



Employee Motivation & Commitment towards Organizational Performance - An Indian Outlook

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Abstract

In today's hectic competitive scenario motivating employees is something which is unique and draws special attention in order to have valid attention in the form of enhanced performance as well as result in organizational and employee well-being. Individuals are supposed to be more committed towards the goals of the organization with a sense of purpose. Employees working in both product and service oriented organizations in India are considered to be the target group or the sampling unit for this research and the research design that is preferred for this study is descriptive. Simple random sampling which is a probability sampling technique is chosen for this research study. Data collected were both primary and secondary. A highly structured questionnaire is the research instrument used for collecting the data from the target group and the sample size for this study is confined to be 145. Data were analysed and interpreted with the usage of various statistical tools like Chi Square test, Correlation Analysis, Kruskal Wallis H test, Kolmogorov Smirnov test, Weighted Average Method, Interval Estimation etc. The conclusion of the project mainly emphasizes on the fact that Work environment contributes a lot towards employee performance and it is considered to be the motivational factor that creates positive attitude among employees in performance and commitment of their work.

Key Words: Employees, Motivation, Organization, Performance, Commitment

I. INTRODUCTION

In the current globalized scenario motivating employees have become the most significant factor for enhancing employee performance and commitment which is essential for organizations for their very survival and competitiveness. Indian Organizations today, irrespective of the nature of business they are put up in and the industry to which they belong to pay more attention to motivate their employees in order to make them more committed and contribute in a better way towards organizational performance. Motivation strikes the roots of organizational change and it is the pathway to change one's customary pattern of thinking, feeling, and changes their behavioural pattern at large. A highly motivated employee is expected to work relatively very hard and with sincerity which always results in effectiveness of task to be performed. More over highly motivated employees also exhibit a high level of commitment and performance which in turn contributes to a great deal of goal accomplishment. Motivating employees have become mandatory for enhancing organizational productivity. Motivation helps to sustain the efforts of prospective employees. Employee motivation is considered as the backbone for effectiveness of the organization. It helps employees to have the spirit of commitment and helps employees to proceed in the right direction. Organizations, regardless of industry and size, strive to create a strong and positive relationship with their employees. However, employees have various competing needs that are driven by different motivators. For example, some employees are motivated by rewards while others focus on achievement or security. Therefore, it is essential for an organization and its managers to understand what really motivates its employees if they intend to maximize organizational performance. A sense of job satisfaction is created among employees by rendering proper motivation which in turn paves for life long commitment in them. This again creates an environment in which employees give more importance for organizational goals ahead of personal goals.

II. SIGNIFICANCE OF THE STUDY

Motivation is vital for the effective and efficient performance of the organization but it is also necessary to ensure that employees are motivated in the right direction. The study is of great significance as it identifies the motivational factors that influence the productive performance of employees and also throws light on areas which need to have more improvement. This approach has been concerned with the use of the performance as a contributes to employee motivation, development and HR planning. Special emphasis is given for the extent of involvement, commitment and performance employees have in making their contribution towards organization because of the impact of motivation. Employee motivation is considered to be an inevitable component in

the day to day operations of business. Motivated employees always will have a drive and urge to perform better when compared to their organizational counterparts.

III. REVIEW OF LITERATURE

Yücel (2012) examined the relationship among job satisfaction, organizational commitment, and turnover intention of employees and developed a model of job satisfaction, organizational commitment, and turnover intention. **Ghafoor (2012)** in their cross-sectional study attempted to examine the relationship between demographic characteristics and job satisfaction among academic staff of public and private sectors universities. Too much differences in job satisfaction on the basis of demographic characteristics is identified. **Rahman (2012)** indicated that there were significant differences in job satisfaction across age, gender, rank, years of experience, academics, degrees and academic results. No significant differences were found with regards to publications. **Nanga, Mudhovozi, Chireshe and Maunganidze (2012)** in their investigation on the job satisfaction among employees of higher education institutions found that only few employees were satisfied with their jobs. **Katoch (2012)** in their study in Kashmir among college teachers found that female college teachers were more satisfied in their jobs when compared to that of their male counterparts and income per annum is found to be an important factor moderating the extent of job satisfaction. **Mustapha (2013)** focused on the relationship between financial reward against job satisfaction among college lecturers and the study concluded with the fact that financial reward has a positive correlation with job satisfaction. **John.P.Meyer and Thomas.E.Becker(2004)** developed a model in which employee commitment is considered to be one of the most vital factors for effective employee behaviour and performance. Motivated employee behaviour is supposed to be accompanied by diversified mind sets that serves an important predictor for human behaviour. **ItaMariza(2016)** analysed the impact of motivation on employee performance and identified that motivation has got a significant influence on employee performance both directly and indirectly with employee engagement as the intervening variable. **Suzila Mat Salleh, Ahmad SuffianMohdZahari (2016)** et.al made an analytical study and identified that committed employees are more focused on their work performance and they have less likelihood of leaving the organization. Positive employees are found to be more productive and there is a positive association between work motivation and organizational commitment. **QëndrimBYTYQI(2020)** in their study identified that the bondage between work motivation and organizational commitment is relatively strong.

IV. RESEARCH OBJECTIVES

- To study the impact of demographic variables on Employee Motivation and commitment
- To know the employee perception towards work environment and its relative impact on performance.
- To know the factors that influence employee motivation in the organization.
- To identify the various factors that influence employee commitment

V. RESEARCH METHODOLOGY

Descriptive research design is supposed to provide insights in carrying out this research as the study is focused on studying the state of affairs that is currently existing. Both Primary and Secondary data were used for the purpose of analysis and Interpretation. Primary data comprises of a well structured questionnaire which is collected directly from the respondents partially as well as through online mode by using forms. Secondary data are collected through journals, magazines and reports which has paved way for establishing the research objectives by identifying the relevant variables. Sample Size of the study is confined to 145 which is determined through pilot study. Sampling technique adopted is Simple random sampling which is a Probability sampling technique. Data collected were analysed using SPSS. Various statistical tools and techniques like Carl Pearson's Correlational Analysis, Kruskal Wallis H test, Kolmogorov Smirnov test, Weighted Average Method, Interval Estimation etc were used.

VI. ANALYSIS AND INTERPRETATION

Table 6.1 Employee Motivation and Commitment towards Organizational Performance based On Gender

Independent Sample 't' test

Analysis is carried out to find whether there are any perceptual differences between male and female towards the contribution of employee motivation towards their level of commitment and organization performance.

H_{0A}: There is no significant difference between male and female employees in their perception that employee commitment and performance is because of motivation imparted

H_{1A}: There is significant difference between male and female employees in their perception that employee commitment and performance is because of motivation imparted

| Gender | Mean | t | df | Sig.(2 tailed) |
|--------|------|-------|-----|----------------|
| Male | 3.29 | -.738 | 143 | .462 |
| Female | 3.42 | | | |

It is clearly depicted from the table above that the probability value of .462 is greater than .05 level of significance and therefore H₀₁ cannot be rejected. It is henceforth concluded that there is no significant difference between male and female employees in their perception that employee commitment and performance is because of motivation imparted in the organization. It is also evident from the mean values of both male (3.29) and female(3.42)

Table 6.2 Employee Motivation and Commitment towards Organizational Performance based on Work Experience

One Way ANOVA

Researches earlier gives a clear indication that work experience has a significant impact on the performance of employees which in turn contributes towards organizational productivity to a very great extent.

H0B: There is no significant difference in the impact of work experience on the means of Employee Motivation and Commitment

H1B: There is significant difference in the impact of work experience on the means of Employee Motivation and Commitment

| Work Experience | Mean | F | df | Sig.(2-tailed) |
|-----------------|------|------|----|----------------|
| Below 25 years | 4.00 | .332 | 4 | .856 |
| 26-35 years | 4.19 | | | |
| 36-45 years | 4.22 | | | |
| 46-55 years | 4.22 | | | |
| >55 years | 4.24 | | | |

It is inferred from the above table that the probability value of .856 is greater than .05 level of significance and hence H02 is accepted. It is henceforth concluded that there is no significant difference in the impact of work experience on Employee Motivation and Commitment.

Table 6.3 Perception towards Work Environment

| SI.No. | OPINION | No. of Respondents | Percentage |
|--------|------------------------|--------------------|------------|
| 1. | Comfortable | 18 | 13 |
| 2. | Friendly | 39 | 27 |
| 3. | Stressful | 35 | 24 |
| 4. | Motivating&Challenging | 46 | 32 |
| 5. | Highly complex | 7 | 4 |
| | Total | 145 | 100 |

Findings: From the above table, it is found that 13% of the respondents agree that the working condition is comfortable, 27% of the respondents feel that it is friendly, 24% of them feel that it is stressful, 32% of the respondents find that it is challenging and 4% of the respondents are of the opinion that it is highly complex.

Interpretation: It is inferred that majority of the employees agreed that the present working condition is challenging. [i.e.] 32%

Table 6.4 Influence of Work Related Factors On Employee Performance

H0C: There is no significant difference between the impact of the various work related factors on employee performance

H1C: There is a significant difference between the impact of the various work related factors on employee performance

Friedman's Test

| | |
|------------|--------|
| N | 145 |
| Chi-Square | 88.294 |
| df | 6 |
| Asp.Sig | .000 |

| Work Related Factors | Mean Rank |
|-------------------------|-----------|
| Know- how | 3.43 |
| Experience | 3.77 |
| Team Work | 3.93 |
| Effective communication | 4.30 |
| Motivation | 4.89 |
| Well Defined goals | 4.71 |
| Skills | 2.97 |

The above table depicts that the probability value of .000 is less than .05 level of significance which is a clear indication of the fact that H03 cannot be accepted. Henceforth it is concluded that there is significant difference between the impact of the various work related factors on employee performance. Motivation imparted in the work environment is found to be the most significant factor that influences Employee Performance which is seen from the mean rank value of 4.89 which is followed by well defined goals with a mean rank value of 4.71.

Table 6.5 Work Environmental Factors towards Employee Performance

| | | Work Environmental Factors |
|---------------------------|---------------|----------------------------|
| N | | 145 |
| Normal Parameters | Mean | 3.23 |
| | Std.Deviation | 1.066 |
| Test Statistic (K-S Test) | | 2.909 |
| Asp.Sig (2-tailed) | | .000 |

H0_D: Contribution of work environmental Factors towards employee performance follows a normal distribution.

H1_D: Contribution of work environmental Factors towards employee performance does not follow a normal distribution.

It is inferred from the table above that the probability value is .000 which is less than .05 level of significance . Hence H0_D is rejected which has led to the acceptance of alternative hypothesis. Henceforth it is concluded that the contribution of work environmental factors towards employee performance does not follow a normal distribution.

Table 6.6 Factors Contributing towards Employee Motivation

| FACTORS | R1 | R2 | R3 | R4 | R5 | Total | Rank |
|--------------------|----|----|----|----|----|-------|------|
| Promotion | 58 | 66 | 16 | 3 | 1 | 40 | 2 |
| Awards | 35 | 78 | 25 | 5 | 1 | 38 | 4 |
| Salary & Increment | 63 | 51 | 26 | 2 | 2 | 41 | 1 |
| Nominal workload | 27 | 65 | 37 | 10 | 5 | 35 | 5 |
| Recognition | 51 | 58 | 28 | 4 | 3 | 39 | 3 |

Findings: It is implied from the table above that Salary and Increment is considered to be the most influencing motivating factor as it is ranked 1st by majority of the respondents, Promotion is ranked 2nd followed by Recognition and Rewards which are ranked 3rd and 4th respectively. Nominal workload is found to be the least motivating factor .

It is henceforth concluded that Promotion is found to be the most influencing Motivating factor.

6.7 Organizational Motivation and Employee Performance

| | Very High | High | Moderate | Low | Very Low |
|-----|-----------|------|----------|-----|----------|
| Yes | 17 | 35 | 76 | 3 | 3 |
| No | 1 | 2 | 5 | 1 | 1 |

H0_E:There is no significant difference between the employee's perception towards organizational motivation on task performance .

H1_E:There is significant difference between the employee's perception towards organizational motivation on task performance .

| Observed frequency | Cumulative frequency | Relative frequency | Expected frequency | Cumulative frequency | Relative frequency | KS = p-q |
|--------------------|----------------------|--------------------|--------------------|----------------------|--------------------|--------------|
| 17 | 17 | 0.126 | 1 | 1 | 0.1 | 0.026 |
| 35 | 52 | 0.388 | 2 | 3 | 0.3 | 0.088 |
| 76 | 128 | 0.955 | 5 | 8 | 0.8 | 0.155 |
| 3 | 131 | 0.977 | 1 | 9 | 0.9 | 0.077 |
| 3 | 134 | 1 | 1 | 10 | 1 | 0 |

Test Statistic: $KS = \max |p-q|$

$KS = 0.155 = \text{Calculated Value}$

Level of significance: $\alpha = 0.05$

Table Value: $n = 5$

| |
|----------------------------|
| Table value = 0.565 |
|----------------------------|

Conclusion: Calculated Value < Table Value
0.155 < 0.565

Hence H05 is accepted. Since the calculated value is less than the table value, null hypothesis H₀ is accepted. Therefore, it is concluded that there is significant difference between the employee's perception towards organizational motivation on task performance.

6.8 Factors Influencing Employee Commitment

| Factors | R1 | R2 | R3 | R4 | R5 | Total | Rank |
|--------------------------|----|----|----|----|----|-------|------|
| Organizational Policies | 42 | 59 | 35 | 2 | 6 | 39.26 | 2 |
| Skill enhancement | 37 | 77 | 21 | 8 | 1 | 38.2 | 4 |
| Career growth Prospectus | 56 | 51 | 33 | 2 | 2 | 39.8 | 1 |
| Work itself | 31 | 64 | 41 | 5 | 3 | 36.46 | 5 |
| Responsibilities | 46 | 67 | 25 | 1 | 5 | 38.66 | 3 |

Employee Involvement & Commitment are found to be highly influenced by Career Growth Prospectus as it is ranked 1st by majority of the respondents followed by Organizational Policies which is ranked 2nd. Responsibilities and Skill Enhancement are ranked 3rd and 4th respectively. Work itself is found to have the least impact.

Organizational Policies are found to be the most influencing factor that contributes towards Employee Involvement and Commitment.

6.9 Employee Commitment and Organizational Performance

| | | | | | |
|-------------------------|----|----|----|----|----|
| Employee Commitment [X] | 14 | 57 | 50 | 11 | 12 |
| Performance [Y] | 40 | 66 | 32 | 3 | 3 |

| X | Y | X ² | Y ² | XY |
|------------|------------|----------------|----------------|-------------|
| 14 | 40 | 196 | 1600 | 560 |
| 57 | 66 | 3249 | 4356 | 3762 |
| 50 | 32 | 2500 | 1024 | 1600 |
| 11 | 3 | 121 | 9 | 33 |
| 12 | 3 | 144 | 9 | 36 |
| 144 | 144 | 6210 | 6998 | 5991 |

The formula to calculate correlation analysis test is

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$= \frac{5(5991) - (144)(144)}{\sqrt{5(6210) - (144)^2} \times \sqrt{5(6998) - (144)^2}}$$

$$= \frac{9219}{(101.55)(119.39)}$$

$$r = 0.76$$

Conclusion: r = 0.8 indicates high degree of correlation between the variables as it is nearer to 1. It is therefore concluded that Employee Commitment and their contribution towards organizational performance are highly correlated to each other.

6.10 Employee Commitment and Financial Incentives

H0F: There is no significant association between factors influencing employee commitment and incentives provided

H1F: There is a significant association between factors influencing employee commitment and incentives provided

| Incentives | Interpersonal Relations | Career Growth Prospectus | Challenging Tasks Responsibilities | Total |
|---------------|-------------------------|--------------------------|------------------------------------|-------|
| Financial | 13 (33%) | 18 (46%) | 8 (21%) | 39 |
| Non-Financial | 9 (40%) | 7 (30%) | 7 (30%) | 23 |
| Both | 15 (18%) | 38 (46%) | 30(36%) | 83 |
| Total | 37 | 63 | 45 | 145 |

| Results of Chi-Square Tests | | | |
|-----------------------------|------------------|----|------------|
| | Calculated value | df | Sig. Value |
| Pearson chi-Square | 8.959 | 4 | .062 |

It is inferred from the table above that the probability value of .062 is greater than .05 level of significance and therefore H06 is accepted. It is therefore concluded that there is significant association between factors influencing employee commitment and incentives provided. It is also evident that Career Growth Prospectus which is considered to be one of the most influencing factors of Employee Commitment is found to have a high association with both financial and non-financial incentives.

VII. FINDINGS OF THE STUDY

Both male and female employees are found to be similar in their perception towards the fact that employee commitment and performance is mainly because of motivation imparted in the organization. Significant difference is also not found based on the impact of work experience on Employee Motivation and Commitment. 32% of the respondents in the study feel that the work environment is challenging and 27% of them feel that it is friendly. Significant difference is witnessed among the various work related factors on employee performance. Motivation imparted in the work environment is found to be the most significant factor that influences Employee Performance. Contribution of work environmental factors towards employee performance does not follow a normal distribution. Salary and Increment is considered to be the most influencing motivating factor as it is ranked 1st by majority of the respondents. There is significant difference between the employee's perception towards organizational motivation on task performance. Employee Involvement & Commitment are found to be highly influenced by Career Growth Prospectus as it is ranked 1st by majority of the respondents followed by Organizational Policies which is ranked 2nd. Employee Commitment and their contribution towards organizational performance are highly correlated to each other which is implied by the r value of .76. there is significant relationship between factors influencing employee commitment and incentives provided. Career Growth Prospectus which is considered to be one of the most influencing factors of Employee Commitment is found to have a high association with both financial and non-financial incentives.

VIII. RECOMMENDATIONS

Repetitive tasks every day is a reason for demotivation, boredom, and a lack of enthusiasm. Henceforth it is recommended for organizations to implement job rotation in order to safeguard employees' interest as well as to enhance their job involvement. Sufficient training programs and feedback systems are necessary to be included not only to provide employees adequate knowledge and skills to do the work but also to improve the working environment, techniques, and quality. High employee involvement shows higher level of employee motivation and satisfaction. Proper recognition given in the organization and opportunities for growth and scope for Promotion may be given more priority which serves as a tool for triggering employee motivation. Giving opportunity for employees to make their contribution in terms of providing innovative inputs and suggestions in terms of organizational decisions can also boost their morale.

IX. CONCLUSION

Motivation and Commitment of employees are found to be mandatory for the optimal and outstanding performance of employees which in turn contributes towards organizational productivity to a very great extent. In Indian scenario a challenging work environment and assigned responsibilities itself is supposed to be a source of motivation for employees and many respondents are found to be relatively more satisfied in this perspective. The tasks performed, organizational climate and a cohesive work culture itself is found to be a great source of support and strength in boosting employee morale. Researches earlier have proved organization which possesses employees with high level of Commitment is supposed to exhibit a high level of performance. Correlation between these two variables is found to be relatively very high among employees working in all concerns. Commitment may also be enhanced by assigning challenging tasks and clearly defined responsibilities. Implementation of appropriate management style and effective communication at all levels of the organization may also contribute towards employee motivation and commitment which in turn will result in enhancement of their performance level to a very great extent. Appropriate training programmes conducted to make the employees keep in pace with the dynamic and highly challenging environment is sure to enhance employee motivation, commitment and active involvement.

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