



Contribution of Staff Motivation Towards Organizational Development: A Case of Integrated Justice Centre, Kinondoni, Tanzania

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ABSTRACT

This study was conducted at the Integrated Justice Centre in Kinondoni, Tanzania, with 75 respondents participating selected through purposive sampling from a target of 94 employees working at the Integrated Justice Center, Kinondoni. The specific objective was to assess the contribution of staff motivation to organizational development. The study was guided by Maslow's Theory of Hierarchical Needs and Alderfer's ERG Theory. A case study design was employed using quantitative data collection methods, including questionnaires. Data was analyzed quantitatively using the Statistical Package for Social Sciences (SPSS). The findings revealed that well-tailored HRM policies significantly contribute to staff motivation by clearly defining motivation criteria, incentives, and promotion models. Effective motivation practices, such as recognition and incentives, have a substantial impact on employee enthusiasm and organizational growth. Motivation was found to enhance employee commitment, with higher commitment levels observed when clear motivation standards were set. Additionally, extrinsic motivation was shown to positively influence employee performance. The study concludes that motivation is crucial for improving employee performance and organizational growth. It is recommended that the organization implement well-defined HRM policies, maintain transparent motivation systems, facilitate in-service training, revise retirement packages, and empower employees with authority.

Keywords: Employee Commitment, Extrinsic Motivation, Human Resource Management Policies, Staff Motivation, Organizational Development

I. INTRODUCTION

In today's fast-evolving business environment, organizations must adapt swiftly to survive and thrive. As competition intensifies, companies are increasingly challenged by workforce turnover and the migration of employees seeking better opportunities. Organizations that effectively manage these challenges can sustain their competitive edge and ensure long-term success (Nchimbi, 2019). Employee motivation plays critical roles in addressing these challenges, impacting organizational performance and growth.

Staff motivation is fundamental to enhancing productivity and effectiveness within organizations. It directly influences the quality of services delivered to the community and contributes to socio-economic development. However, Africa faces significant losses in intellectual capital due to inadequate job satisfaction and employee retention, exacerbated by globalization and the need to leverage human resource capabilities (Mansoor, 2021). This trend highlights the importance of effective human resource management practices in fostering employee motivation and organizational development.

In the context of employment, motivation is crucial for retaining skilled employees and maintaining competitive advantage. Organizations in developing regions, including Africa, often struggle to retain qualified staff due to inadequate compensation and career development opportunities. This challenge is compounded by difficulties in recruiting and retaining talent in a competitive job market (Daniel, 2020). Addressing these issues requires a strategic approach to human resource management and organizational development.

Technological advancements, global economic shifts, and changing trade agreements have transformed employee-employer relationships. Historically, loyalty was a key element of these relationships, but lack of motivation has led to higher employee turnover. Organizations must now prioritize improving working conditions and implementing effective motivational strategies to retain talented employees (Coff, 1996, as cited in Alkandari, 2009). In Tanzania, civil service reforms aim to enhance organizational efficiency and employee motivation through improved pay structures and decentralization of responsibilities (Kithinji & Mutahaba, 2005).

Internationally, disparities in employee motivation with organizational development are evident. For example, in the UK, a significant proportion of workers are demotivated with their benefits, highlighting the need for employers to offer competitive and comprehensive reward packages. This situation underscores the importance of aligning

compensation with employee expectations to foster engagement and satisfaction (Employee Benefits UK, 2022). Similarly, Tanzanian organizations must address compensation and benefits to improve employee motivation and reduce turnover.

Employee morale in the public sector often suffers due to poor working conditions and low job satisfaction. Lack of motivation is associated with increased absenteeism, turnover, and reduced productivity. Effective human resource practices, including motivation and career development opportunities, are essential for improving employee satisfaction and organizational performance (Nikos, 2018). Understanding and addressing these factors can help organizations create a motivated workforce, enhance performance, and achieve organizational goals.

1.1 Statement of the Problem

Organizational factors and poor working conditions have also been strongly associated with staff motivation, while the social aspects of a job have been found to be a strong predictor of job satisfaction (Robbins & Judge, 2019). The phenomenon of motivation has also been inversely associated with absenteeism, turnover in an organization, level of stress, and eventual exhaustion (Spector, 1997). Staff motivation in workers is a very important factor that influences productivity as well as the quality of work and service provision within an organization (Jones, 2015). Moreover, low salaries, lack of fringe benefits, job insecurity, nepotism, political influences, and improper career development structure are some of the important factors that either hinder qualified public health professionals from joining the public sector (Kumar & Bhatnagar, 2010).

The public sector in Tanzania has been undergoing a number of changes and reforms. These include the Civil Service Reform Programme 1991-1999, aimed at improving the quality, capacity, productivity, and performance of civil servants through strengthening the systems and procedures for personnel recruitment, deployment, grading, and promotion, as well as personnel training and discipline; the Public Sector Reform Programme (PSRP): Phase 2000-2011; others are the Public Financial Management Reform Programme (PFMRP); the Legal Sector Reform Programme (LSRP); and the last is the Local Government Reform Programme (LGRP) (Kiragu & Mutahaba 2005).

What appears apparent is that public sector workers remain demotivated as a result of their working environment, which impairs their performance, and few studies have touched on the role of motivation and promotion in organization growth. This study aims at examining the contribution of motivation towards organization growth in the public sector with a focus on integrated justice centers (IJC). The study aims at throwing more light on the problem and indicates the correlation between motivation and productivity in the public sector.

1.2 Research Objectives

To assess the role of motivation towards organizational development at Integrated Justice Center in Kinondoni, Tanzania.

II LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Maslow's Theory of Hierarchical Needs

Maslow's Theory of Hierarchical Needs, proposed by Abraham Maslow in 1943, suggests that human motivation is driven by a hierarchy of needs. According to Maslow, individuals progress through five levels of needs, starting with basic physiological needs such as food and shelter. Once these are satisfied, people seek safety, followed by social needs like belonging and love. Next, individuals aim for esteem, which includes self-respect and recognition. At the top of the hierarchy is self-actualization, where individuals strive to achieve their full potential and engage in personal growth (Maslow, 1943). This theory is relevant to this study as it helps understand how different levels of needs impact employee motivation and organizational development. By addressing these needs, organizations can enhance employee engagement and performance.

2.1.2 Alderfer's ERG Theory

Alderfer's ERG Theory, developed by Clayton Alderfer in 1969, simplifies Maslow's hierarchy into three core categories: Existence, Relatedness, and Growth. Existence needs align with Maslow's physiological and safety needs, Relatedness covers social and esteem needs, and Growth corresponds to self-actualization. Unlike Maslow's model, Alderfer's theory allows for simultaneous pursuit of needs and suggests that if higher-level needs are unmet, individuals may revert to focusing on lower-level needs (Alderfer, 1969). This theory is pertinent to the study as it provides a framework for understanding how different types of needs interact and impact employee motivation and performance.

By applying ERG theory, organizations can better address employee needs and improve motivation and organizational development.

2.2 Empirical Review

2.2.1 Influence of Motivation on Employee Performance

The relationship between motivation and organizational development is complex and varies depending on several factors. Motivation is widely recognized as a critical factor in enhancing employee performance, achieving individual and organizational goals, and increasing job satisfaction and productivity. Research suggests that while motivation generally improves performance, its effects are not always linear. For example, some studies indicate a bell-shaped relationship, where excessive motivation can lead to decreased performance beyond a certain threshold (Deci & Ryan, 1985).

Greenberg and Baron (2003) provide a comprehensive perspective by defining motivation as “the set of processes that arouse, direct, and maintain human behavior towards attaining goals.” This definition highlights the importance of understanding both the psychological and practical aspects of motivation in influencing performance. Jones (2015) adds that motivation concerns “how behavior gets started, is energized, sustained, directed, and stopped,” and the subjective reactions experienced during these processes.

Aligning with the research objective, this study aims to determine how employee motivation influences organizational development at Kinondoni, Tanzania.

III. METHODOLOGY

3.1 Research Design

The study employed a case study design, which is a research approach in which researchers focus on a unit of study such as employees from integrated justice or the human resources department (Gay et al., 2012). In this study, the court of Kinondoni served as cases where employees and human resources served as a unity of analysis. This case study draws quantitative data from employees and human resources personnel in the integrated court of justice in Kinondoni. However, the use of case study rests from the grounded reasons by Creswell and Creswell (2009), who assert that “added that case study provides in-depth understanding of the case or cause.

3.2 Study Population and Sample Size

The total population targeted in this study comprised of integrated justice center employees. The Integrated Justice Center is divided into Primary Court, District Court, and Residence Magistrate Court, which have 94 employees; a sample size of 75 (80%) employees was purposefully selected. The target population in this study included the staff in the Integrated Justice Center of Kinondoni and involved asking key informants in the Human Resources administration. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. In practice, the sample size that was used in a study is determined based on the expense of data collection and the need to have sufficient statistical power (Kothari, 2004). The study selected and used a sample size of 75 staff and supporting staff. The main reason for using a large sample size is to obtain viable information.

Table 1

Showing Number of People Taken as the Sample from each Department

Department	Number of employees	Percentage
Human resources	5	6.6%
Account department	10	13.3%
Administration department	15	20%
Supporting employees	20	26.6%
Lawyers	25	33.3%
TOTAL	75	100%

3.3 Sampling Design and Procedure

Purposive sampling in this case was used to capture the heads of departments who are believed to have rich information. Purposive sampling was implied to some key respondents, especially heads of department and Human Resource Officers in Magistrate Court who have knowledge and information regarding human resources policies and how they are practiced in the Integrated Justice Center of Kinondoni.

3.4 Data and Collection Approaches

Data for this study were collected using questionnaires. Questionnaires were employed to gather structured information from a diverse group of respondents, including employees and heads of departments. These questionnaires featured both closed and open-ended questions, allowing for a comprehensive understanding of the participants' views (Kothari, 2004).

3.5 Data Analysis

Data analysis implies editing, coding, classification, and tabulation of collected data (Kothari, 2004). Primary and secondary data were preceded in terms of editing and coding before analysis; information obtained during field work was cleaned in order to omit irrelevant responses; answers were checked if they match with respective questions. Thereafter, the data was analyzed using the Statistical Package for Social Science (SPSS) for the quantitative data. In addition, the study managed to provide a concrete context for discussion about what can be done to ensure regeneration of employees' capability in delivering public services. The study also helped the researcher for practical fulfillment for a Master's degree and widen the knowledge of motivation matters to employees in working areas, hence increasing effectiveness and efficiency.

IV. FINDINGS & DISCUSSIONS

4.1 Response Rate

Out of the 75 respondents who were given questionnaires, only 5 did not respond to the questions. Table 2 below illustrates the outcomes.

Table 1

Response Rate

Returned Questionnaire	70	93%
Unreturned Questionnaire	5	7%
Total	75	100%

4.2 Demographic Characteristics

Basically, this part focused on questions related to the respondents' age, sex, marital status, and level of education. Also, departmental and working experiences of respondents were collected. These were found to be important in helping to draw an analysis and conclusion.

4.2.1 Age of Respondents

The age of respondents determined the extent to which experiences shaped their understanding regarding the role of motivation in improving organization development at IJC. However, it was found that 35 (51%) respondents were aged between 31 and 45 years, 21 (31%) respondents were aged between 46 and 60 years, and 12 (18%) respondents were aged between 21 and 30 years. Table 2 presents the age breakdown of the respondents.

Table 3

Age of Respondents

Age category	Frequency	Percent (%)
21 – 30	12	17.1
31 – 45	35	50
46 – 60	23	32.8
Total	70	100

The findings show that the majority of the respondents, 35 (50%), were in the age category of 31-45 years, which is energetically active. This implies that the majority of the findings were from the middle class, who are the working class, with many priorities and expectations, and much interest in motivating factors for improving their organization's performance. This suggests that an individual's struggle to apply their skills, abilities, competence, and knowledge to do the tasks that are assigned depends on a variety of factors, including their age.

4.2.2 Sex of Respondents

Gender is an important variable in a given Tanzanian socio-economic and political context that is variably affected by any socio-economic phenomenon, and globalization is not an exception to it. However, in this study, the



researcher collected data from 40 (59%) female respondents and 28 (41%) male respondents. The breakdown of sex of respondents in the field is as presented in Table 3.

Table 4
Sex of Respondents

Sex	Frequency	Percent (%)
Male	40	57
Female	30	42.8
Total	70	100

The findings in Table 3 reveal the majority 40 (57%) of respondents were male compared with the minority 30 (42.8%) of their counterparts who were female. This implies that more men are employed at IJC than females. This indicates that more men are employed in the public sector at the Integrated Justice Center.

4.2.3 Marital Status of Respondents

The assessment of motivation in improving organizational performance is enhanced by the variable of marital status. The results in Figure 1 reveal that 48 (71%) respondents were married, 13 (19%) were single, and 9 (10%) respondents were either separated or divorced, while there were limited other marital statuses obtained from among the employees at Integrated Justice Centre.

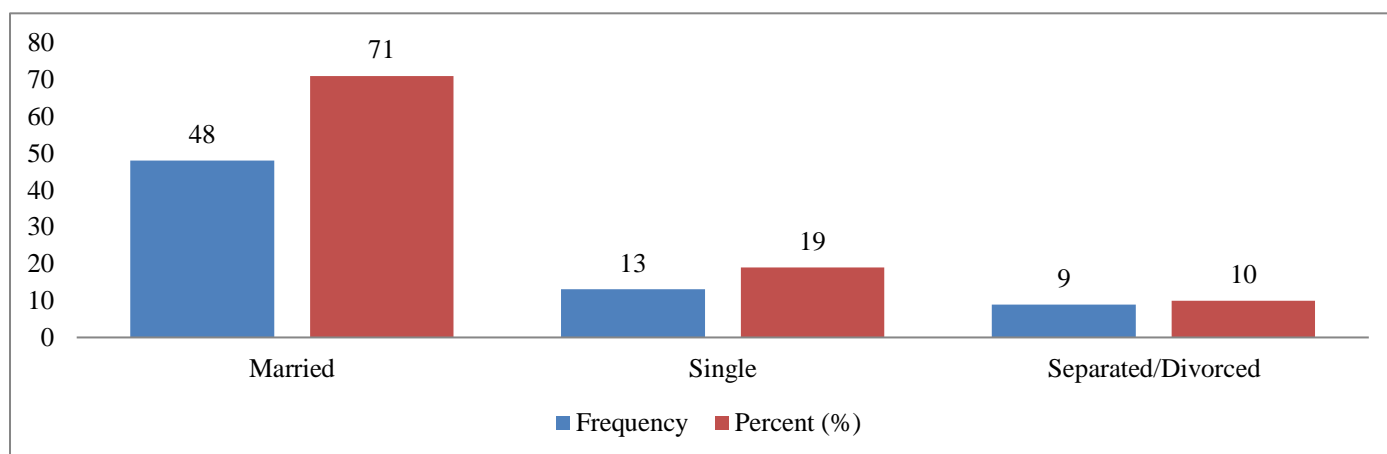


Figure 1
Marital Status of Respondents

The findings in Figure 1 about the marital status of respondents show that the majority (i.e., 71%; n = 68) of 48 were married, compared with the minority (i.e., 10%; n = 68) of 10 who separated or divorced, while either 19% of 13 respondents were single. Such findings imply that motivational factors have enabled some of the employees in the Integrated Justice Center to further seek marriage. Given that the majority of employees at IJC have families, they heavily rely on motivation factors to meet their needs and desires for family welfare. Therefore, it is crucial for managers at IJC to take proactive steps to foster employee motivation, which can propel the organization's growth while fulfilling the needs and desires of their families.

4.2.4 Education Level of Respondent

In this study about the role of motivation towards organization development at IJC, it was assumed that education affects the respondents' attitudes and the way of looking at and understanding things. This implies that an individual response is likely to be determined by her or his educational background, and therefore, it became important to understand the educational status of the respondents. The data in Figure 2 reveals that 38 (56%) respondents attained a bachelor's degree, 23 (34%) with a diploma, 5 (7%) respondents had a master's degree, and 2 (3%) respondents remained had a secondary level of education, while none of other educational achievement among respondents from the sample were identified at IJC.

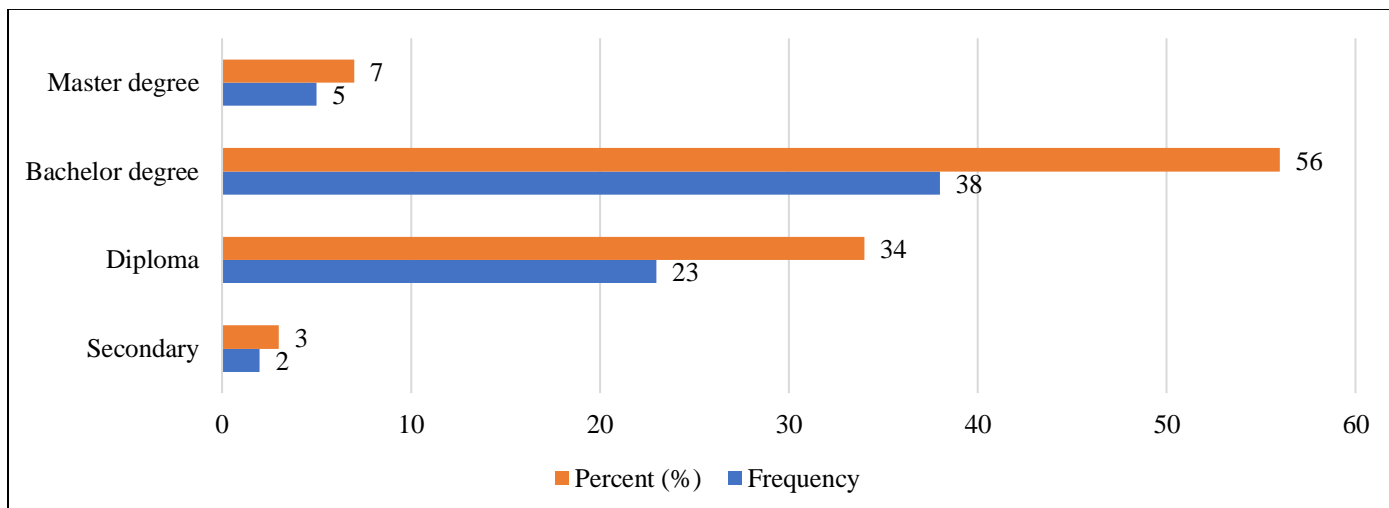


Figure 2
Education Level of Respondents

The findings reveal that there is no illiteracy among the employees at ICJ, which aligns with the expectations of a public organization. The findings reveal that 38 (56%) of the respondents hold a bachelor's degree, followed by 23 (34%) with a diploma level of education, 5 (7%) with a master's degree, and only 2 (3%) with a secondary education. This reflection is supported by the analysis, which shows that managers and employees working in various fields such as administration, health, security, and education, as well as those with a sufficient level of knowledge and skills obtained from relevant and reputable educational institutions, made up the majority of the ICJ employees sampled for this study.

Consequently, the evaluation of staff motivation's contribution to organization development in Tanzania reveals that a significant portion of respondents work in the public sector and attend higher education institutions, making them crucial in today's world to establish a knowledge-based society. As a result, it was clear that ICJ had a significant number of employees who merited employment based on their academic achievements and motivation, which would actually boost the firm's performance.

4.3 The Role of Motivation towards Organizational Development in Integrated Courts of Justice

This objective of the study aimed at assessing the role of motivation towards organizational development. As indicated in Table 5, it shows that timely payment of salaries scores high 25%, whereby the employee feels they are treated well once their salaries are paid on time, followed by carrier development, which is 23%. The findings reveal that the conducive environment that provides carrier development makes the employees more motivated.

In ICJ, there are various factors that are considered by the management in setting motivation; this includes the following: payment of salaries in time, payment of overtime allowances, developing employees' careers, job performance, and provision of a conducive environment. The table below shows the responses of employees at ICJ regarding the factors that can be considered by the management in setting motivation for its employees.

Table 5
Response of Factors that can be considered by the Management in Setting Motivation to the Employees at ICJ

No	Factors	Frequency	Percentage (%)
1.	Payment of salaries in time	15	25
2.	Payment of overtime allowance	15	20
3.	Developing of employees career	20	23.3
4.	Job performance	15	21.7
5.	Provision of conducive environment	10	10
	Total	70	100

Based on the findings, the factors that can be considered by the management of ICJ in setting motivation for the employees were as follows:

4.3.1 Payment of salaries in time

The respondents' responses demonstrated that the Integrated Court of Justice paid its employees their salaries on schedule. Various circulars stated that all employees received their salaries at a specific time. The situation increased morale among employees. For instance, the majority of employees at ICJ received their salaries on the 26th of each month, which appeared to motivate over 25% of them to enhance their task performance.

4.3.2 Payment of overtime allowance

The Integrated Court of Justice did its best to pay employees overtime. Employees who performed their activities after normal working hours received payments; for instance, 30 employees received a daily overtime allowance of 20,000/= . Every employee who participated in the tasks, which took two weeks to complete, received an overtime payment of \$280,000/= .

4.3.3 Developing employee's careers

The Integrated Court of Justice also motivates employees by developing their careers. These included supporting and providing training and development, both short-term and long-term. The purpose of this approach is to equip employees with new skills and knowledge relevant to their field, thereby addressing any deficiencies in their job performance. A significant number of employees, approximately 23.3% of the selected sample, express gratitude for the efforts made by the Integrated Court of Justice to enhance their career development.

4.3.4 Job Performance

Another factor used by ICJ in setting motivation was job performance, where the good performer was in a good position to get promotion and chances for increments in salaries. There was also an assessment of the performance of employees from different sections and departments to the entire organization, and the overall good performers were rewarded. For example, in 2018, the overall organization's best performer was awarded building materials, which cost \$2,000,000/= .

4.3.5 Provision of Conducive environment

The organization should strive to enhance the environment at ICJ, setting it apart from other courts in Dar es Salaam. This could be achieved by installing air conditioning in all offices, prioritizing office cleaning to eliminate dust, repairing furniture, and establishing a cafeteria. Also, the management should provide computers, telephones, faxes, and mail so that they can simply do their work within and outside the organization. Most of the employees at ICJ are not interested in the environment's condition.

4.4 Discussions

The study highlights various factors influencing employee motivation and organizational development at the Integrated Justice Centre (IJC). The data indicates that fair salary payment is a significant motivator, with 32.4% of respondents citing it as a key factor in enhancing their job performance. Rashidi (2018, p. 71), analyzing the educational attainment of ICJ employees, illustrates how the CCM party's 2010 significant endeavor and manifestation, along with the government, donors, and private institutions' unwavering dedication to promoting education among citizens to curb poverty, diseases, and illiteracy, have paved the way for Tanzania's development.

This aligns with findings by Mwakiluma (2024), who employees are particularly responsive to financial incentives. The study also emphasizes the importance of medical benefits and a supportive working environment, with respondents expressing satisfaction with IJC's medical coverage but noting areas for improvement in workplace conditions. This aligns with Peters et al.'s (2010) claim that both compensation and working environment significantly impact organizational development. Njunwa (2024) carried out a study on employees' motivation and local governments' performance in Tanzania with reference to Mvomero District Council. According to the study employees can work efficiently, and providing them with incentives is the best way to motivate them.

Furthermore, the findings reveal that training and promotions significantly impact motivation and organizational development. Although 5.4% of employees view training as beneficial, they show less interest in long-term training, indicating the need for a balanced approach to professional development. This observation supports Coff's (1996) view that training and development are essential for employee retention and performance improvement. The study also underscores the role of recognition and rewards in motivating employees, although only a small percentage find them highly influential. This aligns with Oakma's (2021) perspective that effective recognition systems are critical for sustaining high levels of employee motivation and satisfaction.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

The study concludes that HRM policies and practices at the Integrated Justice Centre (IJC) significantly influence employee motivation and organizational development. Key findings reveal that fair salary payments, comprehensive medical benefits, and a supportive working environment are crucial factors in enhancing employee performance. Despite these positive aspects, there are areas needing improvement, such as the working conditions and the balance between short-term and long-term training opportunities. The study also emphasizes that while salary remains a primary motivator, factors such as recognition, job security, and career development play important roles in employee motivation. Overall, the data suggests that a holistic approach to HRM, addressing both financial and non-financial aspects, is essential for improving employee motivation and organizational development at IJC.

5.2 Recommendations

Based on the findings, it is recommended that the Integrated Justice Centre (IJC) enhance its HRM policies to better address the needs and expectations of its employees. Firstly, improving working conditions, such as upgrading office facilities and reducing overcrowding, would contribute to a more conducive work environment. Additionally, while salary remains a key motivator, incorporating more comprehensive remuneration packages and increasing the transparency of allowances could further boost employee satisfaction. The organization should also focus on balancing short-term and long-term training opportunities to cater to diverse employee needs and career aspirations. Finally, establishing a more robust recognition and reward system would help in acknowledging employee achievements and fostering a positive work culture. By implementing these recommendations, IJC can strengthen its HRM practices, leading to enhanced employee motivation and overall organizational success.

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