Resource Management*, 22(8), 1765-178
- Nijhof, W. J., de Jong, M. J., & Beukhof, G. (1998). Employee commitment in changing organizations: an exploration. *Journal of European Industrial Training*, 22(6), 243-248
- Noe, R. A., Wilk, S. L., Mullen, E. J., & Wanek, J. E. (2014). Employee Development: Issues in Construct Definition and Investigation of Antecedents. *Improving Training Effectiveness in Work Organizations*, ed. JK Ford, SWJ Kozłowski, K. Kraiger, E. Salas, and MS Teachout (Mahwah, NJ: Lawrence Erlbaum, 1997), 153-89.
- O'Connor, P. (2011). Assessing the effectiveness of bridge resource management training. *The International Journal of Aviation Psychology*, 21(4), 357-374.
- Okpara, J. O. (2006). Gender and the relationship between perceived fairness in pay, promotion, and job satisfaction in a sub-Saharan African economy. *Women in Management Review*, 21(3), 224-240.
- Omar, C., & Zulkifli, C. M. (2006). *Organizational Commitment And Climate In Training Objectives And Implementation On Organizational Training Needs: Extent Of Organizational Structure As A Moderating Effect* (Doctoral dissertation, USM).
- Orlich, F. (2013). Behavior Assessment System for Children. *Encyclopedia of Autism Spectrum Disorders*, 410-411.

- Oshagbemi, T. (2000). Is length of service related to the level of job satisfaction?. *International Journal of Social Economics*, 27(3), 213-226.
- Oshagbemi, T. (2003). Personal correlates of job satisfaction: empirical evidence from UK universities. *International Journal of Social Economics*, 30(12), 1210-1232.
- Patrick, J., Smy, V., Tombs, M., & Shelton, K. (2012). Being in one's chosen job determines pre-training attitudes and training outcomes. *Journal of Occupational and Organizational Psychology*, 85(2), 245-257.
- Pekerja di Indonesia Paling Tidak Puas, Mengapa? (n.d.). Retrieved November 29, 2014, from <http://sosbud.kompasiana.com/2012/03/31/pekerja-di-indonesia-paling-tidak-puas-mengapa-450763.html>
- Pratheepkanth, P. (2011). Reward system and its impact on employee motivation in commercial bank of Sri Lanka plc, in Jaffna district. *Global Journal of Management And Business Research*, 11(4)
- Riaz, A., & Ramay, M. (2010). Antecedents of job satisfaction: A study of telecom sector. *Perspectives of Innovations, Economics and Business, PIEB*, (1 (4), 66-73.
- Rizwan, M., Khan, W. M., Tariq, H. M. A., Ghaffar, A., Anjum, M. Z., & Bajwa, E. U. Empirical study of Employee job Satisfaction.
- Robbins, S. P., & Judge, T. A. (2012). *Organizational Behavior 15th Edition*. Prentice Hall.
- Saeed, M., & Asghar, M. A. (2012). Examining the Relationship between Training, Motivation and Employees Job Performance—The Moderating Role of Person Job Fit. *Journal of Basic and Applied Scientific Research*, 2, 01-07.
- Saleem, R., Mahmood, A., & Mahmood, A. (2010). Effect of work motivation on job satisfaction in mobile telecommunication service organizations of Pakistan. *International Journal of Business and Management*, 5(11), p213.
- Salleh, S. M., Tasir, Z., & Shukor, N. A. (2012). Web-Based Simulation Learning Framework to Enhance Students' Critical Thinking Skills. *Procedia-Social and Behavioral Sciences*, 64, 372-381.
- Sanda, M., & Awolusi, O. D. (2014). The effects of management use of motivation on workers' job commitment: an empirical investigation of tertiary institutions in South-western Nigeria. *International Journal of Business Innovation and Research*, 8(6), 581-597.
- Santos, A., & Stuart, M. (2003). Employee perceptions and their influence on training effectiveness. *Human resource management journal*, 13(1), 27-45.

- Schmiedek, F., Lövdén, M., & Lindenberger, U. (2010). Hundred days of cognitive training enhance broad cognitive abilities in adulthood: findings from the COGITO study. *Frontiers in aging neuroscience, 2*.
- Schnake, M., Cochran, D., & Dumler, M. (1995). Encouraging organizational citizenship: The effects of job satisfaction, perceived equity and leadership. *Journal of managerial issues, 209-221*.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach*. Wiley.
- Seo, M. G., Bartunek, J. M., & Barrett, L. F. (2010). The role of affective experience in work motivation: Test of a conceptual model. *Journal of Organizational Behavior, 31(7)*, 951-968.
- Shaharuddin, B., & Abiddin, N. Z. Tinjauan Faktor-faktor Pendorong dan Penghalang Pemindahan Latihan: Konteks Malaysia.
- Shields, M. A., & Ward, M. (2001). Improving nurse retention in the National Health Service in England: the impact of job satisfaction on intentions to quit. *Journal of health economics, 20(5)*, 677-701.
- Smith, P. C. (1969). The measurement of satisfaction in work and retirement: A strategy for the study of attitudes.
- Steyn, G. M., & Van Wyk, J. N. (1999). Job satisfaction: perceptions of principals and teachers in urban black schools in South Africa. *South African Journal of Education, 19(1)*, 37-44.
- Syed, K. S., Irfan, A., Muhammad, Z. I., & Muhammad, U. (2011). Training needs assessment practices in corporate sector of Pakistan. *African Journal of Business Management, 5(28)*, 11435-11441.
- Tan, T. H., & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money.
- Thanasegaran, G. (2009). Reliability and validity issues in research. *Integration & Dissemination, 4*, 35-40.
- The relationship between employee motivation and job involvement. *South African Journal of Economic and Management Sciences= Suid-Afrikaanse Tydskrif vir Ekonomiese en Bestuurswetenskappe, 13(3)*, 237-253.
- Tohidi, H. (2011). Teamwork productivity & effectiveness in an organization base on rewards, leadership, training, goals, wage, size, motivation, measurement and information technology. *Procedia Computer Science, 3*, 1137-1146

- Tooksoon, H. M. P. (2011). Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover. *Journal of economic and behaviors studies*, 2, 41-49
- Tria Yunita, A. (2012). Analysis Effect Of Leadership And Motivation For Job Satisfaction Improve Achievement Employees Performance.
- Tsigilis, N., Koustelios, A., & Togia, A. (2004). Multivariate relationship and discriminant validity between job satisfaction and burnout. *Journal of Managerial Psychology*, 19(7), 666-675.
- U.S. Job Satisfaction At Lowest Level In Two Decades. (n.d.). Retrieved November 28, 2014, from <http://www.prnewswire.com/news-releases/us-job-satisfaction-at-lowest-level-in-two-decades-80699752.html>
- van der Locht, M., van Dam, K., & Chiaburu, D. S. (2013). Getting the most of management training: the role of identical elements for training transfer. *Personnel Review*, 42(4), 422-43
- Velnampy, T., & S Sivesan, P. (2012). Determinants of Employees' Job Satisfaction: A Study of Banking Industries in Sri Lanka. *Global journal of management and business research*, 12(22)
- Vroom, V. H. (1964). Work and motivation.
- Wahba, M. A., & Bridwell, L. G. (1976). Maslow reconsidered: A review of research on the need hierarchy theory. *Organizational behavior and human performance*, 15(2), 212-240.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115-131.
- Warsi, S., Fatima, N., & Sahibzada, S. A. (2009). Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan. *International Review of business Research papers*, 5(3), 399-410.
- Wegge, J., Jeppesen, H. J., Weber, W. G., Pearce, C. L., Silva, S. A., Pundt, A., ... & Piecha, A. (2010). Promoting work motivation in organizations. *Journal of Personnel Psychology*, 9(4), 154-171.
- Wilson, J. M. (2010). Applying the motivation-hygiene theory as a means of measuring learner satisfaction with blended learning courses in higher education.
- Yahaya, A., & Ahmad, N. (2010). Teori-Teori Konsep Kendiri. *Teori-Teori Konsep Kendiri*.

Yahaya, A., Yahaya, N., Amat, F., Bon, A. T., & Zakariya, Z. (2010). The effect of various modes of occupational stress, job satisfaction, intention to leave and absenteeism companies commission of Malaysia. *Australian Journal of Basic and Applied Sciences*, 1676-1684.

Zacharias, N. (2011). *An Integrative Approach to Innovation Management: Patterns of Companies' Innovation Orientation and Customer Responses to Product Program Innovativeness*. Springer