

JOB SATISFACTION DURING COVID-19 PERIOD AMONGST HIGHER EDUCATIONAL AND MEDICAL WORKERS IN KOSOVO

Dua DANJOLLI-HASHANI¹, Arianit A. REKA²

¹Heimerer College, Pristina, Kosovo

²Departamenti i Kimisë, Fakulteti i Shkencave Matematike- Natyrore, Universiteti i Tetovës 1200 Tetovë,

Abstract

Aim: This research investigates the satisfaction and motivation of academic staff and medical workers during the Covid-19 pandemic in Kosovo.

Method: For the realization of this study, the questionnaires were completed by two categories: academic staff and medical workers (lab technicians and nurses) researching the impact of COVID-19 on the degree of their motivation at work and their job satisfaction. All responses were completely anonymous.

Results: The findings showed there were also significant correlations ($r = 0.673$; $p < 0.01$) between motivation and job satisfaction and between intrinsic motivation and job satisfaction ($r = 0.585$; $p < 0.01$). A significant difference was found between job satisfaction and work experience ($t = 15.54$; $p < 0.01$). We also found a significant difference not only in external motivation, which means that regardless of job satisfaction, subjects also show interest in material motivation (salary, benefits, promotions).

Conclusions: We conclude that motivation and job satisfaction of academic staff and medical workers were high during the Covid-19 pandemic.

Keywords: Covid-19, motivation, job satisfaction, academic staff, medical workers

1. Introduction

COVID-19 is a new infectious and pathogenic disease that first appeared in China in December 2019 and continues to spread rapidly worldwide (Mohapatra, Pintilie, Kandi, Sarangi, Das, Sahu & Perekhoda, 2020). On January 31, 2020, COVID-19 was listed as a public health emergency of international concern by the World Health Organization (World Health Organization, 2020). Since the introduction of the first case with COVID-19, the alarming situation has continued, accompanied by stress, panic, and anxiety of the people. A substantial body of literature and a lot of research on progress has focused on the impact of COVID-19 on the psychological and emotional state of individuals (Duan & Zhu, 2020). Studies have also reported that the health and economic crisis caused by COVID-19 has had a major impact on people's mental well-being (Duan & Zhu, 2020; Ahrendt, Mascherini, Leoncikas & Sandor, 2020). So, COVID-19 also can affect job satisfaction. Job satisfaction among academic staff increases the motivation and desire to contribute to the education system. This is crucial because with their involvement better decisions are made and the above-mentioned aspect is considered a very important resource for their maximum commitment and for achieving high performance at work (Amazt & Idris, 2011; Bakan, Buyukbese, Ersahan & Sezer, 2014). The level of job satisfaction among medical staff, including nurses and medical laboratory technicians, is directly related to the effectiveness and implementation of strategies for controlling and preventing major crises (Yu, Zhao, Li, Hu, Xu, Zhao & Huang, 2020).

The challenge of improving productivity covers both the private and public sectors. In addition to various sectors, educational and health institutions also face this challenge. Motivation in the workplace can be considered as a set of internal or individual and external or environmental factors that determine its direction, form, duration, and intensity. It is also presented as a personal and hypothetical invisible construct, for which the measurement of motivation is justified (Haque, Haque & Islam, 2014). Internal or external motivation

motivates staff to work in normal and challenging situations (AlAbri & Siron, 2020).

This study focuses on the category of medical workers, namely medical laboratory technicians and nurses, who are at higher risk of infection with COVID-19, and academic staff in Kosovo from whom expectations are high for scientific work.

In Kosovo, job satisfaction has not yet been measured enough for academic staff, medical laboratory technicians, and nurses, who fought and are still fighting COVID-19. Since this is directly related to the implementation of strategies to prevent and control major crises, this study is of great research importance, and it is reasonable to think about job satisfaction and motivation.

2. Methodology

This study reports the motivation and job satisfaction level of medical workers (medical laboratory technicians and nurses) during the COVID-19 pandemic in Kosovo. It also identifies risk factors to control medical workers and academic staff for their needs which will help in the well-being of mental health.

Participants

Samples: 112 subjects were included in this research, of which 31 lecturers, 31 teaching assistants, 25 medical laboratory technicians, and 25 nurses. Of these, 64 are female, while 48 are male. In terms of age, 46 subjects are under the age of 35, while 66 are above that age (Table 1).

Table 1. Participation of subjects by sociodemographic variables

		Frequency	Percent
Job Position	Lecturer	31	27.4
	Teaching Assistant	31	27.4
	Lab. Technician	25	22.1
	Nurses	25	22.1
Gender	Female	64	56.6
	Male	48	42.5
Age	Under 35 years old	46	40.7
	Over 35 years old	66	58.4

For the realization of this research, the demographic questionnaire, the questionnaire for measuring job satisfaction, and the degree of motivation at work were used.

Procedure

For the realization of this study, the questionnaires were completed by two categories: academic staff and medical workers (lab technicians and nurses) researching the impact of COVID-19 on the degree of their motivation at work and their job satisfaction. Participants were asked to read the questions carefully before answering. All responses were completely anonymous. The completion of the questionnaires was carried out during the pandemic period October-November 2020.

The data gathering procedure was carried out Online using Google Forms and sent online to academic staff at the Universities of Higher Education in Kosovo as well as went to health personnel employed in private polyclinics, and private laboratories in Kosovo. All participants electronically provided informed consent before fulfilling the questionnaire. Participation in the study on voluntary a basis and complied fully with the provisions of the Helsinki Declaration regarding research on human participants. The participants were

informed that the data in this study are only for research purposes and their personal information will remain anon anonymous. The questionnaire consists of three parts: the first part is demographic questions such as gender, age, experience, and job. The second part of the questionnaire consists of Job satisfaction, which inherits 100 questions such as working conditions, satisfaction with the amount of salary, etc. For each question, there are five answer options from 1 "Very dissatisfied" to 5 "Very satisfied" (Weiss, Dawis, England & Lofquist, 1967). Table 2 shows the reliability of 100 items in the job satisfaction measurement questionnaire. According to the achieved coefficient ($\alpha = 0.95$) we notice that the metric characteristic of reliability is high. To conduct data analysis, we used SPSS v21.0 statistical package.

Motivation Level Questionnaire. The questionnaire includes 18 sub-questions that answer the question "Why are you motivated to do your job?". For each sub-question there are five answer options from 1 "Strongly disagree" to 5 "Strongly agree" (Deci & Ryan, 1985; Deci & Ryan, 2008). In Table 3 where the reliability statistics of the test for measuring motivation at work are presented, the coefficient ($\alpha = 0.942$) from the 18 items of the test shows high reliability. The reliability of statistics of the extrinsic motivation scale ($\alpha = 0.692$), introjected motivation scale ($\alpha = 0.911$), identification motivation scale ($\alpha = 0.950$), integrative motivation scale ($\alpha = 0.886$), intrinsic motivation scale ($\alpha = 0.847$), prosocial motivation scale ($\alpha = 0.628$), from the 3 items for each one of the test shows high reliability.

Results

From this study, we found that the motivation and job satisfaction of the academic staff and medical workers (nurses and medical laboratory technicians) has been high during the Covid-19 pandemic. This means that academic staff and medical workers have not been affected by the pandemic, but have been motivated and satisfied with their work, especially staff with long experience regardless of gender.

Table 2. Statistics of evaluation of types of motivation by subjects

	N	Min	Max	M	SD
EXTRINSIC	112	3.00	15.00	10.1786	3.10540
IDENTIFIED	112	3.00	15.00	13.1071	3.02648
INTROJECTED	112	3.00	15.00	12.5000	3.09897
INTEGRATED	112	3.00	15.00	12.5446	2.91899
INTRINSIC	112	3.00	15.00	12.0446	3.03846
PROSOCIAL	112	3.00	15.00	11.7857	2.82979

Before we start with the comparative analysis to confirm the purpose of this research, in Table 4 we have presented the statistical data that the subjects achieve in assessing the types of motivation during the implementation of obligations and work tasks.

The evaluation of subjects in intrinsic motivation reaches the overall average ($M = 11.79$; $SD = 2.83$) within the minimum value ($Min = 3$) and maximum ($Max = 15$), evaluating them on a scale from 1 to 5 total of 3 of or measuring this type of motivation. The average achieved is higher than the theoretical one ($M = 7.5$), which shows that this type of motivation is significantly appreciated. Analyzing the results obtained from table 6, identifying motivation ($M = 13.11$; $SD = 3.03$), introjected ($M = 12.50$; $SD = 3.01$), integrated ($M = 12.54$); $SD = 2.92$) and intrinsic ($M = 12,044$; $SD = 3.04$) are also widely used by the subjects included in this research, all of which exceed the theoretical average of the applied test ($M = 7.5$).

Table 3. Statistics of satisfaction of subjects with job satisfaction

	N	Min	Max	M	SD
Total Satisfaction	112	106	498	361.58	74.351
Valid N (listwise)	112				

Regarding the descriptive statistics of the job satisfaction variable, table 5 presents the values of the central tendency with average ($M = 361.58$) and standard deviation ($SD = 74.35$), from the minimum value of 106 and maxim of 498. The average achieved and exceeded the theoretical average of the test ($Mt = 250$), which is an indicator that most of the sample is satisfied with their work.

Table 4. Correlation between the precision of different types of motivation

	Extrinsic	Identified	Interjected	Integrated	Intrinsic	Prosocial
Extrinsic	1					
Identified	.442**	1				
Introjected	.510**	.791**	1			
Integrated	.453**	.864**	.697**	1		
Intrinsic	.397**	.715**	.597**	.721**	1	
Prosocial	.417**	.696**	.547**	.695**	.720**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Table 4 presents the correlations between the perception of motivation types by the subjects involved in this research. According to the obtained results, we see that there is a statistically significant correlation between all types of motivation. The highest correlation is seen between identifying and integrating motivation ($r = 0.864$, $p < 0.01$), between identifying and injecting motivation ($r = 0.79$), between intrinsic and prosocial motivation ($r = 0.72$, $p < 0.01$). These types of motivation have elements in common during their manifestation by the subjects. Extrinsic motivation shows lower correlation coefficients with other types of motivation, although even these coefficients are within high statistical significance ($p < 0.01$).

Table 5. Relationship between motivation and job satisfaction

	Total_Satisfaction	Total_Motivation
Total_Satisfaction	1	.673**
Total_Motivation	.673**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

The correlation between motivation and job satisfaction is presented below (Table 5). According to the obtained statistics, we conclude that there is a statistically significant correlation ($r = 0.673$; $p < 0.01$) between the main research variables. So, with the increase of motivation from work, the satisfaction of the subjects engaged in the work activity also increases.

Table 6. Correlation between intrinsic motivation and job satisfaction

	Total_Satisfaction	Intrinsic
Total_Satisfaction	1	.585**
Intrinsic	.585**	1

Note: **. Correlation is significant at the 0.01 level (2-tailed).

According to the value of the correlation coefficient in Table 6 we see that there is a statistically significant correlation between intrinsic motivation and job satisfaction ($r = 0.585$; $p < 0.01$). This correlation shows that subjects who are intrinsically motivated to perform their work tasks tend to increase their satisfaction with the job in which they are located.

Table 7. Comparison of average job satisfaction according to professional experience

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work Experience	15.542	111	.000	2.411	2.10	2.72
Total Satisfaction	51.467	111	.000	361.580	347.66	375.50

Based on the results presented in Table 7 for the level of job satisfaction based on the professional experience of the subjects, there is a statistically significant difference in the level of job satisfaction based on the professional experience of the subjects ($t = 15.54$; $p < 0.01$).

Table 8. Preference of types of motivation by gender

Gender		Extrinsic	Identified	Interjected	Integrated	Intrinsic	Prosocial
Female	Mean	10.5312	13.6562	13.0938	12.9375	12.2031	12.0000
	Std. Deviation	3.29487	2.81278	2.75288	2.81648	2.79557	2.40370
	Std. Error of Mean	.41186	.35160	.34411	.35206	.34945	.30046
Male	Mean	9.7083	12.3750	11.7083	12.0208	11.8333	11.5000
	Std. Deviation	2.79786	3.17319	3.37676	2.99993	3.35384	3.31983
	Std. Error of Mean	.40384	.45801	.48739	.43300	.48408	.47918
Total	Mean	10.1786	13.1071	12.5000	12.5446	12.0446	11.7857
	Std. Deviation	3.10540	3.02648	3.09897	2.91899	3.03846	2.82979
	Std. Error of Mean	.29343	.28598	.29282	.27582	.28711	.26739

Table 8 presents the preferences of the subjects towards the types of motivation, based on their gender. In female subjects, but also in male subjects, the preference for identifying motivation dominates ($M = 13.66$; $SD = 2.81$) and ($M = 12.38$; $SD = 3.17$). So, during the realization of work tasks, subjects prefer to have a model with which to identify, as well as to accept the ways of performing them as their own. This is one of the most

effective ways to achieve organizational goals. Preference for ecstatic motivation is lower, unlike other types of motivation, in both men and women, with average values ($M = 10.53$; $SD = 3.29$) and ($M = 9.7$; $SD = 2.8$).

Table 9. Analysis of the comparison of the means of preference of the types of motivation by gender

	Source	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>p</i>
<i>Extrinsic</i>	<i>Between Groups</i>	1	18.574	18.574	1.942	.166
	<i>Within Groups</i>	110	1051.854	9.562		
	<i>Total</i>	111	1070.429			
<i>Identified</i>	<i>Between Groups</i>	1	45.027	45.027	5.097	.026
	<i>Within Groups</i>	110	971.688	8.834		
	<i>Total</i>	111	1016.714			
<i>Interjected</i>	<i>Between Groups</i>	1	52.646	52.646	5.715	.019
	<i>Within Groups</i>	110	1013.354	9.212		
	<i>Total</i>	111	1066.000			
<i>Integrated</i>	<i>Between Groups</i>	1	23.048	23.048	2.748	.100
	<i>Within Groups</i>	110	922.729	8.388		
	<i>Total</i>	111	945.777			
<i>Intrinsic</i>	<i>Between Groups</i>	1	3.751	3.751	.404	.526
	<i>Within Groups</i>	110	1021.026	9.282		
	<i>Total</i>	111	1024.777			
<i>Prosocial</i>	<i>Between Groups</i>	1	6.857	6.857	.855	.357
	<i>Within Groups</i>	110	882.000	8.018		
	<i>Total</i>	111	888.857			

According to the comparative analysis of the means of preference of the types of motivation based on gender (Table 9) we notice that between male and female subjects there are no statistically significant differences in the preference of the types of motivation such as extrinsic motivation ($df=1$) ($F=1.942$, $p=.166$), identified motivation ($df=1$) ($F=5.097$, $p=.026$), interjected motivation ($df=1$) ($F=5.715$, $p=.019$), integrated motivation ($df=1$) ($F=2.748$, $p=.100$), intrinsic motivation ($df=1$) ($F=.404$, $p=.526$), prosocial motivation ($df=1$) ($F=.855$, $p=.357$).

Table 10. Comparison of the means of preference of the types of motivation according to the level of job satisfaction

	Source	df	SS	MS	F	p
<i>Extrinsic</i>	<i>Between Groups</i>	86	893.762	10.393	1.471	.137
	<i>Within Groups</i>	25	176.667	7.067		
	<i>Total</i>	111	1070.429			
<i>Identified</i>	<i>Between Groups</i>	86	954.464	11.098	4.457	.000
	<i>Within Groups</i>	25	62.250	2.490		
	<i>Total</i>	111	1016.714			
<i>Introjected</i>	<i>Between Groups</i>	86	974.083	11.327	3.081	.001
	<i>Within Groups</i>	25	91.917	3.677		
	<i>Total</i>	111	1066.000			
<i>Integrated</i>	<i>Between Groups</i>	86	874.610	10.170	3.573	.000
	<i>Within Groups</i>	25	71.167	2.847		
	<i>Total</i>	111	945.777			
<i>Intrinsic</i>	<i>Between Groups</i>	86	942.860	10.963	3.346	.001
	<i>Within Groups</i>	25	81.917	3.277		
	<i>Total</i>	111	1024.777			
<i>Prosocial</i>	<i>Between Groups</i>	86	815.607	9.484	3.237	.001
	<i>Within Groups</i>	25	73.250	2.930		
	<i>Total</i>	111	888.857			

*within groups includes job satisfaction, between groups includes types of motivation

As we analyzed motivation levels related to job satisfaction we found significant results for interjected motivation (df=86) (F=3.081, p=.001) and prosocial motivation (df=86) (F=3.237, p=.001), but also for identified (df=86) (F=4.457, p=.000), integrated (df=86) (F=3.573, p=.000), and intrinsic motivation (df=86) (F=3.346, p=.001). There is a statistically significant difference not only in external motivation (df=86) (F=1.471, p=.137), which means that regardless of the concept of job satisfaction, subjects show interest in material motivation (salary, benefits, promotions, etc.).

3. Discussion and conclusion

Since the introduction of the first case with COVID-19, the alarming situation accompanied by stress, panic, and anxiety of the people is continuing. Results have been reported and research is ongoing on the impact of COVID-19 on the psychological and emotional state of individuals (Duan & Zhu, 2020). Furthermore, the health and economic crisis caused by COVID-19 has had a major impact on the mental well-being of people (Ahrendt, Mascherini, Leoncikas & Sandor, 2020). During the declared state of emergency, the academic staff and medical workers, despite the measures prohibiting the movement of citizens, continued their engagements. Academic staff continued to engage through online electronic platforms, while health personnel continued to engage in health institutions (Government of the Republic of Kosovo, 2020). The pandemic has had negative effects on the mental health and well-being of clinical and non-clinical staff (Evanoff, Strickland, Dale, Hayibor, Page, Duncan, Kannampallil & Gray, 2020).

This study investigated the level of staff motivation in a clinical and academic setting and found that during the Covid-19 pandemic period staff were very well motivated, in addition to the short-lived staff.

The results of this study showed that job motivation is directly related to job satisfaction. It also showed that motivation at work has a positive impact on the job satisfaction of academic staff and medical workers. Therefore, through the results, it can be argued that by improving job satisfaction, job motivation can be increased, as also suggested by Stankovska et al., 2017 (Stankovska, Angelkoska, Osmani & Grncarovska, 2017). According to a research study done on job performance, employees with high job satisfaction are characterized by innovative ideas, creativity, and progress in scientific projects, while those with low job satisfaction were more tense and irritated in which case this situation had a negative impact in their efficiency in the teaching (didactic) process (Szromek & Wolniak, 2020). It has been found that job satisfaction has been negatively affected by anxiety and family-work conflicts during the Covid-19 pandemic (Zaidan et al., 2022). Research has been done on the relationship between workers' age and their job satisfaction, and it has been reported that the older the employee age, the higher the job satisfaction (Fiabane, Giorgi, Musian, Sguazzin & Argentero, 2012; Pfeffer & Langton, 1993). Another research study has shown that organizational order, level of remuneration, and promotion at work have an impact on academic job satisfaction (Fiabane et al., 2012). Several other studies have reported significant correlations between job satisfaction and job performance (John, Varghese & Varghese, 2020) and quality of life (Kumar, Kumar, Aggarwal, et al. 2021). Research has also shown that long-term effectiveness in scientific work is associated with good workplace organization. Some results have been reported which show that the satisfaction of the academic staff depends only on the conditions of the institution where they are employed and, on the experience, spent in that institution. However, no correlation was found between the level of satisfaction with the time spent by employees on academic work in higher education (Nojani, Arjmandnia, Afrooz & Rajabi, 2012; Sharp, 2008; Shen, Jackson, Ding, Yuan, Zhao, Dou & Zhang, 2012; Oshagbemi, 2000; Bellamy, Morley, & Watty, 2003).

According to a study, despite frequent satisfaction with working conditions, the demand for employment outside the higher education sector is low. Additionally, organizational support for employment outside the higher education sector in the workplace affects the effectiveness of scientific work. Scientific commitment, job satisfaction, and level of performance are important factors related to the fulfillment of scientific and didactic goals that are set for employees (Szromek & Wolniak, 2020).

In a study done in Sweden, was reported that academic staff during the pandemic were satisfied with their job (Ahmadi et al., 2022). But, job satisfaction and motivation of faculty members in Pakistan during the COVID-19 pandemic need to be improved (Ali et al., 2021).

According to the results of another study, the motivation and job satisfaction of medical workers during the pandemic Covid-19 needs to be improved (Mahrool, 2021). Also, another study found that the motivation level of laboratory professionals was low (Jafri, Ahmed & Siddiqui, 2020). The close results were found in another research on medical laboratory workers in Libya (Abdulwahed & Elmansorry, 2021). Another research study has shown that most of nurses were satisfied (Timalsina et al., 2021).

Other results have been found according which the level of satisfaction varies between females and males and is related to the level of education and work experience. According to some results, in the first years of employment, the level of job satisfaction is lower and constantly increases, while among employees with a high level of education, the level of job satisfaction is higher (Dalkrani & Dimitriadis, 2018). According to the results of another research, the academic staff was satisfied with their work as they believed that the university was ready for any crisis including COVID-19 (Gouda, 2020). In another study conducted during the Covid-19 pandemic period, the medical staff was relatively well satisfied with their work (Yu, Zhao, Li, Hu, Xu, Zhao & Huang, 2020).

Another study conducted on job satisfaction during the Covid-19 pandemic period for IT company employees resulted in low employee satisfaction and found that external satisfaction factors were positive (Shilpi, 2020). Another study conducted in Iran during the period 5 – 20 April 2020, reported good job satisfaction among medical workers including doctors, nurses, radiologists, and technicians (Zhang, Liu, Afshar Jahanshahi, Nawaser, Yousefi, Li & Sun, 2020). Prithivi and Thilagaraj in their study found that due to the pandemic and working conditions, the work harmed the life balance of the employees, and the employees could not spend quality time with their families due to overtime working during the pandemic (Prithivi & Thilagaraj, 2020).

The conclusions drawn from this paper showed that the motivation and job satisfaction levels of academic staff and medical workers were high during the Covid-19 pandemic.

Considering that protecting the health of staff and their job satisfaction is essential, especially during the COVID-19 pandemic, future studies should analyze the health conditions of health personnel and the protective conditions of academic staff. Also, it is recommended to conduct research, which measures the satisfaction and motivation of primary and secondary school teachers.

Acknowledgments

We would like to acknowledge the contribution of proofreading the article of Prof. Ass. Dr. Bernard Tahirbegolli, from the Heimerer College, for the critical review of this manuscript.

References

- [1]. Abdulwahed, E. & Elmansorry, E. (2021). Impact of COVID-19 on Medical Laboratory Workers in Libya: A Cross-Sectional Study. *Khalij-Libya Journal of Dental and Medical Research*, 5(1):81–86.
- [2]. Ahmadi, F., Zandi, S., Cetrez, Ö. A., & Akhavan, S. (2022). Job satisfaction and challenges of working from home during the COVID-19 pandemic: A study in a Swedish academic setting. *Work* (Reading, Mass.), 71(2), 357–370.
- [3]. Ahrendt, D., Mascherini, M., Leoncikas, T. & Sandor, E. (2020). Living, working and COVID-19: First findings, Dublin. https://www.researchgate.net/publication/342476270_Living_working_and_COVID-19_First_findings_-_April_2020.
- [4]. AlAbri, I. & Siron, R. (2020). Health Care Professional Attitude and Motivation During COVID-19: A Case of Health Sector of Oman. *Systematic Reviews in Pharmacy*, 11(9), 1035-1040.
- [5]. Amazt, I.H. & Idris, A.R. (2011). Lecturers' satisfaction towards university management & decision-making styles in some Malaysian public universities. *Procedia Social and Behavioral Sciences*, 15, 3957-3970.
- [6]. Bakan, I., Buyukbese, T., Ersahan, B. & Sezer, B. (2014). Effects of Job Satisfaction on Job Performance and Occupational Commitment. *International Journal of Management & Information Technology*, 9(1), 1472-1480.
- [7]. Bellamy, S. Morley, C. & Watty, K. (2003). Why Business Academics Remain in Australian Universities Despite Deteriorating Working Conditions and Reduced Job Satisfaction: An intellectual puzzle. *Journal of Higher Education Policy and Management*, 25(1), 13–28.
- [8]. Dalkrani, M. & Dimitriadis, E. (2018). The Effect of Job Satisfaction on Employee Commitment. *International Journal of Business and Economic Sciences Applied Research*, 11(3), 16-23.
- [9]. Deci, E. L. & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. New York: Plenum Press.
- [10]. Deci, E. L. & Ryan, R. M. (2008). Self-determination theory: A macro theory of human motivation, development, and health. *Canadian Psychology/Psychologie Canadienne*, 49(3), 182–185.
- [11]. Duan, L. & Zhu, G. (2020). Psychological interventions for people affected by the COVID-19 epidemic. *Lancet Psychiatry*, 7, 300–302.

- [12]. Evanoff, B. A., Strickland, J. R., Dale, A. M., Hayibor, L., Page, E., Duncan, J. G., Kannampallil, T. & Gray, D. L. (2020). Work-Related and Personal Factors Associated with Mental Well-Being During the COVID-19 Response: Survey of Health Care and Other Workers. *Journal of medical Internet research*, 22(8), e21366.
- [13]. Fiabane, E., Giorgi, I., Musian, D., Sguazzin, C. & Argentero, P. (2012). Occupational stress and job satisfaction of healthcare staff in rehabilitation units. *La Medicina. del lavoro*, 103(6), 482–492.
- [14]. Gouda, H. (2020). The impact of the sense of security in young employees on job satisfaction during the COVID-19 pandemic. *International Journal of Advanced and Applied Sciences*, 7 (11), 51-57.
- [15]. Government of the Republic of Kosovo, Decision no 01/09. Retrieved December 13, 2020, from <https://kryeministri-ks.net/?s=01%2F09>
- [16]. Haque, M.A., Haque, M.F. & Islam, Sh. (2014). Motivational Theories – A Critical Analysis. *ASA University Review*, 8(1), 61-68.
- [17]. Jafri, L., Ahmed, S. & Siddiqui, I. (2020). Impact of COVID-19 on laboratory professionals-A descriptive cross-sectional survey at a clinical chemistry laboratory in a developing country. *Annals of Medicine and Surgery* (2012), 57, 70-75.
- [18]. John, S. F., Varghese, G.M. & Varghese, S. (2020). The Impact of Job Satisfaction on Job Performance: An Empirical Analysis of Virtual Work During the Pandemic. *PalArch's Journal of Archaeology of Egypt / Egyptology*, 17(9), 1503 – 1510.
- [19]. Kumar, P., Kumar, N., Aggarwal, P. & Yeap, J.A.L. (2021.in lockdown: the relationship between COVID-19 induced work stressors, job performance, distress, and life satisfaction. *Current Psychology*, 40, 6308–6323.
- [20]. Mahrool, F. (2021). Impact of Motivation on Employee Job Satisfaction: With Special Reference to Health Workers during the COVID-19 Pandemic. *Journal of Contemporary Issues in Business and Government*, 27, 6394-6405.
- [21]. Mohapatra, R. K., Pintilie, L., Kandi, V., Sarangi, A. K., Das, D., Sahu, R. & Perekhoda, L. (2020). The recent challenges of highly contagious COVID-19, causing respiratory infections: Symptoms, diagnosis, transmission, possible vaccines, animal models, and immunotherapy. *Chemical biology & drug design*, 96(5), 1187–1208.
- [22]. Nojani, M.I., Arjmandnia, A.A., Afrooz, G.A. & Rajabi, M. (2012). The study on the relationship between organizational justice and job satisfaction in teachers working in general, special, and gifted education systems. *Procedia Social and Behavioral. Sciences*, 46, 2900–2905.
- [23]. Oshagbemi, T. (2000). Is the length of service related to the level of job satisfaction? *International Journal of Social Economics*, 27(3), 213–226.
- [24]. Pfeffer, J. & Langton, N. (1993). The Effect of Wage Dispersion on Satisfaction, Productivity and Working Collaboratively: Evidence from College and University Faculty. *Administrative Science Quarterly*, 38(3), 382–407.
- [25]. Prithivi, S. & Thilagaraj, A. (2020). Study On Impact of Covid In Work Life Balance Of Employees In Chennai- Palarch's Journal of Archaeology of Egypt/Egyptology, 17(6), 2692-2700.
- [26]. Stankovska, G., Angelkoska, S., Osmani, F., & Grncarovska, S. P. (2017). Job motivation and job satisfaction among academic staff in higher education. *Current Business and Economics Driven Discourse and Education: Perspectives from Around the World*, 15, 159-166.
- [27]. Szromek, A.R. & Wolniak, R. (2020). Job Satisfaction and Problems among Academic Staff in Higher Education. *Sustainability*, 12(12), 4865.
- [28]. Sharp, T.P. (2008). Job satisfaction among psychiatric registered nurses in New England. *Journal of Psychiatric and Mental Health Nursing*, 15(5), 374–378.
- [29]. Shen, Y. Jackson, T. Ding, C. Yuan, D.H. Zhao, L. Dou, Y.L. & Zhang, Q.L. (2012). Linking perceived organizational support with employee work outcomes in a Chinese context: Organizational identification as a mediator. *European Management Journal*, 32(3), 406–412.
- [30]. Shilpi, A. (2020). Job satisfaction at the time of COVID-19: An investigation of the information technology sector in India. *Mukt Shabd Journal*, IC, (IX), 251-263.
- [31]. Timalisina, R., Chaudhary, L., Chaudhary, M. & Neupane, T. (2021). Public Service Motivation and Job Satisfaction among Nurses in Hospitals of Rupandehi District. *The Lumbini Journal of Business and Economics*, 9(1-2), 54-61.
- [32]. Weiss, D. J., Dawis, R. V. England, G. W. & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minnesota Studies in Vocational Rehabilitation, Minneapolis: University of Minnesota, Industrial Relations Center.
- [33]. World Health Organization. Novel Coronavirus (2019-nCoV) Situation Report – 11. Retrieved April 2, 2021, from https://www.who.int/docs/defaultsource/coronaviruse/situation-reports/20200131-sitrep-11-ncov.pdf?sfvrsn=de7c0f7_4
- [34]. Yu, X., Zhao, Y., Li, Y., Hu, C., Xu, H., Zhao, X. & Huang, J. (2020). Factors Associated with Job Satisfaction of Frontline Medical Staff Fighting Against COVID-19: A Cross-Sectional Study in China. *Frontiers in Public Health*, 8, 426.
- [35]. Zaidan, M., Dimpy, N., Anushree, S. & Prakash, P. (2022) Job satisfaction while working from home during the COVID-19 pandemic: do subjective work autonomy, work-family conflict, and anxiety related to the pandemic

- matter? Cogent Psychology, 9, 2087278.
- [36]. Zhang, S.X., Liu, J., Afshar Jahanshahi, A., Nawaser, K., Yousefi, A., Li, J. & Sun, S. (2020). At the height of the storm: Healthcare staff's health conditions and job satisfaction and their associated predictors during the epidemic peak of COVID-19. Brain, Behavior, and Immunity, 87,144-146.

Appendix

Table 11. Reliability statistics of job satisfaction rate.

Cronbach's Alpha	N of Items
.952	100

Table 3. Reliability statistics of the degree of motivation at work in general and for each dimension

The total reliability level of the Questionnaire	
Cronbach's Alpha	N of Items
.942	18
Reliability statistics of dimensions of the Motivation scale	
Reliability statistics of the extrinsic motivation scale	
Cronbach's Alpha	N of Items
.692	3
Reliability statistics of the interjected motivation scale	
Cronbach's Alpha	N of Items
.911	3
Reliability statistics of the identification motivation scale	
Cronbach's Alpha	N of Items
.950	3
Reliability statistics of the integrative motivation scale	
Cronbach's Alpha	N of Items
.886	3
Reliability statistics of the intrinsic motivation scale	
Cronbach's Alpha	N of Items
.847	3
Reliability statistics of the prosocial motivation scale	
Cronbach's Alpha	N of Items
.628	3

Demographic:

Gender:

- a) Female
- b) Male

Age:

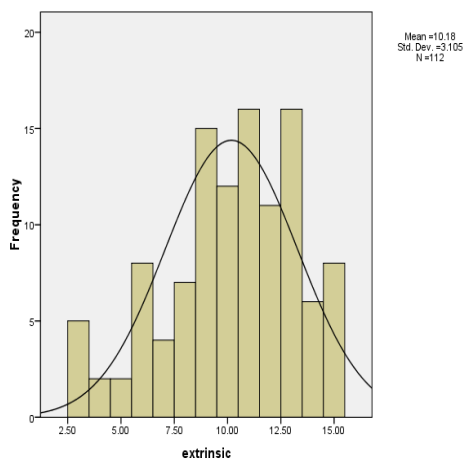
- a) under 35 years old
- b) over 35 years old

Job position:

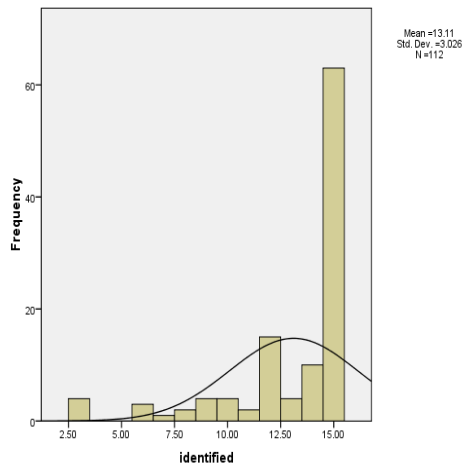
- a) Lecturer
- b) Teaching Assistant
- c) Laboratory Technician
- d) Nurse

Work experience:

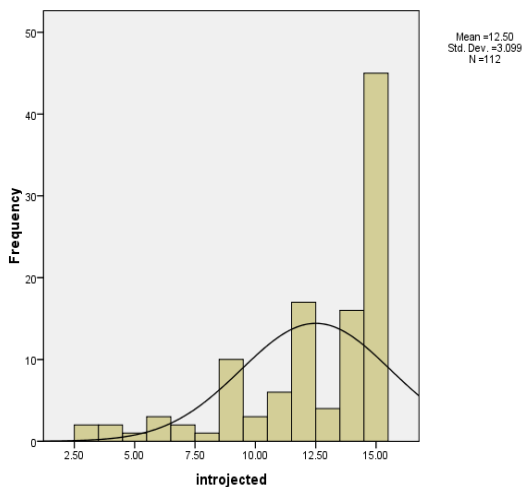
- a) 0-5 years
- b) 6-10 years
- c) 11-15 years
- d) 16-20 years
- e) 21-25 years
- f) 26-30 years
- g) 31-36 years



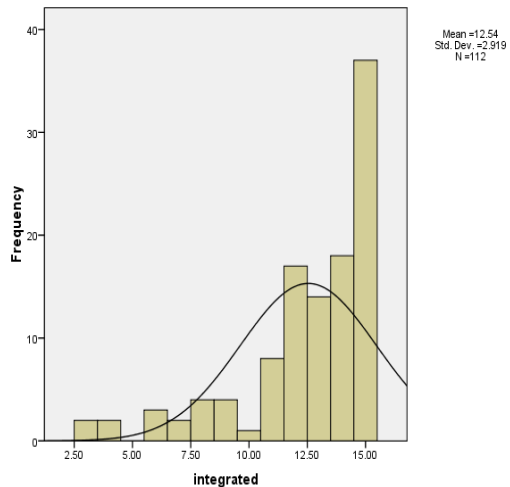
Graph1. Sample distribution on extrinsic motivation



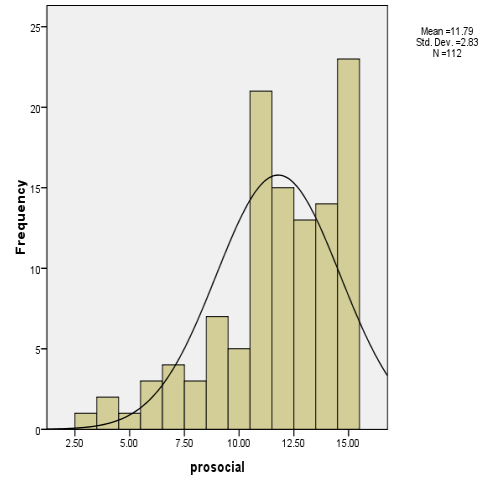
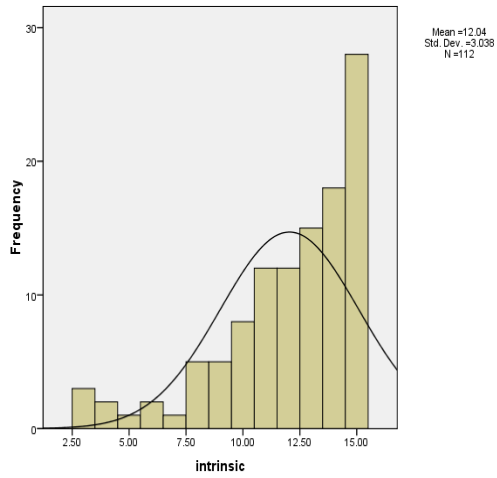
Graph2. Sample distribution on identified motivation



Graph 3. Sample distribution on interjected motivation

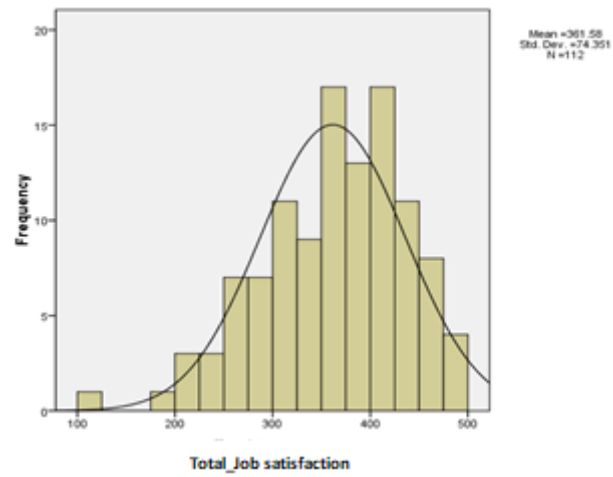


Graph 4. Sample distribution integrated motivation



Graph 5. Sample distribution intrinsic motivation

Graph. 6. Sample distribution on prosocial motivation



Graph. 7. Sample distribution on job satisfaction