

# The Influence of Work Motivation on Organizational Commitment in the Workplace

Suzila Mat Salleh, Ahmad Suffian Mohd Zahari, Nur Shafini Mohd Said, Siti Rapidah Omar Ali

Faculty of Business Management, Universiti Teknologi MARA, Dungun, Terengganu, Malaysia

*Received: February 3, 2016*

*Accepted: April 12, 2016*

---

## ABSTRACT

Commitment is a vital element in an organization. It depends on the activities and role, produced by employees in an organization. Committed employees who are more productive and efficient, less likely to leave from their organization. It is because such employees are willing to sacrifice for the sake of the organization's goal with a strong desire to stay. In addition, motivated employees will provide a high commitment towards them, feel less pressure thus love their work. Unmotivated employees will contribute to absenteeism, perform poorly at work and other negative factors that may contribute to organization. Therefore, the objective of this paper is to measure the relationship between work motivation and organizational commitment among employees in an engineering company in Dungun, Terengganu. The findings show that, there is a positive association between work motivation and organizational commitment. In conclusion, an organization should consider in enhancing work motivation to boost the level of their employees' commitment.

**KEYWORDS:** Work Motivation, Organizational Commitment, Workplace.

---

## INTRODUCTION

Employees are important assets to organizations as they contribute to the success of their organizations. According to [32], employees need to play the effective role in their organizations since they were regarded as a valuable resource in an organization. Thus, through their participation and commitment, organizations can become a competitive advantage. These returns will be achieved when employees commit their best to achieve organizational objectives. However, the result of studies done by [20] showed that the repercussion of unsatisfactory wage is absent from work once or more in six months by 69% employees.

In general, it can be accepted that men proved to be more monetarily motivated than women [9]. His argument is based on the study on the effect of motivation of bank managers in Pakistan. Thus, it is difficult and challenge for Human Resources in order to manage and develops employees. Besides, managers are responsible in motivating and managing employees' performance effectively because in many cases, people leave managers not organizations.

In Malaysia, the governments have taken the initiative's to improve the government services to the public. Therefore, the Prime Minister has introduced in 2011 [10]. The objective of this program is to certify that the public servants are highly capable and motivated to perform their jobs. Throughout the program, the government has given monetary incentives such as wage rise and suitable compensation system. It is expected that by giving monetary incentives, complaints made by the public's regarding government servants' tardiness, impoliteness and lack of job commitment in delivering service will be eliminated.

## LITERATURE REVIEW

### Work Motivation

Work motivation is an important element in determining employees' productivity and efficiency. It can be defined as a management process of influencing behavior based on the knowledge of what make people think. Therefore, it is necessary that strong and effective motivation at various levels must be more comprehensible in order to satisfy employees and make them committed to their jobs. Today, it is even more critical for employers to find ways of gaining full commitment from their employees because of undefined and unstable business background brought by the contemporary global economic problem [33]. Thus, the important issue for business and society is to understand what motivates employees to commit to their job. On the other hand, to avert from being fired, employees must be willing to contribute flexible work effort which is voluntary that above and beyond of what is simply required or normally expected. However, knowledge and understanding of what motivates employees are still very much flawed. Even though existing work motivation concepts throw down some points on this subject, in [17] argued that they all have restrictions.

According to [25], work motivation is a set of energetic forces that originate within and beyond an individual's being to establish work-related behaviors. To find out the form, direction, duration and intensity of these behaviors as identified, in [31] argued that motivation which provide strength for individuals to perform a task represents a complex forces. Motivated employees aware of the objectives to be accomplished and their efforts at attaining the target. They also feel less pressure, love their work and have a better physical and mental health [28]. In [30] defined that "intrinsic motivation refers to; doing something because it is inherently interesting or enjoyable.

Furthermore, motivation which is created from within an individual and causes them to be internally encouraged is known as intrinsic motivation. In [30] consider intrinsic motivation is the most important and persistent motivation. Because it is through this kind of natural motivational tendency that human development, social and physical abilities. However, intrinsic motivation affects organizational commitment [14, 24]. A study by [12] found that those who are more motivated intrinsic with their jobs are more satisfied to their job and performed well in their job. However, despite its significance, the person's behavior is not because of they are fundamentally motivated, but it is because of external factors [30]. This is called extrinsic motivation and it involves every activity undertaken to achieve distinguished results than the activity itself. In the context of a career, extrinsic motivation can be referred as a desire to meet the needs and wants that was not related to the work itself.

According to [6], motivation can be defined as a person's internal view to be concerned with and approach positive encouragements and avoid negative encouragements. Encouragement is the appraised reward or event available in the environment. It is a an important criteria for any organization to recognize and to configure the work environment to inspire self-motivated behaviors and demoralize those unproductive employees, because by manipulating workplace can affect performance and behaviors as stated by [13, 23]. Besides that, in [13] stated, job motivation can be achieved if one is able to develop satisfaction from job content. Indeed, organizations should motivate their employees to boost their morale in order to increase organizations goals. This is in line with [1] who emphasize that if employees are motivated to increase their job performance, they can assist their organization to become more successful. When they enjoy doing their work, they produce a high level of productivity. According to [15], if employees are highly motivated, they can success in the future endeavors However, it is a challenge for organizations to retain them if they did not satisfied with their organization. It is possible to say that if job satisfaction at workplace is high, it will result in reducing turnover rate as well as reducing absenteeism.

According to [3], work motivation is very important in influencing people to energize their thinking, reducing eagerness and overcome negative emotional reactions. Only the employee themselves can motivate and be influenced. Besides, managers should influence employees in such a manner, so that it will make them feel motivated [16]. However, there are certain basic needs that need to be fulfilled before a person can be motivated. A person's self-esteem and self-actualization cannot be improved if these basic needs are missing. Therefore, managers or supervisors should aware of the concept of needs or motives in order to understand people's behavior at work which will help move their employees to act as mentioned by [32]. Otherwise, both professionally and personally, this could result in lack of interest in improvement and development.

Additionally, motivation is important because if employees are not motivated to commit their time and effort to work even employees with the necessary knowledge skills and abilities will perform poorly [19]. In order to prevent demotivation, a workplace must fulfil employees' needs [26]. An employee who shows symptoms of anti-work behaviors such as absenteeism, carelessness of duty, late-coming, failure to meet deadlines, show of open frustration and all these factors work negative to the performance and honesty of an organization due to lack of motivation. In [7] found that motivation settled about unfinished of the relationship between basic self-evaluations and performance. In order to maintain, attract, increase workers' efforts, satisfaction and commitment, organizations need to place all efforts to ensure that incentives such as intrinsic motivators, extrinsic motivators and performance management approaches are implemented.

### **Organizational Commitment**

The first important element that any employees must have in order to boost productivity and efficiency of any organization is organization commitment. Organizational commitment has progressive effects on any organization. Organization's objectives can be attained easily, when employees are committed to their organizations. The relevant factors that determine organizational commitment are extra income, market share, efficiency, effectiveness and productivity of organizations.

In order to investigate employees' behavior, studies on the organizational commitment of those particular organization employees are deemed necessary. In [29] have conducted a study on the relationship between employee's behavior and organizational commitment of school teachers. Their findings show that when teachers learn that their students are successful, they are more committed in their teaching. It was supported by [21] who said that when teachers have a high sense of belonging to an organization, they will possess a high organizational commitment. As a result, this will increase the school culture and the whole school atmosphere is developed due to strong organizational commitment.

According to [27], organizational commitment can be defined as a situation when an employee is aligned with an organization's objectives thus they have the desires to uphold affiliation with the organization. This is in line with [2] who argue that if an employee's had a good relationship with their organization, this will decrease the possibility that they will leave their job. Besides, the organization should also practice open communication because this will make employees feel appreciated by the organization thus make them loyal. As a result, open communication will enhance the level of work motivation among employees [22].

Furthermore, in [18] stated that to upgrade the understanding of the desire and employees' as well as dedication to the organization, this will eventually enhance organizational commitment. In addition, organizational commitment is defined by [34] as a work-related attitude closely connected to performance and turnover of employees. In [27] pointed out that factors such as type and diversity of work, job independence, the level of responsibility associated with the job, the value of the social relationship at work, rewards and salary, and the chances for promotion and career development in the company are most probably affected organizational commitment. Employees who show a high level of commitment towards their organization will surely better suited to get rewards from their organization. In [8] discussed that if an individual shows more positive attitudes toward the organization, the greater individual's acceptance of the goals of the organization thus the more willing they are to put effort to the organization.

As a conclusion, in [4] points out that the success of any organization depends on the organizational commitment of its' employees. Additionally, employees who are highly involved in their organization in achieving their goals and values are committed to their organization [11]. According to [5], a committed worker is a team player, who is willing to make personal sacrifices for the goal of the company. They also believe in the company's products which regard their company as the best places to work and prepared to stay at the company for the next several years, even if they have been offered a modest pay increase. Therefore, the main objective of this research is to identify the relationships between work motivation and organizational commitment among employees in one of engineering companies in Dungun, Terengganu.

#### **INDEPENDENT VARIABLES**



Figure 1: Conceptual framework of the relationship between independent and dependent variables

In order to identify the relationships between independent variables (work motivation) and dependent variable (organizational commitment), the following hypothesizes has been tested:

#### **Hypotheses Development**

H1: There is a significant positive relationship between work motivation and organizational commitment among employees.

### **RESEARCH METHODOLOGY**

#### **Sample**

The population of this study consists of all permanent and contract employees in an engineering company in Dungun, Terengganu. These studies involve 70 employees from a total of 85 employees of total population. A set of questionnaire which was adopted from previous studies and formulated was designed and distributed face-to-face to the employees. The questionnaire comprises of 4 sections which contains demographic information, organizational commitment and employee motivation and sharing of knowledge. The respondents were asked to rate organizational commitment and work motivation using a five-point scale, ranging from "1-strongly dissatisfactory" to "5-strongly satisfactory".

### **FINDINGS AND DISCUSSION**

This study discussed on a variable which is work motivation that influence organizational commitment. Respondents were selected for an engineering company in Dungun, Terengganu. A total of 70 respondents were identified to be involved in this research. From a descriptive analysis of demographic profile, it is found that most of the respondents were male with 62.9 % while 37.1 % were female. They were 38.6% with age 21 to 30 years, 32.9% by age between 31 to 40 years, 21.4% with 41 to 50 years and 7.1% were above 51 years old. Most

of the respondents were 32.9% degree for education background, followed by Diploma 30.0%, 10.0% Sijil Pelajaran Malaysia and 1.4% were Penilaian Menengah Rendah. The percentage of respondents who were categorized with working experience of between 1 to 3 years and 3 to 5 years with 22.9%, while respondents with more than 10 years were 18.6%.

Table 1: Correlation analysis result

		<b>Organizational Commitment</b>	<b>Work Motivation</b>
<b>Organizational commitment</b>	Pearson Correlation	1	0.772**
	Sig. (2-tailed)		0.000
<b>Work motivation</b>	Pearson Correlation	0.772**	1
	Sig. (2-tailed)	0.000	

N = 255, \*p < 0.10; \*\* p < 0.05; \*\*\* p < 0.01

Table 1 illustrates the relationships between work motivation and organizational commitment. Using Pearson Correlation coefficient, the result shows a strong relationship between organizational commitment and work motivation is 0.772\*\*. When Pearson's r is close to 1, there is a strong marked relationship between those variables. In short, the changes in Organizational Commitment are strongly correlated with changes in Work Motivation variable. So, there was a strong, positive correlation between organizational commitment and work motivation ( $r = 0.772^{**}$ ,  $n = 70$ ,  $p < 0.005$ )

## CONCLUSION

The research has investigated the relationship between work motivation and organizational commitment. Organizational commitment has brought a big influence to the success of an organization. The results from this research found that these concepts are important in the organization. It contributes to the development and commitment of employees in the organization, which they are strongly related to each other. Policy makers of an organizational should consider and participate in contributing ideas towards enhancing work motivation among employees with a full commitment of working. Having a good work motivation among employees may contribute to a full commitment of working as employees feel they are part of an organization.

## REFERENCES

1. Ali, R. and M.S. Ahmed, 2009. The Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction: An Empirical Study. *International Review of Business Research Papers*, 5 (4): 270-279.
2. Allen, N.J. and J.P. Meyer, 2000. Construct validation in organizational behaviour research: The case of organizational commitment. In: *Problems and Solutions in Human Assessment* (eds R.D. Goffin E. Helmes) pp. 285-314. Springer, New York.
3. Clark, R.E., 2003. Fostering the Work Motivation of Individuals and Teams. *Performance Improvement*, 42 (3): 21-29.
4. A. Cohen, 2003. *Multiple commitments in the workplace: An integrative approach*. Lawrence Erlbaum Associates.
5. Cole, C.L., 2000. Building Loyalty. *Workforce*, 79 (8): 42-48.
6. L. Deckers, 2010. *Motivation, biological, psychological and environmental*. Pearson.
7. Erez, M. and T.A. Judge, 2001. Relationship of Core Self-Evaluations to Goal Setting, Motivation and Performance. *Journal Application Psychology*, 86 (6): 1270-1279.
8. Gbadamosi, G., 2003. HRM and the Commitment Rhetoric: Challenges for Africa. *Management Decision*, 41 (3): 274-280.
9. Gooderman, P., O. Nordhaug, K. Ringdal and E. Birkelund, 2004. Job Values among Future Business Leaders: The Impact of Gender and Social Background. *Scandinavian Journal of Management*, 20 (3): 277-295.
10. Performance Management and Delivery Unit, 2011. Government transformation programme. Retrieved from <http://www.pemandu.gov.my/gtp/>.
11. Hackett, R.D., L.M. Lapiere and P.A. Hausdorf, 2001. Understanding the Links between Work Commitments Constructs. *Journal of Vocational Behaviours*, 58 (3): 392-413.

12. Hayati, K. and I. Caniago, 2012. Islamic Work Ethic: The Role of Intrinsic Motivation, Job Satisfaction, Organizational Commitment and Job Performance. *Procedia-Social and Behavioral Sciences*, 65: 272-277.
13. Steve M. Jex and Thomas W. Britt, 2008. *Organizational psychology: A scientist-Practitioner approach*. John Wiley & Sons.
14. Karatepe, O.M. and M. Tekinkus, 2006. The Effects of Work-Family Conflict, Emotional Exhaustion, and Intrinsic Motivation on Job Outcomes of Front-Line Employees. *International Journal of Bank Marketing*, 24 (3): 173-193.
15. Kreisman, B.J., 2002. Identification of the drivers of employee dissatisfaction and turnover, Phd thesis, University of Texas, Austin.
16. A. Kumar and R. Sharma, 2001. *Personnel management theory and practice*. Atlantic Publishers and Distri.
17. Locke, E, A. and G.P Latham, 2004. What Should We Do About Motivation Theory? Six Recommendations for the Twenty-First Century. *Academy of Management Review*, 29 (3): 388-403.
18. Lumley, E., 2010. Exploring the relationship between career anchors, job satisfaction and organizational commitment, Master thesis, University of South Africa, Pretoria.
19. Lumumba, M., 2001. Performance enhancement in the civil service: A comparative analysis of the use of HRM tools in Uganda, Zambia and Zimbabwe, Master thesis, Institute of Social Studies, Den Haag.
20. Mani, B.G., 2002. Performance Appraisal Systems, Productivity, and Motivation: A Case Study. *Public Personnel Management*, 31 (2): 141-159.
21. Martin, R. and O. Epitropaki, 2001. Role of Organizational Identification on Implicit Leadership Theories (ILTS), Transformational Leadership and Work Attitudes. *Group Processes and Intergroup Relations*, 4 (3): 247-262.
22. Memmott, L. and S. Growers, 2002. Retaining and Motivating Employees. In the Proceedings of the 2002 Washington Tree Fruit Postharvest Conference, pp: 1-4.
23. Mitchell, T.R. and D. Daniels, 2003. Observations and Commentary on Recent Research in Work Motivation. *Motivation and Work Behavior*, 7: 225-254.
24. Mohsan, F., M.M Nawaz, M.S. Khan, Z. Shauka and N. Aslam, 2010. Are Employee Motivation, Commitment and Job Involvement Inter-Related: Evidence from Banking Sector of Pakistan. *International Journal of Business and Social Science*, 2 (17): 226-233.
25. Craig C. Pinder, 2008. *Work motivation in organizational behaviour*. Psychology Press.
26. S. Robbins, Timothy A. Judge, B. Millett and M. Boyle, 2013. *Organisational behaviour*. Pearson Higher Education.
27. Robison, J., 2010. Disengagement can be really depressing. Retrieved from <http://www.gallup.com/businessjournal/127100/disengagement-really-depressing.aspx>.
28. Ross, J. and P. Gray, 2006. School Leadership and Student Achievement: The Mediating Effects of Teacher Beliefs. *Canadian Journal of Education*, 29 (3): 798-822.
29. Ryan, R.M. and E.L. Deci, 2000. Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25 (1): 54-67.
30. Schulze, S. and T. Steyn, 2003. Educator's Motivation: Differences Related to Gender, Age and Experience. *Acta Academia*, 35 (3): 138-160.
31. Sempene, M., H. Rieger and G. Roodt, 2002. Job Satisfaction in Relation To Organizational Culture. *Journal of Industry Psychology*, 28 (2): 23-30.
32. Sheedy, C., 2009. Motivation Redux. *Management Today*, 54: 14-15.
33. Bagraim, J. and A. Werner, 2007. *Organisational behaviour: A contemporary South African Perspective*. Van Schaick.