

RELATIONSHIP BETWEEN EMPLOYEES MOTIVATION AND JOB SATISFACTION OF TEXTILE PALACE CO., LTD IN HMAWBI TOWNSHIP*

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Abstract

Job satisfaction is the result of various attitude about his or her work and life in general. Job satisfaction of industrial workers are very important for the industry to function successfully. This research paper investigates the relationship between Employees motivation and job satisfaction in Textile Palace Co., Ltd at Hmawbi Township. For this investigation, a sample size of 173 participants such as 40 males and 133 females has been determined. Their age was ranged from 18 to 60 years. The paper also explores the various factors that contribute to Job Satisfaction Scale (JSS) and Work Extrinsic and Intrinsic Motivation Scale (WEIMS), including intrinsic motivation, integrated regulation, identified regulation interjected regulation, external regulation and amotivation. WEIMS was developed by Tremblay M.A & et al (2009) and JSS was developed by Spector P.E. (1994). WEIMS and JSS had 18 items and 36 items respectively. In this study, stratified proportionate sampling was employed. The questionnaire was used to gather the primary data. Thus, the collected data were analyzed using statistical tool namely percentage, central tendency (mean, standard deviation), the t-test, Pearson's correlation coefficient and regression. According to the results, there were not significantly differences between two age groups, between males and females, between marital status and between two groups of length of service based on job satisfaction and motivation. The result of the study indicates a positive correlation between work motivation and job satisfaction were significantly correlated in this study. Then Employee's Motivation will strongly predict job satisfaction.

Keywords: Job Satisfaction, Intrinsic Motivation, Extrinsic Motivation, Amotivation, Employee.

Introduction

The relationship between job satisfaction and motivation in the organization has become one of the widely researched areas in the management field. People differ by nature, not only in their ability to perform a specific task but also in their will to do so. In the current business environment, organizations in all industries are experiencing rapid change, which is accelerating at an enormous speed (Khan, 1997). The word motivation is derived from motive, which is defined as an active form of a desire, craving or need, which must be satisfied. According to Finck et al, (1998), companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work.

Nowadays, the most important organizations' problem in developing countries is the lack of specialist, the absence of motivation and job satisfaction among employee's motivation theories emphasize that some job factors result in satisfaction, while others may result in dissatisfaction. Some factors cause an increase in individual's motivation and some others play less important roles in increased motivation.

Today, extremely competitive and globalized business environment demands a strategic approach to direct and evaluate the organization in a right path. Human resource management is

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one of the major fields in successful organizations. Motivation is one of the most significant subjects in Human resource development.

Motivation is a value-based, psychobiological stimulus driven inner urge that activate and guides human behavior in response to self-other, and environment of basic human drives, perceived needs, and desired goals. Motivation is a basic psychological process. Employees' motivation and job satisfaction are studied through different motivation theories such as need based theories, reinforcement theories and process theories. Organization liveliness comes from the motivation of its employees, whether the company is public or private.

The previous researches suggest that there is a gender difference in work motivation. Reif et al (1976) found that gender was the determining factor of appreciation of the value of reward. According to Goodermen et al (2004), men prove to be much more financially motivated than man do.

Job satisfaction has been associated with many psychosocial issues ranging from leadership to job design. Thus, it is known as one of the most researched variables in the area of workplace psychology. Most of the job satisfaction theories are derived from motivation theories. Herzberg's two factor theory, Maslow's Hierarchy of needs, Equity theory, Job Characteristic theory, and Expectancy theory are among the theories that were used to provide theoretical explanation on employee's attitudes toward their jobs.

Employee motivation and job satisfaction complement each other and respond to different organizational variables like productivity and working conditions. The relationship has long been ignored by researchers, although a very strong relation exists, that can be supported by previous literature such as Hoole and Vermeulen (2003) found that the extent to which people are motivated by outward signs of position, status and due regard for rank, is positively related to their experience of job satisfaction Chess (1994) reported that certain motivational factors contribute to the prediction of job satisfaction.

Objectives

The aim of this research is to investigate the relationship between work motivation and job satisfaction among employees in Textile Palace Co., Ltd.

Hypotheses

H1: There will be differences in gender on motivation

H2: There will be differences in gender on job satisfaction

H3: There will be differences in marital status on motivation

H4: There will be differences in marital status on job satisfaction

H5: There will be differences in service on motivation

H6: There will be differences in service on job satisfaction

H7: There will be positive relationship between work motivation and job satisfaction.

H8: The effect of motivation will be on job satisfaction

Literature Review

Motivation Theories

There are various motivation theories that influence the way organizations manage employees to achieve the motivated work force. **Maslow's Hierarchy of Needs Theory** is one of the content theories. Maslow (1943) states that people are motivated to achieve certain needs. When one need is fulfilled, a person seeks to fulfill the next one, and so on. He suggests that human needs can be classified into five categories and these can be arranged in a hierarchy of importance. These include physiological, security and safety, love and social, esteem and self-actualization needs. According to Maslow's Theory, low order needs take priority they must be satisfied before higher order needs are activated. The first three level needs at the bottom are known as "deficiency" needs, while the top two sets of needs are termed "growth needs" because they are concerned with personal growth, development and realization of one's potential.

ERG Theory is a simplification of Maslow. It suggested three categories of needs such as existence needs, relatedness needs and growth needs. ERG theory suggests that if a person is frustrated in satisfying his needs at a given level, he will move back to the lower level needs. Vroom (1964) suggested that people are motivated by how much they want something and how likely they think they are to get it he suggests that motivation leads to efforts. These efforts combined with employee ability together with environment factors that interplay's resulting to performance. This performance in turn leads to various outcomes, each of which has an associated value called valence.

Herzberg's Two-factor Theory suggested that there are two factors in a job, which causes satisfaction. They are called intrinsic factors (motivators) and the other factor he refers to as dissatisfies (hygiene factors). According to Herzberg, the employees become motivated and hence perform higher if the motivational factors are met. Herzberg believed that when motivators are absent, workers are neutral to work, but when motivators are present, workers are highly motivated and satisfied. Thus, these different two factors influence motivation. Understanding Herzberg's theory recognizes the intrinsic satisfaction that can be obtained from the work itself.

Adams (1965)'s **Equity Theory** suggest that people are motivated to seek social equity in the rewards they receive for high performance. Equity and fairness in the work place is a major place in determining the motivation and job satisfaction (Lewis et al. 1995).

Self-Determination Theory SDT focuses on the "nature" of motivation, that is, the "why of behaviour." The underlying assumption is that "human beings are active, growth-oriented organisms who are naturally inclined toward integration of their psychic elements into a unified sense of self and integration of themselves into larger social structures".

Consequently, SDT distinguishes between *intrinsic motivation* (i.e., doing an activity for its own sake because one finds the activity inherently interesting and satisfying) and *extrinsic motivation* (i.e., doing an activity for an instrumental reason). There are different types of extrinsic motivation that can be relatively controlled by external factors or that can be relatively autonomous (i.e., self-regulated through an individual's acquired goals and values). These types of motivation can be aligned along a continuum, that is, a quasi-simplex pattern (Ryan & Connell, 1989) representing the degree to which goals/ values have been internalised (Ryan & Deci, 2002). The low-end lies *amotivation* (AMO) in which individuals either lack the intention to act or act passively. Next along the continuum is *external regulation* (ER), namely, doing an

activity only to obtain a reward. Next is *introjected regulation* (INTRO), namely the regulation of behaviour through self-worth contingencies (e.g., self-esteem, guilt).

Then there is *identified regulation* (IDEN), which refers to doing an activity because one identifies with its value or meaning, and accepts it as one's own. Finally, there is *integrated regulation* (INTEG), which refers to identifying with the value of an activity to the point that it becomes part of the individual's sense of self. This is the form of extrinsic motivation that is most fully internalized and hence is said to be autonomous. Identification, integration, and intrinsic motivation are the prototype of self-determined motivations whereas amotivation, external regulation, and introjection are categorized as nonself-determined motivations. SDT does not presuppose that the self-determination continuum is a developmental one in the sense that individuals progress along it in specific stages. Rather, a new behaviour may be internalised at any point along the continuum depending on factors such as organisational context and an individual's prior experiences (Ryan, 1995).

Job Satisfaction Theories

Job satisfaction is a concept that has a close relationship with motivation and activity. Job satisfaction has been a subject to scientific researchers with "Hawthorne" studies in 20th centuries. As the concept of job satisfaction is multifaceted, a number of theories are advanced to explain what it means and how the theories could be applied to enhance employee performance.

A meta-analysis has confirmed a significantly positive correlation between job satisfaction and performance, though the relationship sometimes was weaker than expected (George and Jones, 1997). A qualitative approach suggested that research about job satisfaction should be based on the evaluation of expectations, needs, motivations and work conditions (Bussing et al., 1999). Though studies have demonstrated that many factors affect job satisfaction, the most notable are "intrinsic job characteristics" (Saari and Judge, 2004). Research have showed that when employees were asked to evaluate the facets of their job, the nature of the work itself including job challenge, autonomy, variety, and scope emerged as the most important. Some measures of job satisfaction assessed certain dimensions of the job, while others measured a single overall perception of the job (Saari and Judge, 2004).

Most of the job satisfaction theories are derived from motivation theories. These theories were used to provide theoretical explanation on employee's attitudes toward their jobs. According to Fincham and Rhodes (1992), "by borrowing motivation theory, some researchers can specify in advance the variations in work satisfaction that employees report in their jobs".

Relationship between Employee Motivation and Job Satisfaction

Employee motivation is the driving force to pursue and satisfy one's needs while job satisfaction is an individual's emotional response to his or her current job condition. Employee motivation and job satisfaction are linked to each other. Motivation and satisfaction are inter-dependent and inter-linked. People spend a large part of their life at work and understanding what makes them happy at the workplace is crucial.

Relationship between employee motivation and job satisfaction at workplace are important. Employee motivation is the level of commitment, energy and innovation that a

company's staff hold during the working day. Without it, companies experience reduced productivity, lower levels of output and it is likely that the company will fall short of reaching important goals too.

Relationship between employee motivation and job satisfaction can enhance work performance of employees. Internal and external motivation both drive work performance. When an employee is satisfied with his job duties, pay level and work, he is most likely to perform well in the organization. When employee motivation is a cause, job satisfaction is a final state. Satisfaction achieved by the individual is likely to motivate the individual to continue the activity and thus obtain new satisfactions. Job satisfaction is the level of contentment employees feel with their job.

Employee motivation and job satisfaction are symbolic concepts. High job satisfaction is directly tied to high motivation and vice versa. The more satisfied and content employees feel in a particular job role, the more motivated employees are to manage job responsibilities are to manage job responsibilities effectively. Surveys of various industries suggest that employees with a high sense of motivation also report a stronger sense of job satisfaction. Therefore, increase job satisfaction leads to a heightened sense of both personal and professional motivation, and likewise, strong motivation results in more satisfaction in a particular job.

Method

Participants

A total number of 173 people was used as participants. They are 18 to 60 years of age. Male and Female participants were 40 and 133 respectively. The participants were employees of Textile Palace Co., Ltd.

Instruments

There are two scales such as Work Extrinsic and Intrinsic Motivation Scale (WEIMS) and Job satisfaction on scale (JSS). The WEIMS which had 18 items included intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation and motivation. The rating of WEIMS was range from 1 (not at all), 2 (very little), 3 (a little), 4 (moderately), 5 (strongly), 6 (very strongly) and 7 (exactly). It was found that internal consistency (Cronbach Alpha) was 0.82. This scale was developed by Tremblay, M.A, et al. (2009).

The other scale named Job Satisfaction Scale (JSS) was used as an instrument which had 36 items and 9 subscales. It consisted of positive and negative item. It was originally developed by Spector, P.E (1994). This scale is 6point Likert Scale ranging from 1 (disagree very much) to 6 (agree very much). These two scales were translated and adapted into Myanmar version by the researcher.

Results and Discussion

Table 1. Demographic Characteristics of Respondents (N = 173)

Demographic Variables	Frequency	Percent
<i>Age</i>		
≤ 25 years	97	56.1
> 25 years	76	43.9
<i>Gender</i>		
Male	40	23.1
Female	133	76.9
<i>Marital Status</i>		
Married	77	44.5
Single	96	55.5
<i>Service</i>		
≤ 3 years	114	65.9
> 3 years	59	34.1

In table 1, there are two age level such as 25 and under 25 years old (56.1 %) and over 25 years (43.9 %). Males and female participants were 23.1 % and 76.9 % respectively. Marital status included married persons (44.5 %) and single persons (55.5 %). Two kinds of service level including under 3 years (65.9 %) and over 3 years (34.1 %) were used as participants.

Table 2. Showing the differences in genders for variables.

Factors	Male (N = 40) Mean (SD)	Female (N = 133) Mean (SD)	t-value
Motivation	59.00 (12.65)	58.09 (16.92)	0.314 (NS)
Job Satisfaction	138.20 (19.62)	130.65 (23.27)	1.860 (NS)
Intrinsic Motivation	10.83 (3.922)	10.73 (4.10)	0.131 (NS)
Integrated Regulation	11.28 (3.45)	9.87 (3.80)	2.088*
Identified Regulation	9.53 (3.17)	9.10 (4.17)	0.579 (NS)
Introjected Regulation	8.88 (3.92)	9.42 (4.05)	0.752 (NS)
Extrinsic Motivation	10.80 (2.68)	10.41 (3.81)	0.598 (NS)
Amotivation	7.70 (3.19)	8.56 (3.40)	1.414 (NS)

* = P < 0.05

** = P < 0.01

As shown in table 2, male participants were 40 and females were 133 respondents. The mean scores (Standard deviations) of motivation for gender were 59 (12.65) and 58.09 (16.92)

respectively. The t-value is 0.314, that is, there were not significantly differences between males and female participants in accordance with work motivation.

Table 3. Difference mean and standard deviation in marital status for motivation and job satisfaction

Factors	Married (N = 77)	Single (N = 96)	t-value
	Mean (SD)	Mean (SD)	
Motivation	60.51 (16.76)	56.53 (15.22)	1.631 (NS)
Job Satisfaction	135.81 (22.10)	129.67 (22.83)	1.782 (NS)
Intrinsic Motivation	11.17 (4.16)	10.42 (3.95)	1.215 (NS)
Integrated Regulation	11.00 (3.91)	9.55 (3.52)	2.556*
Identified Regulation	10.01 (4.09)	8.54 (3.37)	2.464 (NS)
Introjected Regulation	9.79 (4.15)	8.90 (3.88)	1.462 (NS)
Extrinsic Motivation	10.74 (3.46)	10.31 (3.67)	0.780 (NS)
Amotivation	7.79 (3.16)	8.81 (3.47)	1.997*

* = $P < 0.05$

** = $P < 0.01$

According to table 3, married persons and single persons were 77 and 96 respondents respectively. The t-value of integrated regulation and amotivation were 2.556 and 1.997. It was found that married person was more in integrated regulation factor than single respondents. On the other hand, according to amotivation factor, single people were higher than married persons based on amotivation factor.

Table 4. Differences in length of service among variables

Factors	≤ 3 years (N = 114)	> 3 years (N = 59)	t-value
	Mean (SD)	Mean (SD)	
Motivation	58.05 (16.08)	58.79 (15.98)	0.282 (NS)
Job Satisfaction	130.18 (21.84)	136.68 (23.74)	1.799 (NS)
Intrinsic Motivation	10.68 (4.10)	10.88 (3.99)	0.392 (NS)
Integrated Regulation	10.15 (3.63)	10.29 (4.02)	0.230 (NS)
Identified Regulation	8.96 (4.02)	9.66 (3.83)	1.111 (NS)
Introjected Regulation	9.23 (4.13)	9.42 (3.82)	0.303 (NS)
Extrinsic Motivation	10.40 (3.67)	10.69 (3.41)	0.507 (NS)
Amotivation	8.63 (3.21)	7.83 (3.62)	1.488 (NS)

In Table 4, all variables were not significantly differences between two groups of service level.

Table 5. Correlation Analysis between Motivation and Job Satisfaction

	Job Satisfaction
Motivation	.286**

* = $P < 0.05$ ** = $P < 0.01$

Table 5 shows correlation analysis between motivation and job satisfaction. The correlation is significant at 0.01 level. Since the coefficient 0.286 is positive value, it can be conducted that there is direct positive correlation of motivation on job satisfaction. Thus, there is positive relation between motivation and job satisfaction in Textile Palace Co., Ltd at Hmawbi Township, Yangon.

Table 6. Regression Analysis of the Motivation and Job Satisfaction

Model	B	Std. Error	B	t	Sig
Constant	108.832	6.270		17.358	.000
Motivation	0.404	0.104	0.286	3.897	.000

$R^2 = .286$ $R^2 = .082$

Dependent Variable = Job Satisfaction

Table 6 showed that dependent and independent variables were job satisfaction and work motivation. In the ANOVA method, F-value is 15.186 and significant level is 0.0001. Work motivation predicts job satisfaction. Thus, model is explained 8.2% of the variance of dependent variable (job satisfaction) and with independent variable (motivation). Independent variable influence dependent variable. Therefore, the higher the motivation, the more the job satisfaction will be.

Discussion

This study is to examine relationship between Employees motivation and job satisfaction of Textile Palace Co., Ltd at Hmawbi Township. The participants were divided into gender, age groups, marital status and lengths of service.

Hypothesis 1 “There will be differences of gender on motivation” is not supported because there will be slightly differences of gender. Especially, one of the subfactor of motivation is integrated regulation which was significantly differences between male and female participants. Male respondents were higher in integrated regulation than female. Hypothesis 2 “There will be differences of gender on job satisfaction” was not accepted in this study. Male respondents were slightly higher on job satisfaction than female participants.

Hypothesis 3 “There will be differences of marital status on motivation” was not accepted because integrated regulation and amotivation factors were significantly differences between married and single person. Married person were higher an integrated regulation than single persons. And then, single persons were higher on amotivation than married persons.

Hypothesis 4 “There will be differences of marital status on job satisfaction” was not confirmed because there was not significantly difference between two groups of participants.

Hypothesis 5 “There will be differences on service on motivation. It was not confirmed in this study based table 4.

Also, hypothesis 6 was not supported in this paper based on Table 4.

Hypothesis 7 is “There will be positive relationship between work motivation and job satisfaction”. It is accepted because work motivation and job satisfaction were significantly correlated based on table 5. The more the job satisfaction, the higher the work motivation will be.

Hypothesis 8 is “The effect of work motivation will be on job satisfaction”. This hypothesis 8 was confirmed in this study. Work motivation predict job satisfaction significantly. The results indicate that standard coefficient (Beta) of motivation has positive value. Therefore, the independent variable (motivation) is positive relationship with job satisfaction. According to the results, there is positive relationship between employee motivation and job satisfaction. The higher the employee’s motivation, the higher to get job satisfaction in working conditions. These findings are consistent with previous researchers (Brown and shepherd, 1997). Efficient and effective top management should know and sense what makes their employees motivated and should place the right ways to achieve organizational objectives.

The results of this research show that there is a very significant positive correlation between work motivation and job satisfaction of the academic staffs. This finding supports the previous research which found that there is a significant correlation between work motivation and job satisfaction [Okpara,J.O. et. Al 2005]. Maharjan’s research [Mahajan,S 2012] also showed that work motivation correlates with the job satisfaction. Meanwhile, Lam & Gurland [Lam, C.F. and Gurlan, S.T. 2008] mentioned that job satisfaction is an outcome of the work, which is expressed through work motivation. Work motivation is one of the factors that influence individual satisfaction at work, so it is very important to pay attention to for the sake of employee welfare [Okpara,J.O. et. Al 2005]. Roos and Edden [oos, W. and Eeden, R.V. 2008] stated that individuals are motivated in work will likely to achieve work standards that have been set in order to obtain maximum results, in which will also improve their job satisfaction. Furthermore, according to Cascio [Cascio, W.F. 2003], individual work motivation to finish his tasks is an important part of the job itself, after the needs are met, it will give the satisfaction impact to the employee.

Conclusion

In an attempt to investigate the relationship between Employees motivation and job satisfaction are measured. Textile Palace Co., Ltd is a joint venture company for Manufacturing garments. Thus, Employees motivation and job satisfaction plays a crucial role for the achievement of export targets.

There is a positive direct effect between work motivation and job satisfaction. The greater the motivation of employees at work, the higher the level of job satisfaction. Therefore, it is important for managers of organization to improve their employees’ motivation. Employees who have great work motivation will be able to make the best contribution to the organization by carrying out their jobs at the very best they can, and the positive results obtained will give satisfaction to their work.

Employees need to motivation such as reward, benefits, promotion, good working conditions, and safety. The top management needs to consider motivation factors such as good supervising and leadership, and the level of responsibilities at work. To conclude, finds of the study illustrate that employee's motivation improves job satisfaction. The research findings suggest that employers need to care and support their employees by focusing on motivation factors. In this way, employee's will have the higher job satisfaction for the organizational achievements.

Limitations

This study is limited to the relationship between motivation and job satisfaction among employers in Textile Palace as Co., Ltd at Mawbi Township, Yangon. This study is done in one garment factory in Yangon area only. Thus, this research may not representative for all garment factories in either Yangon or the whole Myanmar because we only collected the data by convenient sampling in Yangon Region.

Further Research

Further studies should carry out at many garment factories in other parts of Myanmar to represent the whole understanding of relationship between motivation and job satisfaction among employees. This understanding will improve effectiveness of Industrial and Organizational Psychology theory as well as the objective of organization's success.

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