

**RELATIONSHIP BETWEEN MOTIVATION AND ORGANIZATIONAL
COMMITMENT**

Author (Corresponding Author) : Dr. P. Na .KANCHANA
Qualification : M.A., M.Phil., MBA, Ph.D
**Institution at present working : Srimad Andavan Arts & Science College,
ThiruvaniKovil. Trichy**
Designation : Assistant Professor
Department : MBA.

Co-Author Name : DR. M. PITCHAIMANI
**Institution at present working : Srimad Andavan Arts & Science College,
ThiruvaniKovil. Trichy**
Qualification : M.com,M.phil,MBA,PGDCA, Ph.d
Designation : Vice Principal &Dean
Department : Commerce & Management

ABSTRACT

The main purpose of this article is to examine the relationship between motivation and organizational commitment of employees working in Tamil Nadu Newsprint and Papers Ltd(TNPL) at Kagidapuram, Karur District. The research is aim to appraise the existing literatures and eventually build up the conceptual framework as well as hypotheses. A stratified proportionate sampling design has been employed and 330 employees have participated. The data are analyzed using chi-square, F test, paired t-test, factor analysis and multiple regression. The result of the analyzes showed that there is significant association between motivation and organizational commitment and its dimensions viz. affective, continuance and normative commitment. F test results shows that there is significant mean difference between motivation and organizational commitment. Factor analysis is used to reduce factors for motivation. Findings suggest the there is significant and positive association and relationship between motivation and organizational commitment

Keywords: Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment, Intrinsic Motivation.

INTRODUCTION

The success of an organization is often measured by the degree of its productivity. Although, this can however be said to be independent of the attitude and morale of the employees in form of their level of commitment. All organizations can hence afford to include any of the factors that contribute to the boosting of the commitment levels of their employees. In all productive activities, the basic elements include land, capital, labor and the entrepreneur. The laborers and the entrepreneurs are human and as such very important in any productive enterprise. They utilize the other factors for the realization of the goal of the enterprise. It can then be adduced that human beings play a very important role within any system and in particular industrial organizations. Employee commitment is a crucial element to increase job performance. An important predictor of this type commitment is motivation, which motivates

employees to spend time and energy in the organization. Motivation is essential for an organization to understand the needs of the employees, their perception of the goal setting process in the organization, and their expectancy about being rewarded for their efforts. The outcome of work motivation is different in various industries.

De Silva and Yamao (2006) found that organizational commitment improves motivation and creativity of the employees. Meyer et al., (2004) are of the opinion that commitment is considered as one of several energizing forces for motivated behavior. Higher supervisor evaluation and supervisor perceptions which have a key role in motivation result in a greater commitment (De Silva and Yamao, 2006). Motivation and organizational commitment are significantly related. Organizations would only need to increase and maintain two variables namely, work motivation and job satisfaction in order to achieve the positive effect on organizational commitment.

Therefore this article focuses the relationship between motivation and organizational commitment (Affective Commitment, Continuance Commitment, Normative Commitment,)

DEFINITION

Ozsoy, Ergül, & Bayık, (2004), “Organizational commitment has been defined as an employee’s valuing the organizational benefits more than their personal benefits”.

McDonald and Makin (2000), have defined organizational commitment as a psychological treaty signed between the person and the organization, while Valentine, Godkin and Lucero (2002) have defined organizational commitment as the inclination of employees’ interests and commitments to the organization.

Motivation is a psychological process resulting from the arousal, direction and persistency of voluntary action to attain organizational and personal goals (Pool and Pool, 2007).

Meyer et al. (2004) remarked that commitment is one component of motivation and, is important that they gain a better understanding of two processes themselves and of workplace behavior by integrating theories of commitment and motivation. Later, commitment scholars

have also begun to become more concerned with motivation- based variables since they report that commitment is a motivational phenomenon (Johnson et al., 2010).

REVIEW OF LITERATURE

To survey the main factor impact on work motivation Freyedon Ahmadi (2012) analyzed the effect of individual attributes, job characteristics, and organizational variables on three aspects of work motivation: job satisfaction, organizational commitment and job involvement. The results indicated that managers have varying degrees of influence over different aspects of work motivation, with the greatest influence over job satisfaction and least influence over job involvement.

To identify the relationship between the role of motivation in enhancing commitment in industries Richard Aborisade and Emeka E. Obioha (2009) critically evaluated workers attitudes and perception of the motivational factors as well as the relationship between motivation and job commitment. The instrument was administered to 100 respondents drawn as the sample for the study. The output from these sources was analyzed by the use of the percentages, chi-square was used for the testing of the hypotheses and the results revealed that workers of the company were not motivated. The motivation schemes designed for the workers are inadequate and unable to meet the level of expectation of the employees.

A similar study was conducted by Sundas Warsi et al., (2009) to analyze the relationship between work motivation, overall job satisfaction and organizational commitment among Pakistani workforce. The focus of the study is towards analyzing the general behavior of the private sector employees towards work motivation and job satisfaction which may build higher levels of organizational commitment. The sample size consists of 191 male and female employees which were randomly selected. Data collected were analyzed by the application of statistical tests i.e., Pearson correlation and multiple regression using SPSS 13.0. Results showed that positive and significant relationship exists between work motivation, overall job satisfaction and organizational commitment. Although both independent variables are strongly associated

with organizational commitment, the impact of job satisfaction on organizational commitment is relatively stronger than that of the work motivation on organizational commitment.

Employee benefits including mandatory benefits and fringe benefits are becoming essential portion of the compensation packages that are offered by organizations to their employees. Soon Yew Ju, et al., (2009) probed whether employee benefit is offered by the organization are important as antecedents to organizational commitment for employees in food-manufacturing industry in the state of Kedah, Malaysia. A total of 161 employees responded to the survey. The results of the study suggested that mandatory benefits and fringe benefits were positively influenced organizational commitment. The results further denoted that fringe benefits fully mediated mandatory benefits when predicting organizational commitment.

The motivation and commitment of employees in hospital was studied by Mahmudah Enny Widyaningrum (2012) to analyze the influence of motivation and organizational culture on organizational commitment and performance of employee of medical service at Ibnu Sina Hospital of Gresik Regency. The number of samples is 175 respondents, consisted of medical and paramedical personnel (doctor, midwives and nurses) at IbnuSina Hospital of Gresik Regency. Structure equation modeling with the program analysis of moment structure is applied in this research. The relationship among the variables of organizational culture with organizational commitment variable has the greatest level of significance, while the relationship between motivational variables with the variable performance of employees has the smallest level of significance.

CONCEPTUAL FRAMEWORK

Based on the discussions presented in the literature review, the paper proposed a conceptual framework on the relationship between motivation and organizational commitment in the context of employees' working in Tamil Nadu Newsprint and Papers Ltd(TNPL) at Kagidapuram, Karur District. From the review of the literature, it is suggested that motivation will affect organizational commitment. Further to this, the current paper also encapsulate that motivation has influences over the three dimensions of organizational commitment namely;

affective commitment, continuance commitment and normative commitment. The research framework is well-constructed and presented in Figure 1.

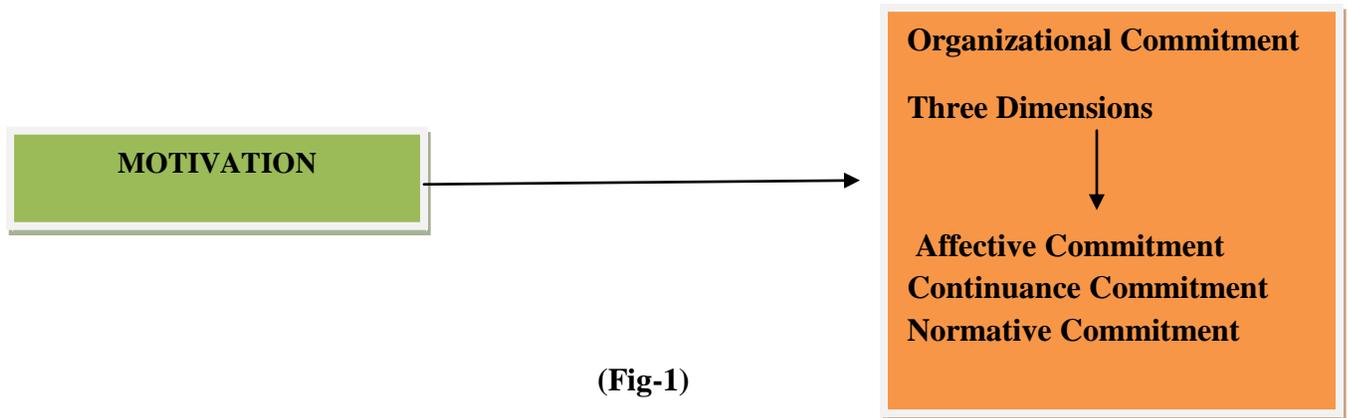


Table 1: Research Methodology	
Types of Research Used	Descriptive Research
Research Approach	Survey
Research Instrument	Questionnaire
Sample Size	330 respondents(TNPL Employees)
Sampling Technique	Proportionate Stratified Random Sampling

RESEARCH METHODOLOGY

MEASUREMENT:

Organizational commitment was assessed using a 24-item scale developed by Allen and Meyer (1990). This scale measures the three components of organizational commitment, which is affective, continuance and normative commitments. Each component consists of eight-items with a ratings scale of seven-point likert scale (1 = Strongly Disagree to 7 = Strongly Agree). A five point scale was used to measure motivation, which was adapted from Syed Muhammad Irfan Ayub (2008) with one representing strongly disagree and five representing strongly agree.

HYPOTHESIS

Sl. No	Organizational commitment	Pearson Chi-square value	p-value	Significance S/NS
--------	---------------------------	--------------------------	---------	-------------------

H₀₁:
 There is
 no
 significant
 association
 between
 motivation
 and

Organizational Commitment.

H₀₂: There is no significant mean difference between motivation and Organizational commitment

H₀₃: There is no significant mean difference between motivation and Organizational commitment
 Before and after joining in TNPL

H₀₄: There is no significant relationship between motivation and organizational commitment

PURPOSE OF THE STUDY

The purpose of this study is to find out the relationship between motivation and organizational commitment. This study investigate the relationship between motivation and organizational commitment(includes affective, continuance and normative) will help to give direction whether there is significant relationship exist

RESULTS

1.	Affective commitment	11.817	0.019*	S
2.	Continuance commitment	12.207	0.016*	S
3.	Normative commitment	8.590	0.032*	S
4.	Overall organizational commitment	13.019	0.011*	S

Table 2: Motivation and organizational commitment

* Significant at 0.05 level (2-tailed); ** Significant at 0.01 level (2-tailed); S-significant

. The association between motivation of the respondents and the components of organizational commitment was examined through chi-square test.

Researchers agree that motivation is important in work organizations; and that individual employees attempt to satisfy many needs through their work and through their relationship with an organization (Li, 2006). Hence employees with high need for achievement will likely to be more committed to their organizations. Some researchers found that organizational commitment is a function of several variables like job satisfaction, motivation, participative decision making, organizational support, financial reward, communication, promotion prospects, and leadership styles (Alarape and Akinlabi, 2000; Brown, 2003; Salami and Omole, 2005). Motivation significantly predicted organizational commitment as consistent with the findings of previous researchers (Dodd-McCue and Wright, 1996; Mannheim *et al.*, 1997; Li,2006) who found a significant relationship between need for achievement and organizational commitment.

Table 2 reveals that, there is a significant and positive association between motivation and affective commitment (χ^2 value = 11.817, $p < 0.05$)., motivation and continuance commitment (χ^2 value = 12.207, $p < 0.05$). Motivation and normative commitment and motivation (χ^2 value = 8.590, $p < 0.05$).. Therefore the chi-square test results revealed that null hypotheses is rejected and it shows that there is significant association between motivation and organizational commitment

at 5% level of significance(χ^2 value = 13.019, $p < 0.05$). Therefore motivation is an important factor to determine organizational commitment.

Factor (Motivation)	t	Sig. (2-tailed)
BEFORE & AFTER JOINING IN TNPL	- 5.324	0.000** (S)

Table 3: Impact of Motivation on Organizational Commitment

Independent Variables	Category	N	Mean	S.D	Source	Sum of Squares	df	Mean Square	F
Motivation	Low	65	1.86	0.726	Between Groups	6.547	2	3.274	6.437** (S)
	Medium	198	1.92	0.712					
	High	67	2.25	0.704	Within Groups	166.305	327	0.509	
	Total	330	-	-		172.852	329	-	

* Significant at the 0.05 level (2-tailed); ** Significant at the 0.01 level (2-tailed); S – Significant

The F-test was applied to find the significant mean difference between motivation and organizational commitment and the results show that there is significant difference across the various levels of motivation at TNPL (F-value =6.437, $p < 0.01$). The mean score is high (2.25) implying that employees with high level of motivation have more organizational commitment to the organization. Dodd-McCue and Wright, 1996; Mannheim et al., 1997 found significant

relationship between the need for achievement and organizational commitment.. So workers with high achievement motivation are more committed to their organizations

Table 4: Testing the significant difference in motivation before and after joining in TNPL

Factor	Variables	Factor loading
I Performance engagement	Periodical increase in salary	0.741
	Performance appraisal	0.720
	Promotional opportunity	0.679
	Work acknowledgement	0.652
II Fair treatment	Support from HR department	0.552
	Management interest in motivation	0.614
	Incentives	0.683
	Working conditions	0.825
	Supervisors	0.791
III Information sharing	Job security	0.758
	Co-worker relationship	0.750
	Safety measures	0.645
	Activities of performance appraisal	0.578
	Motivation from coworkers	0.682

*** Significant at the 0.01 level (2-tailed); S - Significant*

Table 4. reveals that, two tail significance for the change in variables of motivation before and after joining TNPL indicating that $p < 0.01$ and, therefore, is significant at 1% level. It can be concluded that there exist a significant difference in factor motivation before and after joining TNPL. The members after joining in TNPL felt that there is increase in motivation in the previous organization ($t = - 5.324$; $p < 0.01$).

Factor Analysis

Table 5: Total variance explained by the variables of motivation

Factor	Eigen value	Percentage of variance	Cumulative percentage of variance
1	2.749	22.907	22.907
2	2.606	21.713	44.620
3	1.752	14.599	59.219

Table 6: Rotated factor loading on motivation

Requesting principal component analysis and specifying the interpretation obtained output of factor analysis. There are two stages in factor analysis. Stage 1 is the factor extraction process, wherein the objective is to identify how many factors are to be extracted from the data. This most popular method is called principal component analysis. In stage 2, there is also a rule of thumb based on the computation in eigen value, to determine how many factors to extract. Higher the eigen value of a factor, higher the amount of variance explained by the factor. The three factors were extracted as 59.219 percent of the variance.

Table 7: Rotated component matrix

Variables	Component		
	1	2	3
Support from HR department	0.539	0.552	0.006
Management Interest in motivation	0.466	0.614	0.131
Incentives	0.453	0.683	-0.080
Working conditions	0.009	0.825	0.168
Supervisors	0.060	0.791	0.185
Periodical increase in salary	0.741	0.066	0.194
Job security	0.127	0.205	0.758
Co-worker relationship	0.062	-0.016	0.750
Effective performance appraisal	0.720	0.086	0.205
Promotional opportunity	0.679	0.260	-0.003
Safety measures	0.239	0.129	0.645
Activities of performance appraisal	0.322	0.226	0.578
Motivation from coworkers	0.369	0.203	0.682
Work acknowledgement	0.652	0.112	0.185

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

To find out the factors influencing organizational commitment factor, responses were obtained on a five-point scale ranging from strongly disagree (1) to strongly agree (5). The questions were started from negative perspective, they were reversely coded, (Streiner and Norman, 1995). In total, fourteen variables were used to identify the major factors influencing the motivation of employees in TNPL. The item scale was subject to factor analysis using principal component method with Varimax with Kaizer normalization rotation. The principal component Analysis was conducted using statistical package for social sciences (SPSS) version 13.0. It is evident from table 5 (looking at the cumulative % column), that the two factors acted together and accounted for 59.219 percent of the total variance (information contained in the original table). Hence, the variables have been reduced from fourteen to three underlying factors.

Looking at table 6, the variables namely, periodical increase in salary, performance appraisal, promotional opportunity, work acknowledgement have loadings of 0.741, 0.720, 0.679, 0.652 on factor 1 indicating that it is a combination of these four variables was named 'performance engagement'. Variables like support from HR department, management interest in motivation, incentives, working conditions, supervisors have loadings of 0.552, 0.614, 0.683, 0.825 and 0.791 on factor 2, indicating that factor 2 is a combination of these five variables, described as 'fair treatment'. Next for factor 3, it is evident that job security, co-worker relationship, safety measures, activities of performance appraisal, motivation from coworkers have loadings of 0.758, 0.750, 0.645, 0.578 and 0.682 on factor 3, indicates that factor 3 is a combination of these five variables named as 'information sharing'.

Table 8: Regression result of Motivation towards Affective Commitment

Factors	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error			
(Constant)	1.980	0.214	-	9.267	0.000
Motivation	0.069	0.067	0.060	1.018	0.030*(S)
R-value	0.895				

R -square value	0.801
F-value	6.363

***Significant at the 0.01 level (2-tailed); NS – Not Significant; S – Significant; * Significant at the 0.05 level (2-tailed);*

The value of R (0.895) is the correlation of the independent variable motivation (with the dependent variable organizational commitment (Y). The inter-correlation between motivation and organizational commitment are taken into account. The R-square (0.801), which indicates independent variable motivation explains 80.1% of the variance in organizational commitment, which is highly significant (F=6.363, p<0.01).

The multiple regression equation is $Y = 1.980 + 0.069X_1$

This equation from the table indicates that, organizational commitment level increases by 0.069 units for every one unit increase in motivation. Also, we infer that, the is the predictor of organizational commitment. Also, it can be seen that among other independent variables motivation (X_1 , $t=1.018$, $p<0.05$) is significant at 5% level with the organizational commitment (Y). Thus the above analysis revealed that is the motivation is the predictor towards organizational commitment. There exists a significant relationship between motivation and organizational commitment.

CONCLUSION

Motivation is the key factor to determine organizational commitment. Generally High motivation in an organization leads to higher organizational commitment and vice-versa. The concept of organizational commitment and motivation has attracted significant interest as an attempt to understand the intensity and stability of employee dedication to work in organizations. Hence the study finding has shown that motivation is significantly associated with organizational commitment and its components namely; affective, continuance and normative commitments. It also shown that there is significant difference between motivation and organizational

commitment through F test and that there exist a significant difference in factor motivation before and after joining in TNPL. The factor analysis reduced the motivation factors from 14 to 3 factors. Besides to this, motivation can be used to predict the organizational commitment has shown by regression analysis. This finding is another great contribution and theoretical implication towards management study.

REFERENCES

Alarape, & Akinlabi, (2000), Influence of perceived organizational support and discretionary treatment on work attitude of industrial workers, *African Journal for the Psychological Study of Social Issues*,5(1): 23-36.

Brown, B.B. (2003). Employees' Organizational Commitment and their Perception of Supervisors' Relations Oriented and Task-Oriented Leadership Behaviour. Ph.D. Thesis Virginia Polytechnic Institute and State University.

DeSilva, DAM., & Yamao M. (2006). The involvement of female labor in seafood processing in Sri Lanka: Impact of organizational fairness, organizational commitment and supervisor evaluation on employee commitment.

Dodd-McCue, D., & Wright, G.B.(1996). Men, women and attitudinal commitment: The effects of workplace experiences and socialization. *Human Relations*, 49(8), 1065- 1089.

Freyedon, Ahmadi (2012). Survey the Main Factor Impact on Work Motivation, *International Journal of Learning & Development*, 2(1).

Johnson, R.E., Chang, C.H., & Yang.,L.Q. (2010). Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of Management Journal*, 35: 226-245.

Li (2006). Human motivation in the work organization: Theories and implications. *New Asia College Academic Annual*, XIX: 253-263.

Mahmudah Enny Widyaningrum (2012). Influence of Motivation and culture on Organizational Commitment and Performance of employee of Medical Services, *Academic Research International*, 1(3).

Mannheim, B., Baruch, Y., & Tal, J. (1997). Alternative models for antecedents and outcomes of work centrality and job satisfaction of high-tech personnel. *Human Relations*, 50(2), 1537-1562 .

McDonald, D. J., & Makin, P. J. (2000). The psychological contract organizational commitment and job satisfaction of temporary staff. *Leadership & Organization Development Journal*, 21(2), 84-91.

Meyer, J.P., Becker, T.E., & Vandenberghe, C. (2004). Employee Commitment and Motivation: a Conceptual Analysis and Integrative Model, *Journal of Applied Psychology*, 89, 991-1007.

Özsoy, A., Ergül, Ş., & Bayık, A. (2004) Bir yükseköğretim çalışanlarının kuruma bağlılık durumlarının incelenmesi. *İnsan Kaynakları ve Endüstri İlişkileri Dergisi*, 6(2), 13-19.

Pool, S., & Pool, B. (2007). A management development model: measuring organizational commitment and its impact on job satisfaction among executives in a learning organization. *Journal of Management*, 26, 353-369.

Richard Aborisade & Emeka E. Obioha. (2009). The role of motivation in enhancing job commitment in Nigeria Industries: A case study of energy foods company limited, Ibadan”, *Journal Social Science*, 19(2), 149-154.

Salami, S.O., & Omole, O.A. (2005). Participation in decision-making process, incentives and training as predictors of organizational commitment among industrial workers, *African Journal for the Psychological Study of Social Issues*, 8(2), 210-227.

SoonYew Ju , LaiKuan Kong , Zaliha Hj Hussin & Kamaruzaman Jusoff (2009). The Influence of Employee Benefits Towards Organizational Commitment, *Asian Social Science*, 4(8), 161-166.

Sundas Warsi, Noor Fatima & Shamim A. Sahibzada (2009). Study on Relationship Between Organizational Commitment and its Determinants among Private Sector Employees of Pakistan, *International Review of Business Research Papers*, 5(3), 399- 410.

Valentine, S., Godkin, L., Lucero, M., (2002). Ethical context, organizational commitment, and

person-organization fit, *Journal of Business Ethics*, 41(4), 349-360.