

# Job Title as a catalyst in determining the relationship between Motivation and Organisational Commitment

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**Abstract** - This paper aims to study the moderation effect of Job Title in determining the relationship between motivation and Organisational Commitment. This empirical study is based on a sample drawn from 256 teachers working in various degree colleges in Bangalore. Standardised questionnaire was used to collect the responses of Motivation, Organisational Commitment and the moderating variable. Moderation effect was analysed using regression equation modelling in AMOS. Since the p-value ( $p \leq 0.05$ ) is found insignificant, the results show that the intervention of the moderator resulted in statistical insignificance on the effect of Overall Motivation on Organisational Commitment with Job Title as a moderator. The findings of this research will be helpful to the education sector in understanding the role of Motivation of Employees on Organisational Commitment.

**Key Words:** Organisational Commitment, Intrinsic Motivation, Extrinsic Motivation, Job Title

## I. INTRODUCTION

The COVID-19 pandemic has impacted the education sector severely. There has been a shift from offline teaching to digital-learning models as educational institutions remain closed due to the pandemic. It has become very challenging for teachers to adapt to the new normal. Institutions need faculties who are strongly motivated and who display a strong sense of commitment to their job. Institutions should focus on building a committed workforce which can benefit them by increasing the quality of education and productivity which in turn will help in achieving success.

Organizational practitioners and scientists have been interested in the concept of employee motivation and commitment. There are a lot of evidences to show that having a committed and motivated workforce is beneficial for the organisation. (Locke & Latham, 1990; Meyer & Allen, 1997; Pinder, 1998). A lot of researchers have shown interest in the area of motivation and Organisational commitment. However, both the literatures (Motivation and Organisational Commitment) have evolved independently. Although commitment has been discussed by a lot of motivation scholars and researchers and motivation has been discussed by a lot of commitment scholars and researchers, both the concepts have not been dealt with a level of complexity that it should have been. There are several researchers who have tried to integrate both the concepts in order to analyse whether the concepts are different, similar, related, unrelated; or to analyse how Organisational commitment and work motivation can

combine to influence human behaviour. The motivation plays a very huge role in transforming an organization and its employees. Hence, it becomes essential for both organisation and employers to explore the needs and wants of their employees and understand what motivates the employees to be more productive (Rodriguez, 2015). Research has shown that employees with high motivation deliver better performance, are more satisfied, and show high level of commitment for their work and for the organization for a lengthy period of time (Singh, 2013). Unfortunately, inspite of the significance of motivation and organizational commitment in influencing the productivity of employees, empirical research on this link is scarce. According to Swart (2010), to understand work motivational factors and the role of motivation on Organisational Commitment, and to be able to understand the influence of moderators on the relationship between motivation and organisational commitment, a further investigation is needed.

This paper aims to study the moderation effect of Job Title in determining the relationship between motivation and Organisational Commitment.

## II. THEORETICAL FRAMEWORK

This study draws insights from motivation theories, Work Preference Inventory Model which covers Intrinsic Motivation and Extrinsic Motivation. Intrinsic Motivation is further divided into two sub-dimensions namely Challenge and Enjoyment and Extrinsic Motivation is further divided into two sub-Dimensions namely

Compensation Scale and Outward Scale. This study also draws insights from Organisational Commitment Model which covers three types of commitment namely Affective Commitment, Continuance Commitment and Normative Commitment. The Organisational Commitment Model by Allen, N.J. and J.P. Meyer (1990) was used for the study

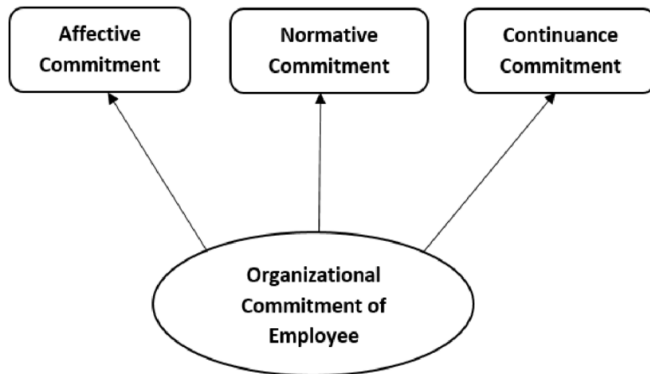


Figure 1: Dimensions of Organizational Commitment

Source: Allen and Meyer, 1990.

### III. LITERATURE REVIEW

Educational researchers from past and present have conducted a lot of diverse studies which have proven organizational commitment to have positive outcomes. Based on the research results, it is shown that organisational climate components such as leadership, employee commitment, employee relations, employee motivation and employee satisfaction have a positive significant impact on work engagement of employees in the mid-sized organisations (MajaRožman,&TjašaŠtrukelj,2020). There are several Researchers who have examined organizational commitment to be associated with work related outcomes such as teacher commitment levels (Thien & Razak, 2014), turnover in the workplace (Aryee, Wyatt, & Min, 1991; Balfour & Wechsler, 1996), employee motivation (Altindis, 2012; Park & Rainey, 2012) and early employment (Johnston, Parasuraman, Futrell & Black, 1990). For example, (Altindis, 2010) investigated the level of organizational commitment and motivation among health professionals and found affective and normative commitment to have an impact on employee intrinsic motivation. We are living in the fast-paced world where information is stored and retrieved efficiently using IT technologies. Due to changes and advancement in technology constantly, technostress is a critical issue in most of the organizations especially for those who are IT companies This scenario holds true for school teachers working inMalaysia where information of the students is stored and retrieved by using a database and then posted online for quick and easy accessibility of files. However, for the Non-IT-skilled, this type of work demand is said to influence both the employee's motivation andwork commitment (Hassan,

N., Yaakob, S. A., Halif, M. M., Aziz, R. A., Majid, A. A., &Sumardi, N. A. 2019). Organisational commitment of an individual is determined by several factors and it can also be conditioned by the stage in which the employee happens to be (Malik, et. al ,2017). Several Factors that have a significant influence on organisational commitment include: good policy, work ethics, and adequate information and knowledge sharing. Once all these factors are in place, organisation will experience a low turnover. The authors have also stated that the key to retain employees is to provide them work which is very challenging and very exciting, provide them with ample opportunities and scope for professional growth, the best possible wages and policies which promote a higher degree of allegiance to the organisation. There are also several studies that have compared the extent of Organisational Commitment of employees working in public and private Universities(Bola Adekola, 2018). It was found that organisational commitment was slightly higher in public universities when compared to private universities. It was also found that motivation and job satisfaction had a positive impact on organisational commitment. Research reports that employee motivation has a significant positive effect on employee productivity (Hanaysha, J. R., Majid, M,2019) conducted a study that on the impact of employee motivation on organizational commitment and productivity in the higher education sector. The data was collected using an online survey from 243 employees from public universities in northern Malaysia. During the analysis of the data, SPSS and structural equation modelling were used for generating the results. The findings showed that employee motivation had a significant positive effect on employee productivity. Additionally, the effect of employee motivation on organizational commitment was positive and showed significant statistical results. Finally, the results proved that organizational commitment had a significant positive effect on employee productivity.(Thabo, T. & Esther, Nkhukhu-Orlando & Wilson, Debra Rose & Forcheh, Ntonghanwah & James, 2018) -This study investigated certain factors that were associated with organizational commitment from among the academicians of a university in Botswana. The study was conducted with a sample of 165 respondents. The study also developed a model that could predict organizational commitment among academicians in Botswana. The results showed that around 3 out of 5 academicians that were sampled showed strong evidence of commitment to the university, regardless of socio-demographic or socio-economic background. The study found that there were 11 factors that were associated with organisational commitment to the university. The single most important factor that predicted commitment to the university was acceptance of new criteria for the assessment of academic staff, followed by perception of opportunities for research. The study also states that demographic variables such as age group, gender, marital status, number of dependent children, marital status and citizenship status

and socio-economic variables such as income group, rank(Position) and organizational tenure did not have no significant statistical association with organisational commitment to the university. There are several studies done separatel on Intrinsic and Extrinsic Motivation.(AbdulCader & Anthony,2016) indicated on different factors of faculty Motivation at higher educational level in Saudi Arabia. The study found that faculties were more intrinsically motivated rather than extrinsically motivated. Faculties were not happy with certain monetary and non monetary incentives, the extent of involvement in decision making process, moral support and moral recognition in their institutes. The faculty members displayed low motivation while participating in developmental programs because they were not satisfied by above mentioned factors.

#### Job Title as a mediator to Organisational Commitment:

There are several studies conducted to analse the impact of demographic variables on Organisational Commitment. (Amangala,2013) stated in his study that education, age, job position(Job Title), and job tenure had a significant impact on organizational commitment in the Nigerian context. However, according to (Salami,2008, Mathiey and Jazac,1990) found that demographic factors were not a significant predictor of organizational commitment. (Nguyen, L. V., Haar, J., &Smollan, R. (2020) in his study tested gender as a moderator which was found to significantly interact with ethical leadership, It was found that affective commitment was higher for women when ethical leadership was high, but there was no gender difference at lower levels.. Organisational commitment is determined by a number of individual and organisational factors, which include a tenure in the organisation, age, Job Title and positive and negative traits, job design and the leadership style of the supervisor (Singh & Pander, 2004). They were of the opinion that effects of organisational commitment on outcome vary across vocation stages. This holds particularly true for the association between organisational commitment and turnover. Procedural fairness, information sharing and work life balance practice must be considered as balancing means to bring about lower turnover in the organisation. Professionals can be retained in the organisations if the work is exciting and challenging, if there is possibility for professional advancement are and if the employees are paid well.

#### Research Question:

After during an exclusive Review of Literature it was found that most of the studies related to motivation and Organisational commitment had Gender, Experience and Income as the Moderators. Research in the other areas pertaining to socio-demographic variables is scarce. Hence a study was conducted to understand the Moderation effect of Job Title in determining the relationship between motivation and organizational commitment. Considering

the research Gap the following questions are the research questions for the study

1. Does Motivation significantly Influence Organisational Commitment in the Education Sector?
2. Does Job Title moderate the relationship between motivation and Organisational Commitment?

#### Conceptual Framework:

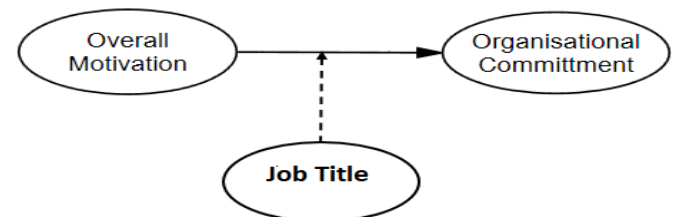


Figure 2: Conceptual Framework for the study

## IV. METHOD AND MEASURES

#### Study Design:

This emperhical paper is based on responses collected from 256 respondents from various educational Institutions from Bangalore offering degree courses. Data was collected from all the four divisions(North, South, East and West) in Bangalore from Government colleges, Private Colleges-Aided, Private-unaided colleges,Autonomous Colleges, Faculty from Deemed to be university in Bangalore. Participants were informed about the purpose of the study and informed consent was sent before collecting the responses. Participation in this study was voluntary and no incentives were provided to be a part of the study. The self-administered questionnaire in English was sent to 387 respondents electronically and the response rate was 66%. After data cleaning 256 responses are considered for data analysis. Faculty teaching degree college with a minimum of 1 year of experience were considered for this study. However faculties teaching BE, B.Tech streams were excluded from the study.

#### Questionnaire and Study Variable:

The questionnaire used for the study assessed socio-demographic details of the participants, apart from the study variables. Participants were administered a set of 51 questions adapted from 2 questionnaires. The Organisational Commitment Questionnaire consisting of 23 items measured on a 5 point Likert scale, (Allen, N.J. and J.P. Meyer (1990) was used for the study. Another Questionnaire consisting of 28 questions on Intrinsic and Extrinsic Motivation adapted from Work Preference Inventory. Work Preference Inventory (WPI): Amabile, T.

M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994) was used for this study

#### Statistical Analysis:

The reliability of the scale was assessed by Cronbach alpha using a split-half reliability method and the scale was found reliable (Cronbach alpha .824). Items were validated by

confirmatory factor analysis. After the item analysis and confirmatory factor analysis, one item was dropped from the Organisational Commitment questionnaire, 2 items were dropped from Work Preference Inventory and three items were dropped from the Work Preference Inventory questionnaire. The final test instrument consists of 51 questions.

#### Participants Profile:

**Table 1: Representing job title of the respondents**

Table 1: Job Title of the Respondents		
	Frequency	Percent
Assistant Professor	142	55.5
Associate Professor	86	33.6
Professor	28	10.9
Total	256	100.0

#### Analysis:

From the above table it can be seen that 56% of the respondents are Assistant Professors, 34% of the respondents are Associate Professors and 11% of the respondents are professors.

**Table 2: Representing age group of the respondents**

Table 2 Age Group of the respondents		
	Frequency	Percent
21-30	78	30.4
31-40	67	26.2
41-50	68	26.5
51 and above	43	16.9
Total	256	100.0

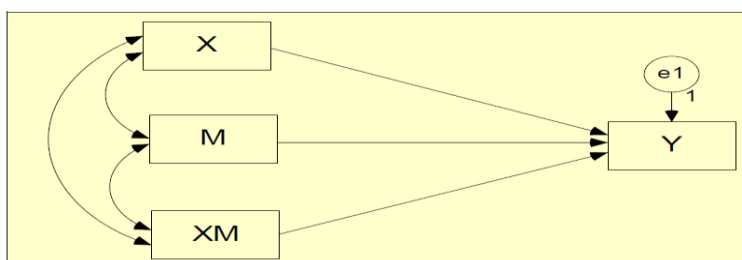
#### Analysis:

From the above table it can be seen that 30% of the respondents fall into the age group of 21-30, 26% of the respondents fall into the age group of 31-40, 27% of the respondents fall into the age group of 41-50 and 17% of the respondents fall into the age group of 51 and above. The table shows that majority of the respondents fall into the category of 21-30.

#### Moderation Analysis:

The Data was analysed using Ordinary least square Regression Method.

Fig 3: Modeling of regression equation in AMOS graphics



Source: A Handbook on SEM, Zainudin Awang – Universiti Sultan Zainal Abidin



As shown in Fig 3, three hypotheses testing for path analysis is required namely:

1. The X-Y relationship (testing for  $\beta_1$ ) – we indicate as Hypothesis A
2. The M-Y relationship (testing for  $\beta_2$ ) – we indicate as Hypothesis B
3. The XM-Y relationship (testing for  $\beta_3$ ) – we indicate as Hypothesis C

The moderation effects of moderator variable M in the model occurs if Hypothesis 3 ( $\beta_3$ ) is significant and Hypothesis 2 ( $\beta_2$ ) is not significant. As for Hypothesis 1 ( $\beta_1$ ), there are two possibilities that could occur:

1. If Hypothesis 1 is **not significant** – then the “complete moderation” occurs
2. If Hypothesis 1 is **significant** – then the “partial moderation” occurs.

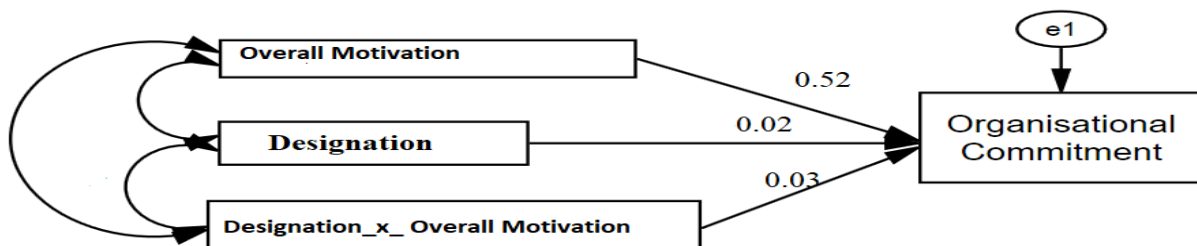
#### The measurement of variables involved in the model.

Independent variable = Overall Motivation

Dependent variable = Organisational Commitment

Moderating variable = **Job Title** of the respondents

Fig 4: AMOS output showing the regression path coefficients of Overall Motivation, Organisational Commitment and Job Title (Moderator)



#### Three hypotheses need to be tested as follows;

**H<sub>A</sub>:** Overall Motivation has a significant effect on Organisational Commitment.

H<sub>A</sub>: Testing the causal effect of Overall Motivation on Organisational Commitment.

			Estimate	S.E.	C.R.	p-value	Result
Organisational Commitment	<---	Overall Motivation	0.528	0.038	13.632	0.000*	Significant

\* Significant at 5 % level.

#### Interpretation:

In the above case, hypothesis that the causal effect of Overall Motivation on Organisational Commitment is significant ( $\beta = 0.528$ , C.R = 13.632,  $P < 0.05$ ) **is supported**.

The result shows that motivation has a significant influence on Organisational Commitment and H<sub>A</sub> is supported.

**H<sub>B</sub>:** Job Title has a significant effect on Organisational Commitment.

H<sub>B</sub>: Testing the causal effect of Job Title on Organisational Commitment.

			Estimate	S.E.	C.R.	p-value	Result
Organisational Commitment	<---	Job Title	0.017	0.036	0.424	0.687	Not Significant

#### Interpretation:

In the above case, hypothesis that the causal effect of Job Title on Organisational Commitment is insignificant ( $\beta = 0.017$ , C.R = 0.424,  $P > 0.05$ ). Hence **H<sub>B</sub> is not supported**.

**H<sub>C</sub>:** Job Title moderates the relationship between Overall Motivation and Organisational Commitment.

H<sub>C</sub>: Testing the moderating effects of Job Title\* Overall Motivation on Organisational Commitment.

			Estimate	S.E.	C.R.	p-value	Result
Organisational Commitment	<---	Overall_Mot * Job Title	0.036	0.041	0.657	0.524	Not Significant

In the above case, hypothesis that moderating effects of Job Title on relationship between Overall motivation and Organisational Commitment is insignificant ( $\beta = 0.036$ , C.R = 0.657,  $P > 0.05$ ) **is not supported**.

#### Interpretation:

Although the hypothesis for one of the main effects namely Overall Motivation is still significant on Organisational Commitment before the moderator entered the model and the intervention of the moderate resulted in statistical insignificance on the effect of Overall Motivation on Organisational Commitment with Job Title as a moderator. **Thus, we can conclude that no moderations are observed between Overall Motivation and Organisational Commitment.** In other words, there is no statistical evidence to say that higher the Job Title of the respondents would result in higher organizational commitment or vice versa by lecturers and teachers working in educational institutions.

## V. RESULTS AND DISCUSSION

The paper aims to study the moderation effect of Job Title in determining the relationship between motivation and Organisational Commitment.

Although the hypothesis for one of the main effects namely Overall Motivation is still significant on Organisational Commitment before the moderator entered the model and the intervention of the moderate resulted in statistical insignificance on the effect of Overall Motivation on Organisational Commitment with Job Title as a moderator. Thus, we can conclude that no moderations are observed between Overall Motivation and Organisational Commitment. In other words, there is no statistical evidence to say that higher the Job Title of the respondents would result in higher organizational commitment or vice versa by lecturers and teachers working in educational institutions.

It is concluded that there is no significant (statistically) difference in mean rating scores of levels of agreement across three categories of Job Title (Assistant Professors, Associate Professors & Professors) of educators with respect to sub dimensions of Overall motivation and sub dimensions of organizational commitment at 5% level of significance. Hence, the null hypothesis is accepted and alternative hypothesis is rejected. In a sense, the mean score of the above sub dimensions of overall Motivation namely Intrinsic and Extrinsic motivations and also with respect to the sub dimensions of organizational commitment namely Affective Commitment, Continuance Commitment and Normative Commitment do not significantly differ between Assistant Professors and Associate Professors, between Assistant Professors and Professors and between Associate Professors and Professors. The perception pertaining to Motivation and organizational commitment remains the same irrespective of the category of Job Title of the educators.

## VI. RESEARCH IMPLICATIONS

The research suggests motivation as a powerful tool for the commitment of Employees. The findings of this research will be helpful to the education sector in understanding the role of Motivation of Employees on Organisational Commitment. The findings of this research will also be helpful for Organisations in understanding the true

motivators for an employee and this will in turn help in retaining employees in the organization. Employees are the most valuable business assets. Through this study organizations will be able to retain motivated and talented employees who want to be a part of the company and who are a lot focused in contributing to the overall Organisation's success. The study also has done an extensive research with different dimensions of Motivation namely Intrinsic Motivation and Extrinsic Motivation. Through this research Employers will be able to understand the various sub-dimensions of Motivation and the significance of Motivation in influencing Organisational Commitment in Education Sector. The study will also help educators in understanding whether socio-demographic variables have any influence on Organisational Commitment and Motivation.

## VII. LIMITATIONS AND SCOPE FOR FUTURE STUDY

Even though this is a pioneer study in the context of Motivation and Organisational Commitment, the study is subjected to certain limitations. The study is conducted in Bangalore and there could be some biases with the responses due to the questionnaire method being adopted.

Future studies can consider collecting the data from a larger respondents by including a larger response group from different places and by not restricting the respondents to Bangalore alone. Future studies can also consider segmenting the respondents industry wise and considering other industries in order to understand the influence of Motivation on Organisational Commitment. Future studies can also consider other Socio-Demographic variables such as Age, gender, Experience etc in order to understand the moderation effect of socio-demographic variables on Motivation and Organisational Commitment.

## VIII. CONCLUSION

Every organization success depends on its valuable assets "Employees". So employee's commitment to the organization is a major factor for organization success. The present research examines the role of motivation on Organisational commitment of faculty in Higher Education. And also it examines the moderating effect of job title in determining the relationship between Motivation and Organisational Commitment. Organisational commitment is

proven to be an important aspect to keep the motivation of employees, to increase the productivity and efficiency of employees to a larger extent. Additionally, without employee commitment to the institution, the institutions will face withdrawal behaviour from its employees which can cause losses to the institution and lead to loss of human resources in the institution. Several researches point out to the fact that Motivation whether it is intrinsic motivation or extrinsic motivation acts as a driver and also the deciding factor to determine whether an employee wants to stay in the organisation or leave the organisation Both intrinsic and Extrinsic motivation will help in increasing the level of employee commitment towards the institution and helps in employee retention. Further it can be concluded that the perception pertaining to Motivation and Organisational Commitment remains the same irrespective of the category of Job Title of the educators.

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- [16] Introduction and conclusion -Importance of the study...There are many studies which talk about importance of Job Title on commitment...why Job Title can be moderator..based on the finding we can have tailor made strategies to increase the organisational commitment