CHAPTER I
INTRODUCTION

In the earlier times, the employees were thought as another input in the process of production. The change of the thinking in how employees should be treated was majorly brought about by research done in the subject, in particular, the studies conducted by Elton Mayo also called as the Hawthorne Studies (1924-32)\(^1\). In this study, it was found that employees were not solely motivated by money; and the behaviour of the employees is linked to their attitudes\(^1\). The beginning to the journey of the human relation approach to management was brought about by Hawthorne Studies, where in the focus of the managers shifted towards the needs and motivation of employees\(^2\).

1.1 Motivation – An overview

Motivation is used to explain the theoretical construct of behaviour. Motives can be defined as hypothetical constructs, which are used to explain why people act in a specific manner\(^3\). As per the words of Maehr and Meyer\(^4\), "Motivation is a word that is part of the popular culture as few other psychological concepts are".

Many contemporary authors have tried to define the concept of motivation. Kreitner\(^5\) has defined motivation to be a psychological process that gives direction and purpose to behaviour; According to Buford, Bedeian, & Linder\(^6\) motivation is a predisposition to achieve specific, unmet needs by behaving in a purposive manner. Higgins\(^7\) defined motivation as the internal drive which is required to satisfy an unsatisfied need; Bedeian\(^6\) on the other hand, defined motivation as the will which helps to achieve.
The two groups in which motivation can be broadly divided are - intrinsic and extrinsic motivation. As per Clark and Stafford\textsuperscript{8}, the desire of one’s own self to seek for newer things and challenges, and analyze one’s own ability, to observe and gain knowledge is known as intrinsic motivation. It is not driven by external pressures or a desire for reward, rather intrinsic motivation is driven by an interest in the task itself, and exists within an individual.

Intrinsic motivation as a phenomenon was first acknowledged during the experimental studies of animal behaviour. It is being studied since the early 1970s. In these studies, it was evident that the organisms would engage in playful and curiosity driven behaviours even in the absence of any reward. Intrinsic motivation is a critical element which drives cognitive, social, and physical development and can well be defined as a natural tendency of motivation\textsuperscript{9}.

Extrinsic motivation on the other hand is based on the performance of an activity to attain a desired outcome\textsuperscript{9}. Following the publication of the Hawthorne studies many researchers focussed their studies on understanding what motivated employees\textsuperscript{10}.

1.2 Theories of Motivation

There are two major theoretical bodies of knowledge in the study of motivation: Content Theories and Process Theories, both of which have been explained below.

1.2.1 Content Theories

The theories that focus mainly on the factors within a person like – energizing, directing, sustaining or stopping behaviour are known as content theories. The content theories focus on the specific needs of people that motivate them. According to Pritchard and Ashwood, motivation in the context of content theories is a process of
energy allocation for maximizing need satisfaction. The theorists in this context are Abraham Maslow, Federick Herzberg, Clayton P. Alderfer, and David C. McClelland. The theories of each of them have been given in a brief below

1.2.1.1 Maslow’s Hierarchy of Needs

The Neo-human relations approach which focussed on the psychological needs of employees was put forth by Abraham Maslow (1908 – 1970). The motivation theory given by Maslow is amongst the most widely converse theories. Maslow had the belief that humans are inherently good, he claimed that all individuals have a constant mounting inner drive having great potentials. The system of hierarchy based on needs of an individual, was developed by Maslow in the year 1954. This system has commonly been used for classifying motives of individuals since then.

Abraham H. Maslow who was an American psychologist of motivation, developed the pyramidal structure of the hierarchy of needs consisting of five hierarchic classes. As per Maslow, behaviour of all individuals is influenced by their wants and desires.

The influencing factor is the unsatisfied need. Once needs are satisfied they no longer influence behaviour. The needs pyramid as given by Maslow has needs arranged from the basic needs to more complex ones, in order of importance to human life. The advancement of a person from one level to the next would only take place once lower levels of needs are at least minimally satisfied.
As illustrated in the figure above, the basic requirement of all humans is physiological which stands at the base of the hierarchy. In case of a shortfall at this stage, all behaviour of a person would be oriented towards satisfying this need. Subsequently, the second rung is for security. Only after these levels have been crossed, the motivation of a person shifts from the individual to the social sphere, which is the third level. Moving up from the social sphere, are the psychological needs which motivate humans, whereas at the top lays the need of self – actualization and self – realization.

1.2.1.2 Herzberg's Two-Factor Theory

Frederick Herzberg's two-factor theory states that there may exist certain factors at the workplace which may result in satisfaction at job, the absence of these factors, don't cause any dissatisfaction but they result in ‘no satisfaction’. As stated by Herzberg, motivators like – recognition, challenging job, responsibility, etc result in positive satisfaction, whereas factors like status, job security, fringe benefits do not
motivate if present, but, if absent, result in demotivation. He has named these factors as Hygiene factors\textsuperscript{13}.

F. Herzberg concluded that job satisfaction and dissatisfaction rose from two separate factors which are - motivating factors also called the satisfiers and the hygiene factors also referred to as dissatisfiers\textsuperscript{3}.

![Figure 1.2: Role of Hygiene and Motivator Factors in Herzberg’s Two Factor Theory\textsuperscript{13}](image)

1.2.1.3 Alderfer's ERG Theory

Alderfer expanded and detailed the Maslow’s needs theory and went on to create the Existence, Relatedness and Growth theory also referred to as the ERG theory. The theory postulates that there are three groups of core needs which are - Existence, Relatedness, and Growth, (ERG). The first group of existence consists of the first two items of the Maslows theory consisting of physiological and safety needs and revolves around providing basic material requirements for existence. Relatedness-is the second in line. The relatedness group of needs consists of the longing for maintaining personal relations which is in line with the esteem needs as classified by Maslow. Finally, the Growth needs group constituted by Alderfer, involves the intrinsic desire for personal development. This set of needs include the characteristics included under self-actualization of Maslow.
1.2.1.4 Temporal Motivation Theory

The Temporal Motivation Theory is one of the latest approached to motivation. The term was a term Temporal Motivation was coined by Steel and König. The temporal theory aims at developing a wide, integrative insight into the theory of motivation. The Academy of Management Review introduced this theory in one of its articles published in the year 2006. The temporal theory of motivation is a culmination of the primary aspects of all major theories of motivation including – the Needs Theory, the Incentive Theory, the Drive Theory, etc.

The temporal theory of motivation has helped in simplifying the motivation arena and it allows for the findings of one theory of motivation to be interpreted into terms of another theory. Various articles have helped in developing the temporal theory of motivation, one of these articles published, is "The Nature of Procrastination" which was honoured with the George A. Miller award which an award is given by the American Psychological Association for exceptional contribution to general science.

1.2.1.5 Mc. Clelland’s Achievement Motivation Theory

David McClelland, expanded the horizons of his acquired - needs theory, in the book published by him in 1961, titled ‘The Achieving Society’. He suggested one’s life experiences shape the precise needs of each individual and these needs are developed over a stretch of time. Individual effectiveness and motivation in specific jobs, functions or roles are influenced by the following set of needs-

1. **Achievement motivation (n - ach)** – The persons who are motivated by achievement fall in this category. These individuals seek achievement, and accomplishment of realistic but challenging goals, like progression in the job.
These individuals have a strong need for feedback in relation to their progress and achievements. These individuals also possess a strong need for a sense of accomplishment. The n-ach people have a high need of achievement and therefore seek to excel. They have a tendency to elude both low and high risk situations.

The Achievers avoid low risk situations as they feel that success that is easily attained is not a genuine achievement. In high risk projects, achievers tend to see the outcome as a matter of chance rather than as a result of one's own efforts. These individuals who are motivated by a high sense of achievement prefer working alone or with other high achievers and in a job with a moderate probability of success.

2. *Authority/Power motivations (n-pow)* – The persons who are driven by authority or power fall under this category. The individual is driven by a need to make an impact and become more influential and effective. They have in them a strong desire to lead and an aspiration that their ideas should prevail. They have a strong need for increasing personal status and prestige, which is also a great motivator for them. The need for power may be classified into two major groups - personal and institutional.

The need for personal power is seen as undesirable as the person wants to direct others and falls in a negative light and may be perceived in a wrong manner. The persons in need of social or institutional power however organizes the efforts of others to future the goals of the organization. Individuals having a higher need for institutional power are more effective than the individuals possessing a high need for personal power.
3. **Affiliation motivation (n-affil)** – The individuals in this category are motivated by the need of affiliation. They tend to be motivated towards interacting with other people and have a need of friendly relationships. They desire pleasant relations with other persons and have a need to feel accepted by other persons. The person with the need for affiliation is driven by the need to be liked and held in popular regard. These individuals prefer working in areas that provide them with significant personal interaction. They are team players and tend to fit in to the norms of their work group easily.

Achievement motivation as per Atkinson and Litwin\textsuperscript{15} is a unifying view point based on the principle that the manner in which broad components of personality are directed towards performance leads to performance motivation. As a result of which, a range of dimensions are included in it which are not conventionally regarded as being part of performance motivation but may be relevant to success at work.

In another article published in 1978 by Atkinson, the stress on performance is made to assimilate previously separate approaches like the need of achievement with, other social motives, for example - dominance. It can therefore be said that, achievement motivation, personality and performance are intertwined and, include characteristics like tolerance for risk, fear of failure, etc\textsuperscript{16}.

Another scale developed to measure achievement motivation is - the Achievement Motivation Inventory. This scale is based on the theory of achievement and it assesses three factors in seventeen separated scales which are relevant to professional and vocational success. Motivation here has been repeatedly linked to adaptive patterns of motivation, including hard work, willingness to pick learning tasks with difficulty, and contributing success to efforts\textsuperscript{17}.
In the early 1950s, achievement motivation was intensively studied by David C. McClelland, John W. Atkinson and their colleagues. As per the results of their research individuals who had a high need to achieve irrespective of the culture were successful business managers.

1.2.1.6 Limitations of Content Theories

Regardless of widespread use and impact of the content theories on the workplace, there are some limitations of the content theories which have been listed as below -

- The theories are universal in nature and therefore, these apply to everyone and consequently, cannot be used in specific contexts.
- There is a lack of research support to these theories, in spite of many researches; very little backing has been established for the content theories. Some of the theories, like the theory of Maslow's need hierarchy, are opinion based and didn’t involve any sort of research, whereas other researchers used biased samples like - only males, only accountants and engineers, etc.
- The theories tend to overlook other important aspects of life and the impact these have on the work lives of individuals. The assumption made by these theories that the workplace is the only place where personal development takes place is also not based on any fact and has been proven otherwise.
- The content theories are static in nature and tend to overlook the importance of individual dissimilarities and fail to recognize that needs of individual are continuously changing.
- Overall the content theories have a very simplistic outlook and are unable to account for the complexities of the real world, as the motivation process that individuals go through in the route for decision making is rather complex.
In spite of these reproaches, these theories form an important part in focusing attention on the area of motivation and the significance of the 'needs' approach. These theories have helped in facilitating managers to assess their perceptions about themselves and their employees. The content theories have also helped in providing a base for further study in the area of motivation. The second categorization of theories i.e., the process theories has been found to be more realistic and have been explained in detail below.

1.2.2 Process Theories

The analysis of how behaviour is energized, directed, sustained and stopped is described in the process theories provide. The four major process theories are – the theory of reinforcement, goal setting, the theory of expectancy, and equity theory.

1.2.2.1 Skinner’s Theory of Reinforcement

The work of B.F. Skinner is most often linked with the theory of reinforcement. The assumption on which the work of Skinner is built is that the consequence of any work drives the behaviour is influenced by its consequences also referred to as “operants,” and therefore the term “operant conditioning” is used in this theory. The theory uses behaviour modification to describe learning by reinforcement of an individual. Several principles of operant conditioning have been used as a base for the theory of reinforcement involving positive and negative reinforcement. Positive reinforcement refers to, whatever thing which escalates the strength of the response, thereby inducing repetition of the behaviour that preceded the reinforcement. Negative reinforcement, on the other hand involves removal of the negative reinforce which increases the frequency of the response, Punishment, which
is an unwanted result of a specific behaviour and Extinction, which brings about a decline in the rate of response occurring because of non-reinforcement\textsuperscript{19}.

The “Antecedent –Behaviour -Consequence” analysis also known as the A-B-C analysis forms the basis of behaviour modification. The place at which performance problems lie can be determined by using the ABC analysis. The figure representing the ABC analysis is as below-

![Figure 1.3: The ABCs of Behavioural Model\textsuperscript{18}

1.2.2.2 Goal-Setting Theory

The belief that people sometimes have zeal to reach a clearly defined end is the basis of the goal-setting theory. As per the theory, the attainment of the goal is the reward in itself. Proximity; difficulty and specificity are the three features which affect the efficiency of a goal. As per the proposition made by Edwin Locke\textsuperscript{20}, setting of specific goals improves motivation. SMART criteria should be taken into consideration while setting goals. The SMART criteria, is one in which the following features are considered while setting goals. The goals should be – S (specific), M (measurable), A (accurate), R (realistic) and T (timely).

Situations in which the time between the start of behaviour and the end state is close are said to be ideal goals. A goal should be set in a manner that it is moderate, neither too hard, and nor too easy to complete. If the goal set is too easy, most of the
people would not be optimally motivated, as people look for challenges. At the same time, if the goals set are too hard, people would give up on the easily as there should be a substantial probability of succeeding. The goal should therefore be objectively defined and should be intelligible for the individual.

1.2.2.3 Vroom’s Expectancy Theory

Victor H. Vroom proposed the expectancy theory in 1964. The Expectancy theory explains why and how individuals select behaviour options. It details on the behaviour process in which it describes why individuals select one behaviour option over another, and how and why decisions are made in relation to goals. An equation has also been developed for the theory which measures Motivation (M) as a result of Expectancy (E), Instrumentality (I) and Valence (V) (M = E*I*V)

As defined by the theory, motivation is the accumulation of the amount a person feels motivated by the environment they place themselves in. The perception or assessment of an individual that how well and what kind of efforts would result in performance is the expectancy. The individual's perception that reward or punishment would be meted out to that performance is Instrumentality. The individual’s assessment of the perceived amount of reward or punishment resulting from performance is Valence.21.

1.2.2.4 Adam’s Equity Theory

The equity theory by Adam is an attempt at explaining relational satisfaction in terms of perceptions of fair distributions of resources within interpersonal relationships. Equity theory was developed in 1965 by J. Stacy Adams and was considered to be one of the justice theories. S. Adam was a workplace and behavioural psychologist, in his theory he asserted that employees
seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from the job against the perceived inputs and outcomes of others.

The underlying belief of Adam’s theory is that all individuals’ value fair treatment which in turn helps them to be motivated to keep the fairness maintained amongst their co-workers and the organization. The balance in the workplace is maintained when there is a structure of equity which is based on the ratio of inputs to outcomes. The inputs here refer to the contributions made by an employee to the organization. An employee would consider to be fairly treated only if he perceives that the ratio of his inputs to outcomes is equivalent to the ratio of other employees who are working around him. He would be de motivated if perceived inputs exceed outcomes, which has been illustrated with the help of figure 1.4.

Figure 1.4: The Input – Outcome relationship based on Adams equity theory
1.3 Factors of Motivation

Motivation is important as it helps in increasing the efficiency of an employee. It also helps in reducing the level of absenteeism and turnover. It also helps in building a better image of the organization and thereby is also related to improving the morale. Motivation also helps in facilitating initiative and innovation. Therefore it is important to understand the factors which affect motivation.

1.3.1 Incentives - Financial / Monetary

Incentives which are offered in terms of cash or money are known as financial or monetary incentives. These incentives are extremely attractive to the employees as they provide more purchasing power in their hands. These incentives work better at the lower levels of the workforce as they are benefitted quickly in concrete terms. Non-monetary incentives work better than monetary incentives at the higher levels of management.

Some of the monetary incentives have been listed in detail below:-

1. Individual Incentives

The individual monetary incentive system has been drawn from the works of F.W. Taylor. The well-known differential piece rate system was developed by Taylor, wherein different wage rates were given to workers in accordance with their production efficiency. The individual monetary incentive is provided individually to the concerned worker only. The payments are made to the worker based on the production given by him, as per his productivity or efficiency. Therefore, workers who are sincere and more efficient get higher rewards in terms of wage payment as they give more production.
2. **Group Incentives**

The group monetary incentives offer monetary benefits not on individual basis but to a group or organization as a whole. Workers have to collectively work and synergise as a team to get the benefits of group monetary incentives. For the employers, group incentives are more important as they offer many benefits to the management. Some examples of group monetary incentives are - payment of bonus, P.F, profit sharing, etc.

1.3.2 **Incentives- Non-monetary**

1. **Job security**

Assurance of gainful employment that an employee has is known as job security. It is a very useful tool for the motivation of workforce, as it keeps the employees away from the stress of becoming unemployed.

2. **Fair treatment**

Attention needs to be paid to the grievances of the employees by the employer so as to overcome the difficulties faced by the workforce. The employees would co-operative with the management, and feel a part of the organization only if they are treated fairly.

3. **Recognition**

Recognition should be given to employees as a token of appreciation of the good work done by them. It can be in the form of prizes, rewards, promotions, etc. Recognition of good work should be done in atimely manner, as this encourages employees to deliver better performance in the future.

4. **Career development**

Career Development is a lifelong process of learning and growth. For this reason the employers should develop a career development plan for and with
the employees. The employees should be provided with varied training facilities for self-development and also opportunities for career development. The desire of every employee to reach their goal should be effectively harnessed for motivating employees.

5. \textit{Delegation}

Delegating work and authority to the subordinates helps them believe that their supervisor entrusts them. This helps in motivating the employees to work better.

6. \textit{Congenial working conditions}

The atmosphere in which the employees are working should be congenial and the employees should be provided with various facilities and conveniences at the work place. The environment at the workplace should be safe and pleasant\textsuperscript{25}.

7. \textit{Fair Promotions}

In order to keep the workforce motivated, all eligible employees should be given fair opportunities of promotion. This would help in keeping the employees motivated. The employees would begin to take extra interest in their work if they are rewarded in the form of promotions.

8. \textit{Participation in management}

Making employees a part of strategic decision making and making them is a part of the management is a useful tool to keep the workforce motivated. This also helps in generating new ideas and the employees get a better platform for expressing their views during such participation.
1.4 Job Satisfaction

Job Satisfaction is the degree to which people like their jobs and is associated with a set of feelings or emotions of the employees towards their work. It can also be called an affective attitude towards something. Spector refers to job satisfaction in terms of how people feel about their jobs and the different aspects of it. Ellickson and Logsdon also support the view, and define job satisfaction as the extent to which employees have a liking of their work.

A comprehensive definition of job satisfaction was given by Lock et al, who state job satisfaction as a positive emotional state which results from the appraisal of one’s job or job experience. Job satisfaction can be viewed as a result of an employee's perception of how well their job provides those things that are viewed as important. Mitchell and Lasan stated that job satisfaction is the most important and frequently studied attitude in the organizational behaviour field.

Cranny et al suggests that there is a clear consensus in the definition of job satisfaction. They state the Job satisfaction is an affective reaction to one’s job, resulting from the incumbent’s comparison of actual outcomes with those that are desired. This definition resembles the one given by Locke in his papers on Job satisfaction which state that job satisfaction is the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values.

Job Satisfaction is associated with many important behaviours and outcomes for employees that have implications for organizational and personal well-being. Despite considerable interest in the study of job satisfaction and dissatisfaction, understanding of this phenomenon has not advanced at a pace commensurate with research efforts. There are many reasons for being concerned with job satisfaction –
first is the Humanitarian reason, i.e. people deserve to be fairly treated and with respect. Second – The utilitarian reason is that job satisfaction leads to behaviour by employees that affect organizational functioning.

Luthans\(^{32}\), pointed out that there are three important dimensions to job satisfaction which are as below –

- Job satisfaction cannot be seen, and can only be inferred as it is an emotional response to a job situation
- It is determined by how well outcome meet or exceed expectations
- It represents related attitudes which are important characteristics of a job about which people have effective response.
- These are -
  - The work itself
  - Pay
  - Promotion opportunities
  - Supervision and co-workers

Job satisfaction is important and its absence leads to lethargy and reduced organizational commitment\(^{33}\). Reduced job satisfaction can also be considered as a predictor for quitting a job\(^{34,35}\). Some researchers (e.g. Armentor et al\(^{36}\), Flanagan et al\(^{37}\); Kadushin et al\(^{38}\)) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo’s\(^{39}\) perspectives as external to the worker.

Other factors include status, satisfaction with pay, opportunities for promotion, and role clarity\(^{40}\). MacDonald\(^{41}\) argues in favour of the control of job satisfaction by intrinsic factors and that the employees deliberately try to find satisfaction in their jobs and perceive them as worthwhile.
Job satisfaction varies with professions as per the perceived standing in the society. Studies show that factors which influence job satisfaction are - educational level$^{42}$; level of wages$^{43}$; sex$^{44}$.

1.5 **Job Satisfaction and Motivation**

Job Satisfaction and motivation both have a significant impact on the performance of employees and the organization, therefore, the study of relationship between these two variables is a topic of prime importance. Job Satisfaction and motivation are important tools in the hands of management to achieve the goals of an organization in a better manner as the management of employees is at the core of all management processes.

Keeping up the motivational levels of employees high so that they have a good job satisfaction is an important part of any management strategy. Employee motivation and job satisfaction are intricately linked to each other. Motivation is behind the behaviour of employees and regulates the performance levels. Satisfaction on the other hand is the pleasure of working and it is the sense of accomplishment.

Motivation and Job Satisfaction as the most discussed topics in Organizational behaviour and have accumulated huge numbers of empirical researches over the years. Both these factors have been proven as contributing factors towards effectiveness and efficiency of organizations.

The role of Job Satisfaction towards Motivation cannot be neglected. Most empirical researches conclude positive relationships between Motivation and Job Satisfaction, as well as complement relationship between Motivation and Job Satisfaction towards other organizational variables.
1.5.1 Theories of Motivation linked with Satisfaction

1. *Maslow Hierarchy of Needs* – The most fundamental theory of Motivation uses Job Satisfaction as its very foundation of theory development. Maslow’s needs hierarchy was developed to explain human motivation in general. However, its main tenants are applicable to the work setting, and have been used to explain job satisfaction. The theory builds up from satisfactions on hierarchical ladders of human needs as motivation factors. Once individual has satisfied current stage of need, he/she will not motivate unless he/she is trying to move up to upper stages. Obviously, the theory clearly stated that importance of job-related satisfactions towards activation of employees’ motivation.

2. *Alderfer’s ERG Theory* - The ERG theory is similar and an extension to the Maslow’s need hierarchy and shows a strong bond between Job Satisfaction and Motivation. The ERG theory re-categorised Maslow’s five motivational needs into three categories as Existence, Relatedness, and Growth. The major distinct of ERG towards Hierarchy of Needs is that it does not suggest that lower-level needs must be completely satisfied before upper-level needs become motivational.

3. *McClelland’s Theory of Needs* – The Theory of Needs suggests three primary needs as - affiliation (nAff), power (nPow), and achievement (nAch). As supported by Pan (2005), Job Satisfaction is an attitude of a person’s subjective judgement and feelings towards the level of satisfaction on job related factors. Thus, the main point of the two theories are when these job-related needs are strong in a person, satisfaction in receive the particular needs has higher potential to motivate behaviour.
4. **Herzberg’s Two-factor theory** - The two factor theory has almost fully developed based on the implementation of Job Satisfaction. The theory has included variety of Job Satisfaction factors and further categorised into two groups named Hygiene Factors andMotivators. The tricks introduced by Herzberg, is where satisfaction on Hygiene Factors will prevent employees from dissatisfy their job, satisfactions on Motivators will further motivate them. The theory lays strong foundation on building Job satisfaction in order to produce Motivation.

![Figure 1.5: Herzberg’s two factor theory -satisfiers and dis-satisfiers described](image)

In terms of Process Theory of Motivation, following the earlier definitions, process theories explain individual’ motivation arise when their cognitive process of expectations, needs and values are matched with job-related factors. In defining Job Satisfaction, individuals will evaluate their jobs against aspects that are important to their dispositions. The various process theories of motivation which link to job satisfaction are –

1. **Vroom’s Expectancy theory (1964)** - The theory states that employee’s motivation is an outcome of how much an individual wants a reward (Valence), following by the assessment that the probability of the effort will lead to expected performance (Expectancy), and the belief that the performance will lead to desired reward (Instrumentality). i.e. the satisfaction of the individuals expectations will trigger motivation.
2. *Adams Equity theory* (1965) - The theory suggests that individuals will constantly engage in social comparison by comparing their efforts and rewards with those of relevant others. Fairness experienced by employees in workplace will turn up sense of Job Satisfaction that will follow by Motivation.

3. *Goal setting theory* – As per the theory, goals motivate people to develop strategies that enable them to perform at the required goal levels. Job Satisfaction plays within this theory, as accomplishing the goal can lead to job satisfaction and further motivate individual for the next goal.

Job Satisfaction, therefore, is one of the most important king-pins in deciding employees’ motivation. Thereby, employees who are highly satisfied with their jobs may subsequently increase their motivation.
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