Understanding The Relationship Between Organizational Commitment And Work Motivation In Young Adults

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Abstract

Organizational commitment and work motivation are two significant constructs in organizational behavior. They can influence employees' job satisfaction, engagement, and productivity, as well as turnover intent and burnout among other factors affecting organizational success. For thus purpose of this study, we look at the work motivation and organization commitment levels of young employees in organizations in India. A sample of 129 participants was used for this quantitative research. The data was collected through questionnaires and analyzed using SPSS. For statistical analysis, correlation was conducted, and findings show that there is a significant positive correlation between work motivation and organizational commitment.

Keywords: Commitment, Work Motivation, Organization.

Chapter 1: Introduction

An organization can be viewed as a social system of individuals formed and operated to fulfil a need or achieve common goals. Most companies have an organizational framework that sets the linkages between operations and participants, as well as subdividing and assigning tasks, duties, and authority to carry out specific functions. Organizations are open systems, both influencing and being influenced by their surroundings.

Organizational behaviour(OB), loosely translated based on a definition by Luthans can be understood as the process of comprehending, predicting, and managing human behaviour in organisations. OB seeks to develop a base with the help of scientific, research-based approach. It focuses on the employees, structure as well as the environment of the organisation.

"The field that seeks knowledge of behaviour in organisational settings by systematically studying individual, group, and organisational processes" Greenberg & Baron (2003)

Understanding Organisational behaviour is a very important tool in today's environment, as there is a diverse workforce who have different needs which need to be met. It helps in improving employee engagement, skill management, efficiency and increasing motivation along with creating a rich environment for the employees to work in.

People's behaviour is a significant concern for the organisation. It affects productivity and the healthy functioning of a system. Employee's behaviour whether positive or negative, has a drastic impact on their colleagues as well as the work place. Individual behaviour within an organisation can either defile the corporation or aid in its overall improvement. A compassionate, friendly co-worker can create a healthy work environment, whereas, an anti-social, negative employee may disrupt the working of the organisation and may be harmful for it. Understanding this behaviour is very crucial for the entire organisation

For the purpose of this research, we study the relationship between organisational commitment and work motivation. Both constructs are significant in today's workplace and organisational behaviour as they can effect job satisfaction, employee engagement and productivity as well as complete organisational success. While there are several researches focusing on the two concepts separately, not so many are found on the relationship between the two. Even fewer researches assessing this relationship in young people, employees who are in their formative years.

Young employees, in this research aged 22-25, are just about starting off in their professional journeys. Understanding their commitment and motivation in respect to their work is something organisations can benefit immensely from, as they form a vital part of the workforce.

Organizational Commitment

Organizational commitment is most commonly defined as a strong desire to remain a member of a certain organization, a readiness to put up significant effort on behalf of the organization, and a firm belief in and acceptance of the organization's beliefs and goals. In other words, this is an attitude that reflects employees' dedication to their organization, and it is a continuous process in which organizational members demonstrate a concern for the company's success and well-being. The widely accepted model given by Meyer and Allen (1990) states there are three components of organisational commitment, they're briefly explained below

Affective component- It talks about the emotional attachment one has with their organisation. An employee genuinely cares about the organisation, to the extent that they would go the extra mile without being asked to do so. They want to continue working with the organisation and feel that their efforts will make a difference.

Continuance component – The cost linked with leaving an organisation, like finding a new job, putting in the effort to reach a seniority level already achieved in the present organisation, etc. is what continuance commitment is based on.

Normative component –It refers to the employee's feeling of duty to stay in the organisation because of the time and resources the organisation has spent on them. They might feel it is the right thing to do to continue working in the organisation.

The most important consideration while trying to comprehend the concept of organisational commitment is that an employee who is committed would possess a few common characteristics as mentioned by Summers (1987), first, embodying the mission, values and goals of the organisation. Second, engaging oneself in a role at the organisation that helps them achieve these values and goals. Third, they must have a wish to be part of the organisation over a long time so as to achieve these goals. And fourth, readiness to put effort for achieving one's own goals.

Several factors influence the formation and maintenance of organizational commitment among personnel. These elements include human characteristics like personality traits and values, as well as organizational aspects like leadership styles, workplace culture, and perceived support. Bass & Avolio (1994) argued that transformational leadership, defined by vision, inspiration, and personalized consideration, has been linked to higher levels of affective commitment among employees. Likewise, an encouraging work environment that fosters trust, open dialogue, and acknowledgment of staff members can strengthen organizational commitment.

Organizational commitment has far-reaching consequences that affect employee turnover, work performance, and organizational citizenship behaviors. High levels of organisational commitment in employees can lead to higher job satisafaction, engaging in constructive behaviours, and reduction in turnover intents. Furthermore, organizational commitment has been connected to numerous favorable organizational outcomes, including increased levels of customer satisfaction, organizational citizenship behaviors, and overall organizational performance.

Theories of Organisational Commitment

Social Exchange Theory- According to the theory, which was first given by George Homans, people interact and form connections inside organizations with the expectation of receiving something in return. According to the social exchange theory, when employeees believe that their contributions—such as their time, effort, or skills—are valued and resulted in benefits or positive results, they become more committed to the company.

Moreover, the theory highlights the significance of trust in the relationships within organisations. When workers believe that their employer will carry out its responsibilities and recognise and reward their efforts, they are more likely to participate in productive interactions with them. Employee loyalty to the company is increased when there is a sense of psychological safety and security, which is fostered by trust.

Psychological Contract Theory- According to Rousseau(1989), employees and organisations have implicit expectations and obligations. This idea holds that employees create psychological contracts consisting of expectations for themselves and what they believe they are entitled to. Such expectations motivate the present behaviours and decisions in anticipation of what the exchanges will result in. Employees are more likely to feel deeply committed to the company when they feel as though their perceived responsibilities are met.

Social Identity Theory- According to Tajfel and Turner's (1979) theory, people acquire a big part of their sense of who they are from the groups they are a part of. Workers in organisations form an organisational identity, which is the belief that they belong to a specific social group. Employees who identify with the organisation work to sustain a positive social identity, which in turn promotes affective commitment.

Work Motivation

Motivation is the force that accounts for the strength, focus and determination of a person's aspiration to achieve a target. It is a key to understanding many behaviours in the organisation. Motivation is primarily defined as a goal-oriented, continuous process and a psychological phenomenon that transforms talents into performance. "Motivation is a set of processes that arouse, direct, and maintain human behaviour towards attaining some goal". Greenberg & Baron (2003). It consists of these three interacting and interdependent elements- needs, drives and incentives. "Work motivation is a set of energetic forces that originate both within as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration". Pinder (2014)

One important aspect of motivation is to see why the employee is motivated, where is the motivation arising from? There are several ways at looking at it, one is intrinsic and extrinsic motivation. Both these types of emotions can have a different effect on how employees view work and pursue their goals. Intrinsic motivation means engaging in an action because it is personally rewarding; in effect, doing a task for its own sake rather than the incentive for some external reward. Thus, the action itself is a reward. Intrinsic motivators include, job satisfaction, a feeling of accomplishment and responsibility.

Extrinsic motivation takes place when we are inspired to perform or engage in an action to gain a reward. It does not mean that the employee particularly enjoys doing the work but does it because they are motivated by the outcome of completing the work. They also include the drive to avoid punishment, such as termination, job transfer. Extrinsic motivators include, promotions, financial incentives, holidays, etc.

Theories of motivation

Maslow's Need hierarchy- Abraham Maslow believed that an individual's physiological and psychological needs can be put in a hierarchal order. He argued that once a particular need is satisfied it no longer serves to motivate the individual. However, this claim is now challenged as it is believed that one does not need to completely fulfil a lower level need to move onto the higher one. One can partially fulfil a need and move further up on the pyramid. Maslow identified and arranged these needs in the following order, Physiological needs, biological needs, love and belongingness needs, self-esteem and finally self-actualization. Over the last few years, this model has been edited to add a few more needs namely, cognitive, aesthetic and transcendence needs.

Theory X and Y- Douglas McGregor came up with two contrasting theories, naming them theory X and Y. Theory X states that employees are intrinsically lazy and dislike their work, thus managers use an authoritative management style to make them work, as they have to be pushed. Whereas Theory Y states that employees are generally positive and interested in working, thus managers use a participative management style. The approach that the manager takes has a significant impact on his/her ability to motivate the employees.

Expectancy theory- This theory states that an individual's motivation is affected by the kind of reward they receive after completing the task. An individual's perception of the reward, task and his/her ability to do the task will also affect the motivation. Porter and Lawler categorised the rewards stating that there are, intrinsic rewards such as satisfaction, sense of achievement and extrinsic rewards such as bonus, promotion and pay increase.

Equity theory- This theory was developed by John Adams in 1963. It is based on the fact that employees are motivated by the idea of fairness. It states that if an individual perceives inequity between themselves and a colleague, then they will work in order to make the situation fair in their eyes. This can lead to an employee working more or less.

Self-Determination Theory- This theory given by Deci and Ryan proposes that individuals have three innate psychological needs. These are Autonomy, Competence and Relatedness. Autonomy is the need to feel a sense of choice, Competence is the need for the individual to believe that they have the capability to do the job, and lastly, Relatedness is the need to experience meaningful, satisfying and supportive relationships.

They worked further and provided an overview of SDT as a work motivation theory. Later on, Deci, Connell and Ryan found that where managers supported employee autonomy, employees showed higher level of satisfaction and high interest in their management. Another study by Baard, Deci and Ryan showed that the satisfaction of psychological needs also contributed in improving performance.

Many SDT work organization studies have supported the idea that autonomy-supportive environments promote intrinsic and internalization of extrinsic motivation which in turn improves performance and satisfaction.

Chapter 2: Review of Literature

Pongpeng (2022) aimed to study the relationship between corporate motivation and commitment of private businesses. A sample of 400 employees from a private company in Thailand was used and data was collected using questionnaires. The results indicated that work motivation was positively correlated with organizational commitment of the employees.

An investigation into the relationship between motivation and organizational commitment by BYTYQI, Q. (2020) was conducted. A sample of 207 participants were asked to fill in data through an online questionnaire. The data was analyzed through regression analysis and findings show that motivation has a significant effect on organizational commitment. It reflected that 36% of change in commitment could be explained by work motivation. A positive and strong effect on organizational commitment was noted through the coefficient of work motivation.

Sharma and Bhati (2017) investigated how organizational empowerment and motivation factors enhance the employees' commitment, in three aspects i.e., affective, continuous and normative commitment in the automotive industry in India. A sample of 242 employees form two automobile and two auto-component companies was used for data collection. Analysis of data done by using linear regression showed positive relationship between employees' commitment and organizational factors of motivation and empowerment.

A research was conducted by Anagha and Mahesh (2016) , to analyse the influence of intangible and tangible resources management and organisational commitment on employee motivation. A sample of 483 software engineers from several organisations in Chennai was taken. The results showed that intangible and tangible resources management and organisational commitment made a positive influence on employee motivation to innovate.

A study was done by Agarwal, P. K. (2018) to recognize the relationship among motivation and job satisfaction on organisational commitment of professors at Wolaita Sodo University, Ethiopia. Through the use of random sampling, 269 professors were selected to participate. The findings reflected that there was considerable effect of the professors' motivation on organisational commitment, as well as their motivation on job satisfaction.

Ezenwakwelu (2017) conducted a research which aimed to identify the characteristics of motivation for employee commitment, to evaluate how remuneration and working conditions affect employee productivity, and to determine the amount to which responsibility and personal growth influence employee commitment. The result indicated that autonomy and job design are dimensions of motivation for employee commitment, working condition and renumeration have a lasting effect on employee productivity. It also stated that responsibility and personal growth had an immense and positive impact on employee commitment.

Al-Madi et al. (2017) conducted a study of which the purpose was to investigate the impact of motivation in front line employees in Jordan's retail stores on organizational commitment. The sample consisted of 97 respondents from retail stores. Data was collected and analyzed using pearson correlation and simple linear regression using SPSS. The results indicated that there was noteworthy impact of employee motivation on organizational commitment, in all three aspects, i.e., affective, normative, and continuous.

A study was conducted by Mamman et al. (2021) to assess the relationship between organizational commitment and work motivation of college professors in Gulbarga, Karnataka. A sample of 52 participants was collected through simple random sampling method. Survey method was used to collect data and analysed using T-test and Pearson Product Moment Correlation. The results indicated that there is no significant relationship between organizational commitment and work motivation. No noteworthy difference was found in the work motivation and organizational commitment levels with respect to their gender. Another finding was that associate professors were found to have higher levels of work motivation than assistant professors.

Senthilkumar and Meresa (2021) aimed to study the motivation and commitment levels of teachers at Public Universities in Tigray Regional State, Ethiopia. A sample of 371 participants was collected and correlation statistics were used to find out the relationship between organisational commitment and motivation. The study found that there was an apparent positive correlation between organisational commitment and motivation.

Chipunza et al. (2013) investigated the relationship between employee motivation and organisational commitment and leadership styles. The sample of the study was 121 employees out which 104 were non managerial and 17 were managers, and were administered three questionnaires for the purpose of this study. The results of the research reflected that there was a significant positive relationship between commitment, employee motivation and diverse leadership styles although it was weak. The researchers suggested that this study has the advantage of providing a pragmatic foundation for creating management systems that can later be applied by other financial institutions in weak economies.

Siddhpara and Parmar (2017) conducted a research to understand the work motivation among administrative workers and technical workers in private sector in Ahmedabad, India. They also checked the work motivation of employees with reference to level of experience and types of work. Work Motivation Questionnaire by Agarwal (2012) was administered on a sample of 120 employees in which 60 were for types of work and 60 from the level of experience. The results indicated that administrative employees have less work motivation than technical workers, and the level of work motivation was higher in employees who have less than ten years of experience than employees who have more than ten years of experience.

A study was conducted by Rahmawati et al. (2014) on volunteer scouts to understand the connection between organisational commitment and motivation. A sample of 207 through random sampling was used and questionnaires, such as the Organisational Commitment Questionnaire and Volunteer Function Inventory were administered on them. This study was conducted at the Scout Movement Center Organisation in Samarinda city, Indonesia. The results found that motivation and organisational commitment were positively correlated. The study also showed that "understanding" as a dimension was judged to be the best predictor of organisational commitment in the volunteers.

Tella et al. (2007) conducted a research where they studied the work motivation of library employees and it's relationship with organisational commitment as well as job satisfaction. A sample of 200 personnel was chosen from the Oyo state of Nigeria. Questionnaires were administered to the participants and data collected was analysed using T-tests, correlation and multiple regression. The findings show that organisational commitment and job satisfaction correlate with perception of work motivation of employees.

A study conducted by Motundu et al. (2022), aimed to examine the effect of organisational commitment, work motivation and additional income on the work commitment of civil servants in Southeast Sulawesi Province. The sample consisted of 126 participants and data was collected through questionnaires. Multivariate regression analysis was done to find the results, which indicated that work motivation has a significantly positive effect on work commitment.

Chapter 3: Methodology

Aim

The aim of this research is to examine the relationship between Organisational Commitment and Work Motivation in employees by using the Organisational Commitment Scale by U Dhar, P Mishra, D.K Srivastava and Work Motivation Questionnaire by K.G Agarwal.

Objective

- To understand the relationship between organisational commitment and work motivation in employees in the age range of 22-25 years.

Hypothesis

H_1- There will be a significant positive relationship between organisational Commitment and Work Motivation in employees.

H_2- There will be a significant negative relationship between organisational commitment and work motivation in employees.

Sample Size and Selection

The sample size for this study was 129 employees in the age range of 22-25 years, working in public, private sector as well as public sector undertakings.

Sample design. The sample was selected using the Simple Random Sampling method.

129 participants took part in the study.

Inclusion criteria. Healthy individuals between 22-25 years and employed in private or public sector organizations.

Exclusion criteria. Non-working individuals. Individuals below 22 years and above 25 years of age. Individuals who do not suffer from any mental illness.

Description of Tools

The Organisational Commitment Scale was used to assess the levels of organisational commitment in employees. The Scale consists of 8 statements which was created by U Dhar, P Mishra and D.K Srivastava. It aims to understand the commitment levels of employees in organisations. It has five options, Strongly Disagree to Strongly Agree, out of which participants are to choose one for each statement.

To measure the work motivation of employees, Work Motivation Questionnaire by KG Agrawal was used. The questionnaire consists of 26 questions which assesses the motivation level of employees. The test comprises of eight factors, namely Dependence, Organisation Orientation, Work Group Relations, Psychological Work Incentives, Material Incentives and Job Situation. Each question has five statements, participants are required to choose one option for each question, helping the participant indicate how they felt about a situation.

Procedure

After selecting tools for the research, the Organisational commitment scale and work motivation questionnaire were administered to the target population through online portals. Google forms were created which included both the tools as well as consent from the participants, demographic data was also collected in online mode. Responses were recorded online and 129 was the sample size for the research.

Data was organized on excel sheets where it was also scored.

Statistical Analysis

Organisational Commitment was measured using the Organisational Commitment Scale which consists of 8-items. Work Motivation level was assessed by using the Work Motivation Questionnaire that has a total of 26 items.

Data collected through the tools was then scored on Excel after which correlation was used to derive meaning out of the data, through SPSS software. There was a significant positive correlation between organisational commitment and work motivation at 0.01 level.
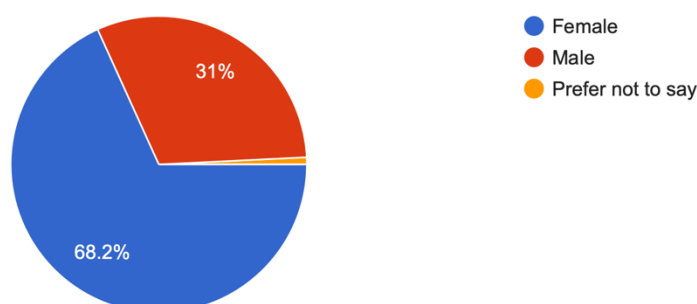
Demographics

Table 1
Responses divided as per gender

MALES	FEMALES	PREFER NOT TO SAY	TOTAL PARTICIPANTS
40	88	1	129

Figure 1
Chart depicting gender responses

Gender
129 responses

Chapter 4: Results

Correlation between Organizational Commitment and Work Motivation.
Table 2 below highlights correlation between Work Motivation and Organizational Commitment among young employees. The correlation value is .227 which shows a significant positive relationship between work motivation and organizational commitment. This indicates that as work motivation increases, there is an increase in organizational commitment too. The correlation is significant at 0.01 levels.

Table 2:
Result table of correlation between Work Motivation (WMQ) and Organizational Commitment (OCS) among young employees.

Correlations

		WMQ	OCS
WMQ	Pearson Correlation	1	.227[**]
	Sig. (2-tailed)		.010
	N	129	129
OCS	Pearson Correlation	.227[**]	1
	Sig. (2-tailed)	.010	
	N	129	129

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

Chapter 5: Discussion

The aim of this study is to understand the relationship between Organisational Commitment and Work Motivation in young employees using the Organisational Commitment Scale by U Dhar, P Mishra, D.K Srivastava and Work Motivation Questionnaire by K.G Agarwal. The age range for this study was 22-25 years and participants were chosen through random sampling and belonged to private and public sector.

This study undertook the examination of two variables- Organisational Commitment and Work Motivation. Organisational commitment is the level of commitment an employee has towards their organisation. It assess how loyal an employee is to the organisation. According to Meyer and Allen's model, it organisational commitment can be of three types, affective, continuance and normative. These types explain why an employee might be committed to the organisation. The level of organisational commitment of employees and several times been associated with job satisfaction and productivity levels as well. Several factors may be responsible for an employee's organisational commitment levels, such as work culture and environment, monetary benefits, unstable job market, dependence, etc among others.

Work Motivation is explained as an employee's will and determination to achieve a certain target or goal. Motivation is an essential aspect in the workplace, it can be intrinsic or extrinsic, it surely has an impact on how well the employees are working. Work motivation is important to understand as not only does it increase productivity, it also increases job satisfaction, employee engagement and reduces absenteeism and turnover as well as burnout.

Results of this study showed that there is a significant positive correlation between work motivation and organisational commitment, i.e., as work motivation increases, there is an increase in organisational commitment as well. Thus, employees who are motivated at their workplace and in their work are also likely to display increased levels of commitment too. Hence proving the first hypothesis right.

A reasoning for this could be that often employees who are motivated are likely to experience a larger sense of achievement and satisfaction at work, which leads to strengthening their commitment to the organisation. Apart from this, employees who experience higher motivation may also feel that the organisation's goals and values are consistent and harmonious with their own goals and aspirations, which in turn leads to deeper alignment and commitment to the organisation's goals.

The results of the study highlight the significance of promoting policies that increase motivation among young employees. Organisations can benefit immensely by offering opportunities for KSA development, acknowledging and awarding employees for their work and commitment, as well as supporting autonomy and meaningful work that helps in fostering a good working environment.

Moreover, these findings also show the mutual nature of the relationship between organisational commitment and work motivation. As discussed above, motivated employees tend to exhibit organisational commitment, but high levels of commitment can also lead to increasing motivation in the employees by nurturing an environment that builds a sense of belongingness and loyalty.

Limitations and Future Suggestions

It is essential to recognize the study's limitations, such as its limited sample size and dependence on self-reported data that could lead to bias. Qualitative method may be used in future studies to delve deeper in the link between organizational commitment and work motivation. Further research into possible modifiers, like leadership philosophies and organizational cultures, may provide more understanding of the mechanics behind this link.

Chapter 6: Conclusion

The study aimed at understanding the relationship between organisational commitment and work motivation in young employees. Both constructs play an important role in organisations and understanding their effect on a vital part of the workforce can have immense impact on the organisations.

For the study, random sampling was used and 129 participants were chosen. The questionnaires used were Organisational Commitment Scale by U Dhar, P Mishra, D.K Srivastava and Work Motivation Questionnaire by K.G Agarwal. The participants belonged from private, public sectors and public sector-undertakings.

This paper sheds light on the impact of the relationship between the two constructs. While reviewing literature for the study, findings of other researchers showed a positive relationship between organisational commitment and work motivation. The literature also showed that other factors of organisational success such as job satisfaction, employee productivity, turnover, and absenteeism are also affected by the levels of commitment and motivation.

The findings of this study show that organisational commitment and work motivation have a significant positive correlation, proving hypothesis 1 true. The results of the study provide insight into the organisational behaviour of young people and can help organisations understand and elevate a vital part of the workforce.

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