

**A STUDY OF THE IMPACT OF MASLOW'S HIERARCHY OF
NEEDS THEORY ON EMPLOYEES' JOB SATISFACTION IN
CHINESE INTERNET COMPANIES**

The image features a large, faint watermark of the Mahidol University logo in the background. The logo is circular, with a blue outer ring containing Thai text. Inside the ring is a yellow emblem depicting a traditional Thai architectural structure, possibly a stupa or a similar religious monument, with a tiered, conical top. The name 'LI YI' is printed in a bold, black, sans-serif font, centered over the middle of the watermark.

LI YI

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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entitled
**A STUDY OF THE IMPACT OF MASLOW'S HIERARCHY OF
NEEDS THEORY ON EMPLOYEES' JOB SATISFACTION IN
CHINESE INTERNET COMPANIES**

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In a flash, my graduate studies at Mahidol University were coming to an end, and everything seemed like a dream. Due to the COVID-19 epidemic, I spent the first four semesters studying online in China and was lucky to be the last one to come to Thailand to study offline. I experienced a lot of unexpected problems during the process, but just as unexpectedly, I persevered, thanks to all the people I met along the way.

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There is no such thing as a wasted journey in life, and because of you, every step I take is solid, firm and counts

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ABSTRACT

China's internet industry is rapidly growing with intense competition, and talent is a vital element for sustainable company development. The current state of internet employees is characterized by competition, high pressure, and rapid mobility. Thus, it is essential for companies to solve the urgent problem of retaining talent and improving job satisfaction during rapid expansion. This paper takes Chinese internet employees as the research object, combines Maslow's Hierarchy of Needs Theory and job satisfaction related theories as foundation, cites mature scholars' scales, and conducts online questionnaire surveys on employees of internet companies from all walks of life across the China, with a total of 223 valid questionnaires recovered, and applies SPSS 26.0 and MPLUS 8.3 to analyze the collected data, to explore the impact of Maslow's Hierarchy of Needs Theory on job satisfaction among employees of Chinese internet companies. The study found that the five needs in Maslow's Hierarchy of Needs Theory have a noticeable positive effect on job satisfaction among employees in internet companies in China, thus verifying the research hypothesis. Based on this, the current problems of Chinese internet companies are further pointed out, and relevant recommendations are put forward.

KEY WORDS: Maslow's Hierarchy of Needs Theory/ Job Satisfaction/ Chinese Internet Companies

36 pages

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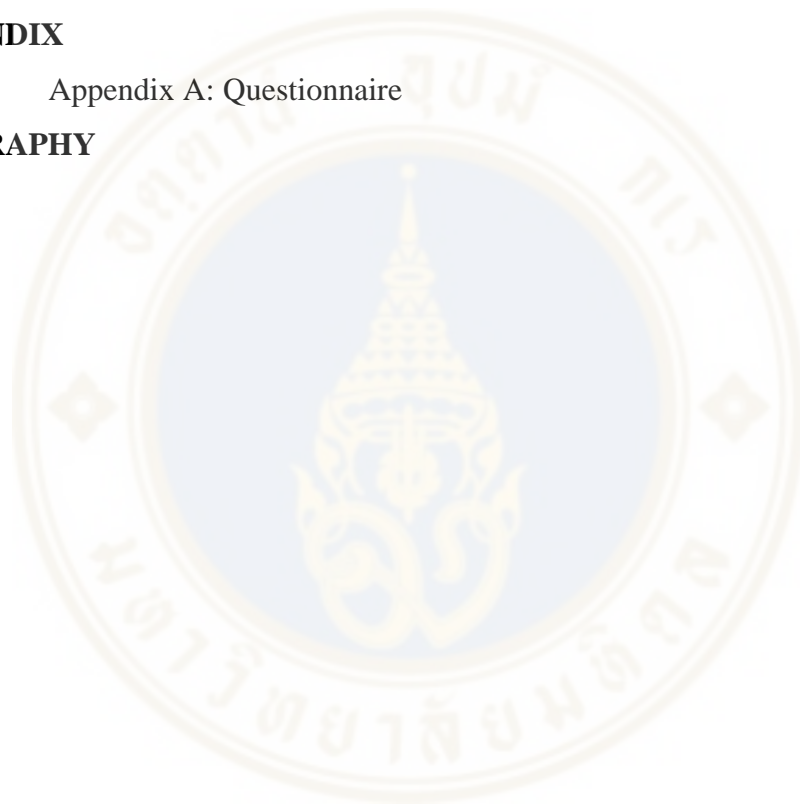
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CHAPTER I

INTRODUCTION

In the past ten years, China's internet industry has developed rapidly. Internet employees, in addition to the “large number, wide distribution, rapid development” of the three major characteristics of the population, with the rapid iteration of the internet business and the increasingly fierce competition in the industry, high-intensity work content and the complex employment environment, so that the internet employees are also faced with “strong competition, high pressure and rapid turnover”. For companies, employee turnover not only represents a loss of knowledge and skills, but also increases the cost of recruiting and training new employees. Organizations need to spend a lot of budget to recruit and train new employees, with loss estimates ranging from a few thousand to more than twice that amount (Holtom, Mitchell & Lee, 2008). A large number of studies by scholars, such as Singh and Loncar (2010), have proved that job satisfaction has a negative correlation with the intention to quit a job. Job stress and lack of job satisfaction are among the factors that lead people to quit their jobs (Moore, 2001).

Under the background of the rapid expansion of internet companies, how to improve job satisfaction and retain talents? Several scholars have utilized Maslow's Hierarchy of Needs Theory for exploring employees' motivation levels and evaluate how satisfying various dimensions of needs impacts job satisfaction (Atefi, Abdullah, Wong & Mazlom, 2014; Ghatak & Singh, 2019; Weller, 1982; Fisher & Royster, 2016; Mousavi & Dargahi, 2013). Maslow's Theory is a well-known framework for investigating human behavior, psychological transformations, and life and work contentment. It has been broadly applied in various research fields, including business management, human resource management, and education (Benson and Dundis, 2003).

Therefore, this paper takes Maslow's Theory and job satisfaction related research as theoretical foundation, constructs a research model to examine how Maslow's Theory influences the job satisfaction among staffs in Chinese internet companies,

raises the research question of whether providing the five needs in Maslow's Theory is significantly related to enhancing job satisfaction as follows.

Is the provision of physiological needs significantly related to improved job satisfaction?

Is the provision of safety needs significantly related to improved job satisfaction?

Is the provision of social needs significantly related to improved job satisfaction?

Is the provision of self-esteem needs significantly related to improved job satisfaction?

Is the provision of self-actualization needs significantly related to improved job satisfaction?

The questionnaire is developed by citing mature scholars' scales, and by conducting online questionnaire surveys on employees of internet companies in various industries across the country. The data collected is analyzed with the use of SPSS 26.0 and MPLUS 8.3 to investigate the fundamental factors influencing the job satisfaction of employees, so as to provide suggestions for talent management in internet companies.

The specific research content is in the subsequent two, three and four chapters. Among them, chapter 2 is the literature review, which is divided into three parts: problem statement, theoretical framework, and research questions. The problem statement part describes the paper background and the current status of the problem. The theoretical framework section discusses the definition and content of Maslow's Theory. The research question section presents the specific research questions. Chapter 3 is the research methodology, which is divided into research methods, research hypothesis, and research design. First of all, the research method used the literature review method to determine the research model, as well as the questionnaire survey method to design the questionnaire with the receipt of data, and finally used the quantitative analysis method to start the data analysis. The section on research hypothesis discusses domestic and foreign scholars' findings on job satisfaction using Maslow's Theory, and proposes research hypotheses for this study. The research design cites the mature scholars' scale and develops the research questionnaire. Chapter 4 is data analysis, research findings and management recommendations. Data analysis comprises of descriptive statistical analysis, reliability analysis, validity analysis, confirmatory factor analysis, correlation analysis, and regression analysis aimed at investigating impact and contribution of each

variable on job satisfaction among internet staffs. According to results based on the analysis of data, research hypotheses are verified, factors affecting job satisfaction are analyzed, and targeted management recommendations are proposed.

The following chapter will utilize preceding research to apply Maslow's Hierarchy of Needs Theory to managerial job satisfaction.



CHAPTER II

LITERATURE REVIEW

This chapter includes three parts: problem statement, theoretical framework and research question. The first part elaborates the research background and the current situation of the problem. The second part discusses the definition and content of Maslow's demand theory. The last part formulates the specific questions based on the preceding segments.

2.1 Problem Statement

The concept of job satisfaction was originated by Hoppock in 1935 via an analysis of job satisfaction of 500 teachers, whereby job satisfaction refers to the psychological and physiological contentment of the worker with environmental factors, specifically, a subjective reaction of the worker to the work circumstance. Locke (1976) defined job satisfaction as a cheerful or motivated emotional state resulting from an evaluation of one's job or working experience. Research in organizational psychology has extensively examined job satisfaction in relation to work (Judge & Klinger, 2008). Employee job satisfaction is not only directly linked to a company's productivity and profitability, but it also effectively highlights issues within organizational performance and business management. This allows companies to engage in self-diagnosis. However, much of the earlier research has focused on public administration and ways to motivate staff in public units, particularly in areas such as security, healthcare, and education. Research on job satisfaction of employee in business organizations has predominantly focused on traditional industries (Perry & Porter, 1982), with limited investigation into staff in Internet companies.

However, under the global scientific and technological progress and industrial change, the application and development of internet technology in various industries has become an irresistible trend of the times. The 2023 Statistical Report on China's Internet

Network Development highlights that as of June 2023, the quantity of Internet users in China amounted to 1.079 billion, consequently giving an economic magnitude of up to one trillion RMB. The Internet has experienced substantial growth over the past decade, with employees dispersed across various industries, such as e-commerce, mobile gaming, healthcare, finance, tourism, education, and logistics. In 2016, the number of individuals employed in China's Internet sector reached 16.772 million. In addition to the three traits of a “large number, wide distribution, and rapid development”, the quick evolution of internet businesses and intensifying industry competition has led to high-intensity job demands and complex work environments. Consequently, internet employees are also confronting challenges such as “fierce competition, high pressure, and rapid mobility”.

An interview report by the Cyberspace Administration of China (CAC) focused on the business development and employee attrition of 12 prominent Internet companies such as Tencent, Alibaba, Meituan, and Jingdong. The report revealed that in the period spanning from July 2021 to mid-March 2022 alone, the 12 companies lost a total of 216,800 employees. These figures bear significant implications for the companies as employee turnover leads to the loss of knowledge and skills, and subsequently, the additional costs of attracting and developing new hires. Organizations must allocate a substantial portion of their budget towards both recruiting and training new personnel. Research suggests that such efforts can result in losses ranging from a few thousand to in excess of twice that amount (Holtom, Mitchell & Lee, 2008). High-calibre employees are the primary driving force behind companies' profit realization. However, the internet industry has been sustained a high turnover rate, leading to a constant demand for talent. This situation is not conducive to companies' market share and long-term sustainability. Griffeth and Mobley (1977) defined willingness to leave as an employee's intention to exit a particular organization after a lengthy period of employment and reflection. Numerous studies by scholars, including Singh and Loncar (2010), have demonstrated that there is a negative correlation between job satisfaction and turnover intention. Work stress and lack of job satisfaction are among the factors that lead to employee turnover (Moore, 2001).

Therefore, especially in the context of company operation of reducing costs and increasing efficiency, it is crucial to improve the enhancement of employees' motivation

to work at the lowest possible cost, effectively and efficiently increase employees' job satisfaction, and adjust and optimize management methods in a targeted manner. Thus, it will be conducive to the operation and maintenance of the human capital of companies, and serve as a fundamental driver for the sustainable growth and success of the organization.

Stefan, Popa, and Albu (2020) assessed the level of employee motivation in the Romanian healthcare sector through an investigation into Maslow's Theory. The study aimed to assess the effect of meeting these needs on job satisfaction. The study found that increased satisfaction of needs, particularly self-actualization, positively affects job satisfaction. Işık et al. (2016) also identified a correlation between motivation and job satisfaction. The above proves the practical significance of using Maslow's needs theory to study job satisfaction.

However, there are few studies on job satisfaction in the internet company looking at the relevant literature over the past few decades. This paper aims to explore the factors influencing job satisfaction among internet industry staffs using Maslow's Theory. Drawing upon research from fields such as public safety, institutional teaching, healthcare, and video games, this study seeks to inspire motivational needs and promote the progress of the internet industry.

2.2 Framework

Maslow's Hierarchy of Needs Theory is a classical theory in behavioral science and was originally described by Abraham Maslow who is a psychologist from America in paper "A Theory of Human Motivation" in 1943. Maslow proposed that all aspects of motivation relate to one another and are influenced by a sequence of fundamental developmental needs. These needs emerge in a particular order and are known as the "Hierarchy of Needs" (Sengupta, 2011). The content comprises five dimensions of motivation: physiological needs, safety, love and belonging, respect, and self-actualization. Physiological needs, safety, love and belongingness are classified as lower-order needs, known as "deficiency needs", while respect and self-actualization are classified as higher-order needs, known as "growth needs" (Noltemeyer, James, Bush, Bergen, Barrios & Patton, 2020). Maslow's Theory is triangular, with needs met sequentially from bottom to top, starting with basic needs before moving on to higher needs. These higher needs

exist concurrently rather than in isolation. Once a lower-level need has been fulfilled or exceeded by a higher-level need, people are often no longer motivated to satisfy that need (Suyono & Mudjanarko, 2017) and will instead pursue to meet the following level of need.

Maslow's Theory has been examined across various academic fields including social sciences, psychology, sociology and education. In business, the model has been utilized to shed light on employee motivation (Benson & Dundis, 2003), primarily as a tool for human resource functions in different corporate settings.

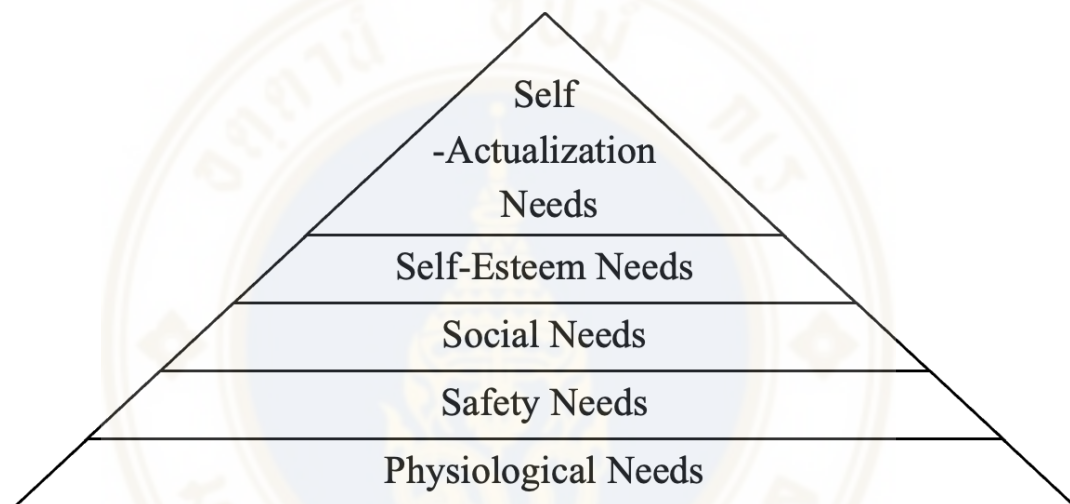


Figure 2.1 Maslow's Hierarchy of Needs Framework

2.2.1 The First Level of Demand: Physiological Needs

At the foundation of the pyramid lies the primary level of physiological needs encompassing fundamental necessities in life, including the requirement for sustenance, hydration, relaxation, clothing, and overall well-being (Louca, Esmailnia & Thoma, 2021). This level comprehensively describes the crucial needs that are essential for survival (Ghatak & Singh, 2019).

2.2.2 The Second Level of Demand: Safety Needs

The second level comprises security needs, such as protection, emotional stability, health protection, and financial security. As defined by Rivera (2006), these needs are seeking security through order and law. They reflect the desire for a predictable,

organized, and orderly world (Benti & Stadtmann, 2021). For instance, unemployment insurance can provide individuals with protection against job loss.

2.2.3 The Third Level of Demand: Social Needs

Social needs at the third level comprises requirement for “belonging” and “love”, which encompasses close bonds, recognition, empathy and fondness for others, elucidating the necessary attachment and adoration for those near to us in our daily lives (Ghatak & Singh, 2019). Connor and Yballe (2007) posit that our bodies are the primary aspects of our physical beings. However, from birth, we begin to incorporate social attributes as we bond with society. As we continue to develop, we require friendships, family, acceptance, and unconditional love.

2.2.4 The Fourth Level of Demand: Self-Esteem Needs

The fourth level is self-esteem needs, that is, the need for a steady high appreciation of self and respect for others. Respect necessity is separated into two sub-needs that denote the yearning for status. The first sub-need is the aspiration to be robust, accomplished and resolute from the individual's outlook. The second aspect concerns an individual's pursuit to attain a favorable reputation, respect, and recognition from others. Maslow (1943) proposes that good self-esteem is established on authentic competence, accomplishments, and the esteem of others. Moreover, fulfilling the need for self-esteem can lead to self-assurance, worthiness, proficiency, and confidence in oneself, as well as independence and liberty. For instance, employees are motivated by commendation and encouragement.

2.2.5 The Fifth Level of Demand: Self-Actualization Needs

The fifth and highest level of need is self-actualization, which denotes the feeling of dissatisfaction and distress when individuals are not involved in activities that match their personal inclinations (Louca, Esmailnia & Thoma, 2021). According to O'Connor and Yballe (2007), self-actualized individuals are committed to core values that are elementary yet arduous to fully embrace in everyday situations. These values include truth, justice, kindness, beauty, order, simplicity, and meaning or purpose. For instance, when employees receive the chance to participate in a training program that

bolsters their self-improvement, they become highly enthusiastic and subsequently value their work fully.

Due to the limited arguments and empirical evidence in the literature on the Internet context, according to the above research review, this study examines the influence of the five motivational dimensions of Maslow's theory on the employees' job satisfaction in Internet companies with reference to studies in the fields of public safety, healthcare, teaching applications, and video games.

2.3 Research Questions

1. Is the provision of physiological needs significantly related to improved job satisfaction?
2. Is the provision of safety needs significantly related to improved job satisfaction?
3. Is the provision of social needs significantly related to improved job satisfaction?
4. Is the provision of self-esteem needs significantly related to improved job satisfaction?
5. Is the provision of self-actualization needs significantly related to improved job satisfaction?

In summary, chapter 2 provides an overview of the current situation concerning employees within Chinese internet companies and Maslow's Theory, to establish a robust theoretical foundation for the next study, and proposes research questions based on this foundation. The following chapter will select the appropriate research methodology to address these questions, conduct the research design, and propose relevant research hypotheses.

CHAPTER III

RESEARCH METHODOLOGY

This chapter is about the methodology of this study, including the following parts: research methods, research hypotheses, and research design.

3.1 Research Methods

In this thesis, the literature review method was used to determine the research model, as well as the questionnaire method to design the questionnaire with the receipt of data, and finally the quantitative analysis method was used to start the data analysis.

3.1.1 Literature review method

Through the academic community in recent years for the Internet company related to employee motivation and Maslow's needs theory and other related information, literature research, on this basis, considering the status quo of China's Internet company employees, accordingly put forward the theoretical model as well as the corresponding assumptions.

3.1.2 Questionnaire Survey Method

The target of the questionnaire survey in this paper is the employees of Chinese Internet companies. By combining the mature scales compiled by scholars in previous studies, the measurement items of this study were formulated so as to ensure that the questionnaire has good content validity. Finally the formal questionnaire was determined to contain 6 variables and 22 measurement items, which were distributed and collected on a large scale. Finally, SPSS and MPLUS were used to analyze the questionnaire data sequentially with descriptive statistics, reliability and validity analysis, correlation analysis, factor analysis and regression analysis, and then test the research hypotheses to draw the corresponding conclusions.

3.1.3 Quantitative Analysis Method

After collecting the questionnaire data, use SPSS 26.0 and MPLUS 8.3 to screen and clean the sample data, make descriptive statistical analysis, test the reliability and validity, and then use Pearson's correlation coefficient to analyze the correlation between the variables, and ultimately use regression analysis to verify the hypothesis of the study, and draw the corresponding conclusions.

3.2 Research Hypotheses

3.2.1 Physiological Needs

Atefi, Abdullah, Wong and Mazlom (2014) identified three major factors that positively affect job satisfaction, one of which is the work environment and includes meeting the basic physiological needs outlined by Maslow. This comprises of salary, benefits, and a stable work environment.

H1: The provision of physiological needs has a significant positive impact on improving job satisfaction.

3.2.2 Safety Needs

Ghatak and Singh (2019) contend that in the absence of physical safety and security, individuals are predisposed to personal, emotional, and economic anguish, which is negatively affect job satisfaction.

H2: The provision of safety needs has a significant positive impact on improving job satisfaction.

3.2.3 Social Needs

Weller (1982) proposes that school principals can establish stronger bonds within the school community by facilitating joint engagement in school events among teachers, students, and administrators, as well as encouraging idea-sharing. This approach helps teachers cultivate a sense of belonging both to their profession and their role as educators, thereby enhancing job satisfaction.

H3: The provision of social needs has a significant positive impact on improving job satisfaction.

3.2.4 Self-Esteem Needs

Fisher and Royster (2016) discovered that alongside defining self-efficacy, teachers desired knowledge pertaining to whether they received respect from their colleagues, managers, students and other individuals linked to the educational institution, and actively worked towards nurturing this respect, which is positively affect job satisfaction.

H4: The provision of self-esteem needs has a significant positive impact on improving job satisfaction.

3.2.5 Self-Actualization Needs

Mousavi and Dargahi (2013) conducted a survey of 133 administrators at Tehran University of Medical Sciences and found that employees' ultimate goal is self-actualization once their basic and security needs are met, which will increase their job satisfaction. The survey also highlighted the importance of ethnic groups among Iranian employees.

H5: The provision of self-actualization needs has a significant positive impact on improving job satisfaction.

3.3 Research Design

3.3.1 Questionnaire Design

The questionnaire includes demographic variables, job satisfaction, and Maslow's needs.

The job satisfaction questionnaire is based on the MSQ scale used to measure job satisfaction by Weiss, Dawis and England (1967), which has been widely used to measure job satisfaction and its reliability has been tested by practice. In this paper, I choose the short scale of the MSQ and combine it with the six-item scale of Schriesheim and

Tsui (1980), and finally choose six items as the measurement items according to the actual research, and make minor adjustments.

Table 3.1 Scale of Job Satisfaction

Variable	Questions
Job Satisfaction	I recognize what I am currently doing.
	My salary is commensurate with my contribution to the company.
	I am satisfied with the company's welfare system.
	If I do my job well, I can get the recognition of my leaders.
	I get along well with my colleagues.
	I have the opportunity to be promoted in the company.
	The company's training and learning opportunities can meet my needs.

Babic, L., Kordic and Babic, J. (2014) investigated employees' motivation at work and proposed 15 items to assess the five dimensions of Maslow's Theory. According to scale, this paper identifies the following 15 measurement question items.

Table 3.2 Scale of Maslow's Hierarchy of Needs Theory

Variable	Questions
Physiological Needs	My salary supports my basic daily expenses such as food, water, accommodation and clothing.
	Company benefits are plentiful, e.g., paid sick leave, housing allowance, holiday gift box, etc.
	My working hours are reasonable.
Safety Needs	My job is stable.
	My working environment is safe and comfortable.
	The insurance system provided by the company is perfect.
Social Needs	I feel loved and wanted by working in the existing team.
	I have a harmonious relationship with my colleagues.
	When I have problems, my supervisor provides business help.

Table 3.2 Scale of Maslow's Hierarchy of Needs Theory (cont.)

Variable	Questions
Self-Esteem	I will take the initiative to take on more responsibility at work.
Needs	Colleagues recognize my ability to work. My superiors recognize my ability to work.
Self-Actualization	I have the opportunity to constantly learn new things in the company. I see clear career progression in my job.
Needs	I have a sense of self-fulfillment in my job.

A 5-point Likert scale is used in this paper, indicating a sequential change in attitude from 1 (strongly disagree) to 5 (strongly agree), with details of the specific questions on the scale in the questionnaire section of the appendix.

3.3.2 Sample Collection

This study selects employees in China's internet industry as the research object, across e-commerce, mobile games, healthcare, finance, education, tourism, logistics and other fields, covering nearly 80% of China's head internet companies, through the questionnaire star for online distribution and data collection. The questionnaire is distributed through WeChat, QQ and other social platforms, targeting people from different regions, fields and age groups in China, and 253 questionnaires are finally collected. Due to the design of questionnaire jumping, there are 20 questionnaires that do not belong to the Internet industry, so the valid questionnaires of this survey are 223.

Based on the above, Chapter 3 identifies the use of quantitative research methods, formulates the research hypotheses, cites mature scholars' scales, develops a research questionnaire, and finally collects 223 valid questionnaires online. In the next chapter, the collected questionnaire data will be statistically analyzed so as to test the hypotheses, identify the problems and make appropriate management recommendations.

CHAPTER IV

FINDINGS AND DISCUSSIONS

This chapter includes data analysis, research findings and management recommendations. The data analysis includes descriptive statistical analysis, reliability analysis, confirmatory factor analysis, correlation analysis and regression analysis. Based on data analysis results, verify research hypotheses, identify problems, and propose targeted management recommendations.

4.1 Data Analysis

4.1.1 Descriptive Statistical Analysis

Descriptive statistical analysis is used to statistically organize the basic situation of the sample data in the study, and the details of the sample distribution are shown in Table 4.1. The 223 valid responses received in this research come from major Internet companies and are widely distributed. The number of male samples is a little more than the number of female samples in gender. In terms of age, there are 198 people below 35 years old, accounting for 88.8%, which is in line with the characteristics of the youthfulness of Internet employees. In terms of education, undergraduate accounts for the highest proportion of 60.1%. In terms of working time, 78.5% of the employees have worked for less than 2 years, which is in line with the characteristics of high departure rate of Internet employees. Based on the above result, it can be concluded that the sample of this survey meets the expectation to a certain extent.

Table 4.1 Descriptive Statistical Analysis

(N=223)

Variable	Range	Frequency	Percent
Sex	Male	113	50.7
	Female	110	49.3
	Total	223	100
Age	<=24	28	12.6
	25-29	103	46.2
	30-34	67	30
	>=35	25	11.2
	Total	223	100
Education	Junior college or secondary school	14	6.3
	Undergraduate	134	60.1
	Master	72	32.3
	Other	3	1.3
	Total	223	100
Time of work	Half a year and below	33	14.8
	Half a year - one year	26	11.7
	One year - two years	116	52
	More than two year	48	21.5
	Total	223	100

4.1.2 Reliability Analysis

Reliability analysis is to measure the validity and reliability of the research scale, this study mainly uses Cronbach's Alpha to test the reliability of variables.

Table 4.2 Reliability Test

Variable	Cronbach's Alpha	N of Items
JS	0.885	7
BN	0.835	3
SN	0.867	3
BN	0.888	3
SEN	0.906	3
SAN	0.930	3

According to Table 4.2, The Cronbach's Alpha of job satisfaction is 0.885, physiological needs is 0.835, safety needs is 0.867, social needs is 0.888, self-esteem needs is 0.906, and self-actualization needs is 0.930, which all exceed 0.8 (Nunnally, 1978). It means that all the questions in the questionnaire have good internal consistency and good reliability level, and the data are suitable for the next analysis.

4.1.3 Validity Analysis

In this study, the formal research data were firstly subjected to KMO sample measure and Bartlett's test, and then based on the test results to determine whether factor analysis can be put forward.

Table 4.3 Result of KMO and Bartlett's Tests

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.928
Bartlett's Test of Sphericity	Approx. Chi-Square	4169.573
	df	231
	Sig.	0

According to Table 4-3, the KMO value of the sample data is 0.928 ($KMO > 0.7$), and the Bartlett's Spherical Test passes the 1% significance level test ($P = 0.000$), which indicates that there is a correlation between the items of the scale and it is suitable for factor analysis.

The maturity scale cited in this study has good content validity, so confirmatory factor analysis method is adopted to test whether the measurement effect of each item is consistent with the research expectation.

Table 4.4 Factor Loading Estimates

Variables	Constructs	Loadings	CR	AVE
PN	PN1	0.819	0.845	0.646
	PN2	0.840		
	PN3	0.749		
SN	SN1	0.815	0.890	0.729
	SN2	0.857		
	SN3	0.888		
BN	BN1	0.877	0.889	0.729
	BN2	0.785		
	BN3	0.895		
SEN	SEN1	0.803	0.904	0.760
	SEN2	0.911		
	SEN3	0.897		
SAN	SAN1	0.852	0.931	0.818
	SAN2	0.927		
	SAN3	0.932		
JS	JS1	0.717	0.886	0.528
	JS2	0.600		
	JS3	0.686		
	JS4	0.812		
	JS5	0.668		
	JS6	0.806		
	JS7	0.772		

Notes: All loadings (from STDYX standardization) are significant at $p < 0.001$

Table 4.4 shows that the standard load coefficient of all variables in this study is more than 0.6, CR value is more than 0.8, and AVE value is more than 0.5 (Hair, Black, Babin & Anderson, 2010), indicating that the factors have a good correspondence with each item, and the scale has an ideal convergence validity.

Table 4.5 Comparisons of Measurement Models

Models	χ^2	df	χ^2/df	$\Delta\chi^2$	RMSEA	SRMR	CFI	TLI
6-factor model	437.841	181	2.419		0.080	0.053	0.938	0.920
5-factor model (combining PN and JS)	650.932	186	3.500	213.091***	0.106	0.065	0.887	0.860
5-factor model (combining SN and JS)	653.265	186	3.512	215.424***	0.106	0.064	0.887	0.859
5-factor model (combining BN and JS)	555.122	186	2.985	117.281***	0.094	0.058	0.910	0.889
5-factor model (combining SEN and JS)	674.048	186	3.624	236.207***	0.108	0.062	0.881	0.853
5-factor model (combining SAN and JS)	619.929	186	3.333	182.088***	0.102	0.060	0.895	0.869
1-factor model	1195.599	196	6.100	757.758***	0.151	0.078	0.757	0.714

Notes: n = 223; ***p < 0.001

Tables 4.5 shows that fitting goodness indicators of the hypothesized model in this study fully meet the test criteria ($\chi^2/df = 2.419$, CFI = 0.938, TLI = 0.920, RMSEA = 0.080, SRMR=0.053) and fitness is significantly better than those of the other six alternative models, so the hypothesized model has the desired structural validity. Among them, the fitting indexes of the simple one-factor model are very poor, and there is no homologous deviation problem, which allowed further follow-up analyses to be carried out.

Table 4.6 Means, Standard Deviations, and Correlations

Variables	Mean	SD	PN	SN	BN	SEN	SAN	JS
Physiological Needs	3.52	0.87	(0.804)					
Safety Needs	3.59	0.85	.737**	(0.854)				
Social Needs	3.74	0.82	.629**	.714**	(0.854)			
Self-Esteem Needs	3.88	0.76	.506**	.604**	.741**	(0.872)		
Self-Actualization Needs	3.59	0.90	.605**	.623**	.678**	.665**	(0.904)	
Job Satisfaction	3.63	0.74	.629**	.638**	.707**	.603**	.712**	(0.727)

Notes: n = 223; **p < 0.01; reliability coefficients for the scales are in parentheses.

The findings in Tables 4-6 demonstrate a significant correlation among the variables ($p < 0.01$). Moreover, the correlation coefficients are less than the corresponding square roots of the AVE, signifying that the variables have some correlation and differentiation, and that the scale has an ideal level of differentiation validity.

In brief, the levels of reliability and validity of the scale are sufficient to proceed to the subsequent stage of data analysis.

4.1.4 Correlation Analysis

Correlation analysis is a statistical method to investigate whether there is correlation between variables, usually expressed by the correlation coefficient. Correlation analysis is a prerequisite for regression analysis, when the variables are correlated, linear regression method is used to study the direction of the interrelationship between the variables and to determine whether there is a causal relationship between the variables. In this study, the Pearson's correlation coefficient was adopted to estimate the relationship between variables.

As can be seen from the results in Tables 4-6, the correlation coefficients between the job satisfaction and the five needs show significant correlations ($p < 0.01$). The Pearson's correlation coefficient between job satisfaction and physiological needs is 0.629, between job satisfaction and safety needs is 0.638, between job satisfaction and social needs is 0.707, between job satisfaction and self-esteem needs is 0.603, between job satisfaction and self-actualization needs is 0.712, thus having a significant positive correlation.

4.1.5 Regression Analysis

Regression analysis can test for the existence of a significant relationship between correlated variables, as well as the extent and direction of the relationship.

Table 4.7 Result of Regression Analysis

DV : Job Satisfaction	Model 1		Model 2		Model 3		Model 4		Model 5	
	B	Std. Error	B	Std. Error	B	Std. Error	B	Std. Error	B	Std. Error
PN	0.540	0.045***	0.298	0.063***	0.208	0.058***	0.21	0.058***	0.141	0.056*
SN			0.332	0.064***	0.112	0.065	0.093	0.066	0.062	0.062
BN					0.420	0.059***	0.342	0.070***	0.272	0.067***
SEN							0.133	0.066*	0.021	0.065
SAN									0.290	0.052***
Adjusted R Square	0.393		0.457		0.556		0.562		0.615	
F	144.495***		27.262***		50.047***		4.104*		30.803***	
Maximum VIF	1.000		2.186		2.827		3.053		3.166	

Notes: n = 223; Unstandardized coefficients are reported. DV, Dependent variable; * p < 0.05, ** p < 0.01, *** p < 0.001.

According to Tables 4.7, the VIF values of Model 1-Model 5 are all less than 10, the R^2 values are all greater than 0.3, models all pass the F-test, and their F-statistic values are all at a significant level, which indicates that Model 1-Model 5 have a better explanatory validity and there is no multiple covariance among the variables.

Firstly, from Model 5, the unstandardized regression coefficients are all positive ($\beta_1 = 0.141$, $\beta_2 = 0.062$, $\beta_3 = 0.272$, $\beta_4 = 0.021$, $\beta_5 = 0.290$), of which physiological needs, social needs, and self-actualization needs all pass the 0.05 significance level test. Hypothesis 1, hypothesis 3, and hypothesis 5 are acceptable.

Combining the regression coefficients of Model 2 ($\beta=0.332$, $p<0.001$), it can be seen that there is a significant positive relationship between safety needs on job satisfaction, and hypothesis 2 is acceptable. Surprisingly, the significance of safety needs disappears when the variable of social needs is added to Model 3, a result that suggests that social needs are a more prominent need for employees comparing to safety needs.

Similarly, combining the regression coefficients of Model 4 ($\beta=0.133$, $p<0.05$), it can be seen that there is a significant positive relationship between self-esteem needs on job satisfaction, and hypothesis 4 acceptable. The significance of self-esteem needs disappears when the variable of self-actualization needs is added to Model 5, a result that suggests that self-actualization needs are a more prominent need for employees comparing to self-esteem needs.

In conclusion, physiological needs, safety needs, social needs, self-esteem needs and self-actualization needs have significant positive relationship on job satisfaction and research hypotheses 1- hypotheses 5 are acceptable. In terms of the magnitude of the unstandardized regression coefficients, the variable that has the greatest impact on the job satisfaction of Internet employees is self-actualization needs, the second is social needs, the third is physiological needs, the fourth is safety needs and the fifth is self-esteem needs.

4.2 Research Findings

Table 4.8 Research Hypothesis Test Results

Hypothesis	Conclusion
H1: The provision of physiological needs has a significant positive impact on improving job satisfaction.	Accept
H2: The provision of safety needs has a significant positive impact on improving job satisfaction.	Accept
H3: The provision of social needs has a significant positive impact on improving job satisfaction.	Accept
H4: The provision of self-esteem needs has a significant positive impact on improving job satisfaction.	Accept
H5: The provision of self-actualization needs has a significant positive impact on improving job satisfaction.	Accept

In summary, the original hypotheses H1, H2, H3, H4, and H5 are all valid, as shown in Table 4-8, and the following conclusions are found.

4.2.1 Insufficient Growth and Promotion Opportunities in Internet Companies

Regression analysis's results show that self-actualization needs have a significant positive impact on staffs' job satisfaction, and the unstandardized regression coefficient is 0.290, which has the greatest impact among the variables. Based on the results of the self-actualization needs scale show that companies do not pay enough attention to the growth needs of their employees, and lack effective learning paths or learning content to help employees improve their professionalism. At the same time, it does not provide sufficiently open and transparent promotion channels for employees.

4.2.2 Employees Lack Love and Being Needed in the Team

From the regression results, employees' perception of social needs significantly and positively affects their job satisfaction, with an unstandardized regression coefficient of 0.272. At the same time, lower scores on the social needs scale imply that employees'

judgement of their sense of belonging is worse. The results show the score for "Employees feeling loved and wanted by working in the existing team" is the lowest.

4.2.3 Employees Do Not Have Reasonable Working Hours

Regression analysis's results show that physiological needs have a significant positive impact on staffs' job satisfaction, and the unstandardized regression coefficient is 0.141. Based on the results of the physiological needs scale show that employees believe that they do not have reasonable working hours and have frequent overtime work, which makes employees feel more pressure in terms of working hours.

4.2.4 Job is Instability in the Internet Industry

From the results of regression analysis, safety demand has a significant positive impact on career satisfaction. Specifically, the average score of the SN1-SN3 questions related to employees' safety needs is 3.67, of which the score of the question "My job is stable" is only 3.34, indicating that employees perceive that their jobs are risky, and that they may face leadership changes, business changes or even layoffs at any time.

4.3 Management Recommendations

4.3.1 Open Up Promotion Channels, Develop Diversified Training Courses and Broaden Career Development Channels

Allowing employees to see the future will better motivate them to work in the present. Therefore, it is necessary to make promotion opportunities open and transparent, organize cross-departmental evaluation committees, set up monitoring and assessment mechanisms, and quantify assessment indicators, so that employees can see the unlimited possibilities for their development and enhance their career prospects. This is conducive to healthy competition within the company and avoids "monopoly of power, abuse power for personal gain" within the company. At the same time, companies can establish three major curriculum systems: professional skills, organization management, and talent quality, to provide employees with diversified career planning training, together with the staff

to customize their ability to adapt to the career development path, so that employees can be suitable for their own career path, to give employees a platform for growth.

4.3.2 Pay Attention to the Physical and Mental Health of Employees, and Create a "Family Culture" Team

Cultural construction and humanistic concept are the soft power of company development. When employees are in a working environment full of love like home, they will naturally treat the company as their home and work hard for it. Therefore, the company should establish a good interaction system, such as organizing quarterly two-way communication meetings between employees and leaders, opening up real-time feedback channels for employee information, building an "employee's home", organizing exclusive festivals of different job categories, and distributing employee anniversary gifts, etc., so as to safeguard the physical and mental health of the staff and enhance their sense of belonging.

4.3.3 Optimize the Talent-Post Matching and Formulate Performance Assessment

"996, 007" work system is a common feature of the Internet industry, the rapid development of the industry brings more work is one of the factors leading to long working hours, more because of overtime work for the sake of overtime work is an increasingly abnormal phenomenon. Therefore, with the expansion of business scale, the company should reasonably expand the scale of personnel, optimize the talent-post matching, and improve the efficiency of employees. Meanwhile, the company needs to scientifically assess the market and its own situation, formulate a fair and reasonable performance appraisal method and possible performance targets, adopt a flexible working system, combine incentives and penalties for employees to resist ineffective overtime work, and stimulate the enthusiasm of employees.

4.3.4 Build a Company Talent Pool and Improve the Talent Protection Mechanism

Talent is the core element of company development. The high-speed operation of the Internet company, cannot avoid the replacement of new and old blood, but old employees have cohesion and stability that new talents do not have, which is more conducive to the long-term development of the company. Therefore, when facing business adjustment, in addition to the moderate optimization of employees who are not really adapted to the company, the company can set up a reserve talent pool, collect the personalized needs of employees for job content and positions, release the corresponding positions in combination with the development needs of the company, and set up a corresponding assessment mechanism, which will select suitable employees from the talent pool to move to the appropriate positions to better create value.

In summary, through the data analysis results, this chapter finds that the five needs of Maslow's Theory all have significant positive effects on the job satisfaction of employees within Chinese Internet company. The research hypotheses are verified, and the current management problems of Chinese Internet company are further pointed out. And put forward relevant suggestions. The next chapter will summarize the full research and put forward the research limitations.

CHAPTER V

CONCLUSIONS

5.1 Conclusions

In the past ten years, China's internet industry has developed rapidly, and along with the rapid expansion of business, internet employees are quitting their jobs quickly, and the problem of employees' job satisfaction is at stake. Therefore, this paper aims to discover the influencing factors of internet staffs' job satisfaction, takes Maslow's Theory and job satisfaction related research as the theoretical basis, constructs a research model of the impact of Maslow's Theory on staffs' job satisfaction in Chinese internet companies, and raises the research question of whether providing the five dimensions of needs in Maslow's Theory is significantly related to enhancing job satisfaction. This paper develops a questionnaire by citing mature scholars' scales, conducts online questionnaire surveys on employees of internet companies from all walks of life across China, and ultimately uses quantitative analysis to develop data analysis. The data analysis includes descriptive statistical analysis, reliability analysis, validity analysis, confirmatory factor analysis, correlation analysis and regression analysis to explore the role and influence of each variable on the employees' job satisfaction in internet. The results show that the five needs of Maslow's Theory all have a significant positive impact on the employees' job satisfaction in Chinese internet companies.

Eventually, this paper combines the findings of quantitative research and points out that Chinese internet companies currently have the following main problems: first, insufficient growth and promotion opportunities in internet companies; second, employees lack love and need in the team; third, employees do not have reasonable working hours; fourth, job is instability in the Internet industry.

In view of these problems, this paper puts forward the following targeted recommendations: first, open up promotion channels, develop diversified training courses and broaden career development channels; second, pay attention to the physical and mental health of employees, and create a "family culture" team; third, optimize the talent-

post matching and formulate performance assessment; fourth, build a company talent pool and improve the talent protection mechanism.

5.2 Limitations of Research

This study takes the staffs of Chinese internet companies as the research object, uses quantitative analysis method to analyze the data, explores the factors affecting the staffs' job satisfaction in Chinese internet companies and the role of related factors on the employees' job satisfaction, and proposes corresponding suggestions in human resource management in response to the findings of study, but there are still many limitations:

First, the sample scope is not wide enough. The questionnaire collection is based on my social network relationships online, the research of the employee's company is basically a large internet company. Subsequent research objects can increase the staffs of small and medium-sized internet companies, to more accurately respond to the factors affecting the employees' job satisfaction in Chinese internet companies.

Second, the results of research cannot show the dynamic relationship. The data of this study is collected only once for the same research object in a certain time period, which belongs to the cross-section data, and the results of the study can only show the relationship at a certain time, and cannot explore the dynamic relationship between the independent variable and the dependent variable. Future research can use longitudinal research methods to explore the changes in the impact of different needs on job satisfaction at different times.

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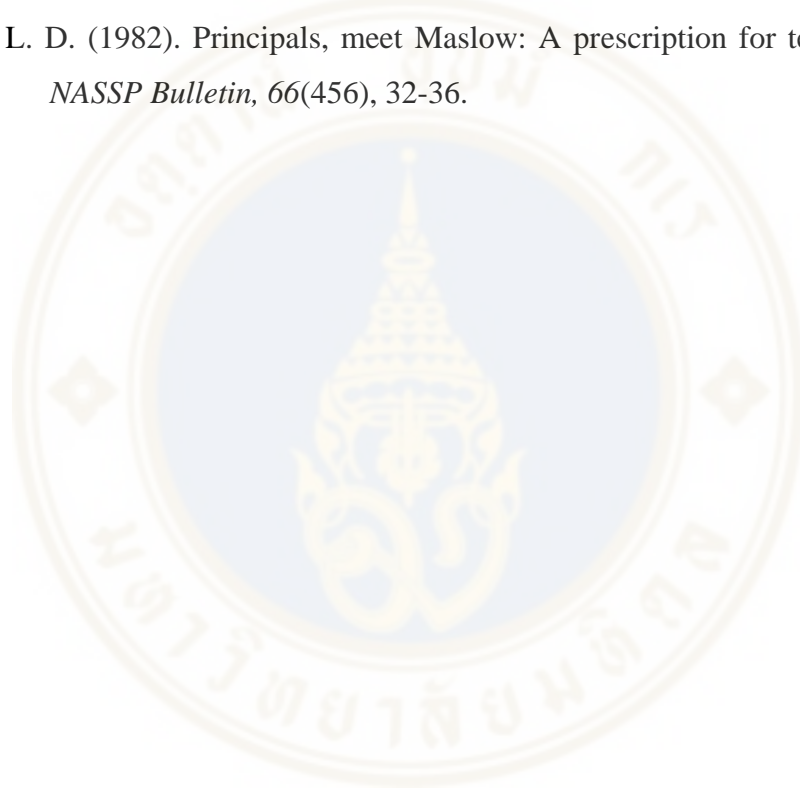
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Appendix A: Questionnaire

Part I: General Question

1. Please select your gender:
 - A. Female
 - B. Male

2. Please select your age group:
 - A. 24 years and below
 - B. 25-29 years old
 - C. 30-34 years old
 - D. 35 years and over

3. Your education is?
 - A. Junior college or secondary school
 - B. Undergraduate
 - C. Master
 - D. Doctor
 - E. Other

4. How many years have you work in this company?
 - A. Half a year and below
 - B. Half a year - one year (including one year)
 - C. One year - two years (including two years)
 - D. More than two year

5. Is the industry you work in the Internet industry?
 - A. Yes
 - B. No

Part II: Job Satisfaction

(Five degrees: 1. Strongly disagree, 2. Disagree, 3. General, 4. Agree, 5. Strongly agree)

No.	Questions
6	I recognize what I am currently doing.
7	My salary is commensurate with my contribution to the company.
8	I am satisfied with the company's welfare system.
9	If I do my job well, I can get the recognition of my leaders.
10	I get along well with my colleagues.
11	I have the opportunity to be promoted in the company.
12	The company's training and learning opportunities can meet my needs.

Part III: Maslow's Hierarchy of Needs Part

(Five degrees: 1. Strongly disagree, 2. Disagree, 3. General, 4. Agree, 5. Strongly agree)

No.	Variable	Questions
13	Physiological Needs	My salary supports my basic daily expenses such as food, water, accommodation and clothing.
14		Company benefits are plentiful, e.g., paid sick leave, housing allowance, holiday gift box, etc.
15		My working hours are reasonable.
16	Safety Needs	My job is stable.
17		My working environment is safe and comfortable.
18		The insurance system provided by the company is perfect.
19	Social Needs	I feel loved and wanted by working in the existing team.
20		I have a harmonious relationship with my colleagues.
21		When I have problems, my supervisor provides business help.
22	Self-Esteem Needs	I will take the initiative to take on more responsibility at work.
23		Colleagues recognize my ability to work.
24		My superiors recognize my ability to work.
25	Self-Actualization Needs	I have the opportunity to constantly learn new things in the company.
26		I see clear career progression in my job.
27		I have a sense of self-fulfillment in my job.