

The Impact of Motivation on Employee's Commitment: Evidence from Public and Private Sector of Pakistan

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Persistent efforts always escort the organizations towards success. This paper is an endeavor to scrutinize how better employment opportunity, job involvement, working environment, and incentives create and affect employee's commitment towards an organization. To identify possible strategies that might increase the employee's commitment towards organization. Numerous studies have been conducted to explore the motivation of the employees from last few decades. 277 questionnaires were distributed out of 200 complete surveys received to analyze the data. Results confirm a strong positive correlation among variables and have positive impact on employee's commitment. This paper provides constructive direction to HR directors and managers to transform employee's motivation into employee's commitment. Data was gathered once over a period and time duration of the study was 4 months. Study found job involvement, working environment and incentive significantly correlated with employee's commitment while employee's better employment opportunity was in significant in this study. Time limitations were observed to spotlight a broad perspective of employee's motivation and its impact on employee's commitment. This paper also provides future directions and suggestions for HR policy makers.

Key words: Motivation, Commitment, Employment Opportunity, Job Involvement, Working Environment, Incentives

1. Introduction

Persistent effort always escorts the organizations towards success and it is only possible when employees are committed with the organization. To be a committed employee, a positive working environment, appreciation of work in terms of incentives, organizational commitment and job involvement are the essence of successful organizations and key factors that enhance motivational level of the employees. Numerous studies have been conducted to explore the motivation of employees. From last few decades, motivation has been conspicuous factor of the scholars. Every year several companies involve their employees in periodical trainings and motivational activities because they have realized that organizational growth and effectiveness depend on the growth of the individuals, and such companies bear millions of rupees per annum on their human resources to foster the organization and to get competitive advantages over others. In developing countries where political, social, economical and technological instability are the major issues that are prevailing in all the circumstances of life and directly hit the performance and

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effectiveness of the organization in such circumstances a least amount of motivation is found which ultimately affect the employee's commitment.

The main purpose of this investigation is to understand the impact of employee's motivation towards the employee's commitment and to analyze how better employment opportunity, job involvement, working environment, and incentives create and affect employee's commitment towards an organization and to identify the possible strategies that might increase the employee's commitment with the organization.

Current research contains section 1 about introduction of research, problem statement and purpose of the study, section 2 contains literature review, section 3 contains theoretical framework and hypothesis, section 4 contains methodology, section 5 contains results and analysis, section 6 contains discussion of the research and section 7 contains references of the study.

2. Literature Review

Employees are not much motivated with work contents, difficulties in operating procedures and abandon the aspects of recognition (Danish & Usman, 2010). Motivation affected the appliance of learning to transfer task from side to side its influence on the quantity of post training practices and trial activities engaged in by the apprentice proceeding to the transfer job. The pre-training involvement also had an impact on transfer above and away from that accounted for by motivation to learn post-training practices (Weissbein, Ford & A, 2010). incentive may only motivate the employees intrinsically and there should be worth similitude and motivated working environment to groom the organization (Cheng, W, & Robertson, 2006).

Hessels, Gelderen and Thurik (2008) argued that countries with a superior incidence of more-wealth-motivated capitalist tend to have an advanced incidence of high-job-expansion and export-oriented free enterprise and that a country's stage of social security transmit negatively to the pervasiveness of innovative, high-job-escalation, and export-oriented free enterprise. They also argued that the increase-wealth intention mediates the affiliation between socioeconomic and entrepreneurial aspirations. Omar, Jusoff and Hussin (2010) explained that most of the Employees are loyal when their upper management or managers are superior leaders. High-quality leaders are capable to motivate employees to accomplish a good job; ruthless for Peer collaboration is vital to vigorous excellence, or just taking achievement upper management has a greater impact on employee's conviction than their management style. Similarly, to motivate employees to accomplish the goal is not as effortless as we thought. Cadwallader et al. (2010) pointed out that value delivering to employees choice and autonomy regarding execution of new approach in innovations so that they deem to have autonomy, which leads to superior motivation to participate in training and incentives that furnish employees a sense that they have alternatives in innovation implementation which probably result in more constructive feelings, attitude, and behaviors associated to the innovation.

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According to Chen, Gupta and Chung (1996) there is a significant association between educational prospect and altitude of employee commitment to affluent implementation of flexibility system to accomplish world-class development, a higher stage and greater variety of proficiencies will be considered necessary by workers. Alatrasta and Arrowsmith (2004) stated that first recognising the peculiarity between local and managerial commitment facilitates different involvements to be prioritised and explained that training is an essential to emphasize local job commitment and efficiency. Secondly order intrusions such as communication and (bottom-up) meeting will be required to attend the perception of "the organisation" as ceremonial and secluded.

For another instance, Little and Dean (2006) pointed out that global service environment in the call centre was originated to be positively associated to employees, with fractional mediation by employee commitment. According to Little and Dean (2006) stated that there are three factors: managerial observation, customer response and human resource management throw in to but, unexpectedly, customer point of reference did not. According to Nijhof, Jong and Beukhof (1998) assurance of employees can be an important appliance for enhancing the performance of organizations. depended on international prose and studies, commitment has been distincted as organizational and job commitment, and is correlated to personal, occupation and organizational distinctiveness. Intends to discover some significant relations between the distinctiveness of dedication and organizational belongings. Commitment and the stage of the organization the crucial relations are a better communication and fewer illness and at the position of the individual employee and the obligation to change and to join in very actively in change procedures, bringing up innovative ideas, is significant. These conclusions are in stripe of the literature. Commitment is robustly connected with peers and the approach of management and could be observed as an imperative asset of the learning organization.

Murtaza et al. (2011) significantly concluded that mutually distributive and procedural justice is essential for the employees but it has been originated a stronger forecaster of commitment. The employees may conceivably think that if the prerequisite procedures are fair-haired, the distribution of rewards and allocation of resources automatically will be specified according to their education, dexterity and experiences. Encouragement and increments in the remuneration should be provided to those employees who ought to be the recipients of these settlements without inequity or bias. According to Sharma and Bajpai (2010) that organizational loyalty score is elevated for public region organization as evaluate to private region organization. It looks like job security and position employees exhibit superior level of dedication in public region organization. Public zone organizations supply higher level of apparent job security and there is a sound system to engage and cut back the employees. For another instance Carmeli and Gefen (2005) Suggested that a reconsideration of both models might be essential, based on the theoretical opinion each model symbolizes, in order to build up their fit with the facts, the corridor from persistence commitment to both sentimental commitment and job involvement were misplaced. Despite of, paths were additional from occupation commitment to job participation.

3. Theoretical Framework and Hypotheses

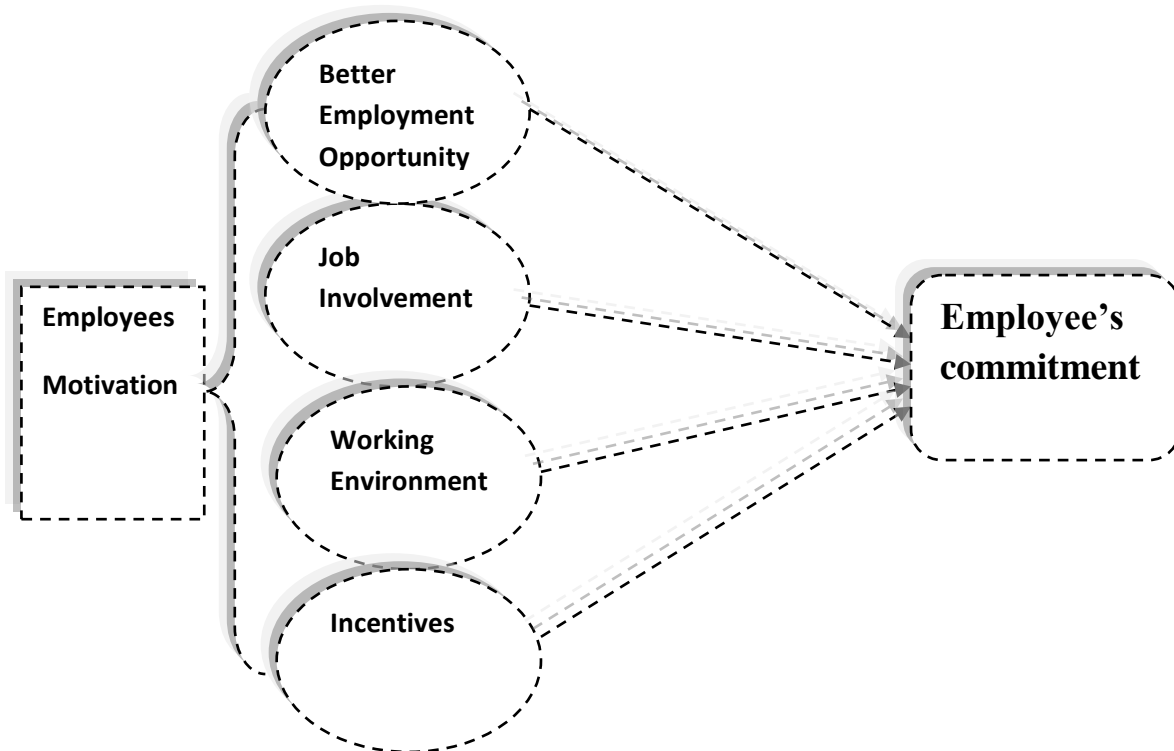


Figure 3.1

From above arguments, following hypotheses emerge.

H1: There is a negative and significant correlation between better Employment Opportunity and employee's commitment.

H2: There is a positive and significant correlation between job Involvement and employee's commitment.

H3: There is a positive and significant correlation between working environment and employee's commitment.

H4: There is a positive and significant correlation between Incentives and employee's commitment.

H5: There is a positive and significant correlation between overall employee's motivation and employee's commitment.

4. Methodology

To identify the different factors that might affect the employee's motivation at employee's commitment towards the organizations. Apparently, the area of motivation found as one of the significant factors, so employee's commitment towards the organization is affected by their motivation. To analyze and conclude the impact of employee's motivation on employee's commitment a self administrated questionnaire was used. 277 questionnaires were distributed out of 200 complete

questionnaire were received to analyze the data. These questionnaires were distributed among private and public organizations of Gujranwala, Daska and Sialkot region of Pakistan. A non probability convenient random sampling technique was used to address the responses at the rate of 72%. Questionnaire was further classified into two major sections, 1st one was Demographic section and other was subjective section.

4.1 Demographic Section

Demographic section of this questionnaire present information about the employee's Gender, Age, Marital status, Sector, Industrial composition sector, Establishment size, job tenure in organization and position at which they are working. Total respondent were 200 out of that 127 were male and female respondents were 73 in numbers while the age of majority of employees were in the range of 30-39 years and their frequency was 53. In marital status of the employees 127 were married rest of the employees were single. Majority employees were from private sector. Majority employees belong to education industry which is 57 in number and having cumulative percentage 84.7, while the establishment size of the majority of employees were between in the range of 100-199. Job tenure in organization of the majority of employees was in the range of 3-5 years and position at which employees were working, the majority of employees were at managerial / supervisory position.

4.2 Description of Variables

4.2.1 Better Employment Opportunities

It means seeking a better position, working environment and recognition from that at which a person is currently working.

4.2.2 Job Involvement

The level at which one person preoccupied or engaged himself to accomplish a task or situational related matters, It may be personal characteristics of the employees.

4.2.3 Working Environment

Working environment means a degree to which every employee can learn and foster himself with the pace of modern era.

4.2.4 Incentives

Anything which is received other than job that is simply called incentives. Something which is received as the fear of penalty or the anticipation of reward or to persuade achievement motivates effort.

4.2.5 Employee’s Commitment

Employee’s commitment is a Psychological attachment of an employee with the organization that depends on the degree of employee’s motivation, involvement, loyalty, and trust in the values and norms of the organization.

5. Results and Analysis

To test the hypothesis and to determine the association of each variable, Pearson’s Correlation Coefficient and descriptive statistics was determined and analyzed to compute mean and standard deviation of the variables. 5 points Likert scale was used to get the responses while Cronbach’s alpha was also computed to test the reliability of each variable as shown in table 5.1. In descriptive statistics, the arithmetic mean of employee’s commitment towards organization was 3.40, which were near to 3 that shows most of the employees were neither disagreed nor agreed and their standard deviation was .74377 and reliability was .71. The mean value of better employment opportunities was 3.21, its standard deviation was .64, and its reliability was .72. The mean value of job involvement was 3.34 and its standard deviation was .62 its reliability was .70 as shown in table 5.1. The mean value of working environment was 3.4, its standard deviation was .73, and its reliability was .73. The mean value of incentives was 3.3, its standard deviation was .71, and its reliability was .61 while the mean value of employee’s motivation was 3.3 and its standard deviation was .45and its reliability was .73.

Table 5.1: Description of variables along mean, standard deviation and reliability of the variables N=200

Variables	Mean	Std. Deviation	Cronbach’s Alpha
Organizational Commitment	3.4037	.74377	.710
Better employment Opportunities	3.2175	.63519	.692
Job Involvement	3.3460	.61529	.700
Working Environment	3.3867	.72864	.727
Incentives	3.3475	.71012	.659
Employee's Motivation	3.3244	.45100	.731

The Pearson’s Correlation Coefficient “r” expresses the relationship between variables which are shown in table 5.2. Each variable describes strong positive significant correlation excluding shaded variables in table 5.2 while green shaded variable depicts negative correlation.

Table 5.2: Pearson Correlation of variables N=200

Description of Variables	1	2	3	4	5
1. Organizational Commitment	1				
2. Better employment Opportunities	.110	1			
	.120				
3. Job Involvement	.354**	.195**	1		
	.000	.006			
4. Working Environment	.369**	.179*	.254**	1	
	.000	.011	.000		
5. Incentives	.400**	.088	.400**	.446**	1
	.000	.216	.000	.000	
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

As shown in table 5.3 the level of significance (Alpha) is 0.01 and value of $P > .01$ so it means there is no correlation between job employment opportunity and job commitment so according to table 5.4 this hypothesis does not support to our assumption of theoretical framework.

Table 5.3 shows overall correlation of employee's motivation with employee's commitment		
Variables		
		Employee's Commitment
Employee's Motivation	Pearson Correlation	.466**
	Sig. (2-tailed)	.000
	N	200

In case of job involvement there is a strong positive correlation since the value of P is .000 that shows high significant correlation between job involvement and employee's commitment. In case of working environment there is also a strong positive correlation between working environment and employee's commitment towards organization. As shown in table 5.4 value of P is .000 which explained high level of significant correlation between working environment and employee's commitment.

Table 5.4 Summary of hypotheses

Hypothesis	P-Value	Result
H1	.120	Not Supported
H2	.000	Supported
H3	.000	Supported
H4	.000	Supported
H5	.000	Supported

In case of correlation between incentives of the employees and employee's commitment there is a positive and significant correlation between Incentives and employee's commitment because as presented in table 5.4 the value of P is .000 which represents a high level of significant correlation between incentives and employee's commitment towards organization. In case of overall motivation of employees and its correlation with employee's commitment represents a positive and significant at .000 correlations between overall employee's motivation and employee's commitment.

6. Discussion

To analyze the impact of employee's motivation on employee's commitment we have selected four core variables better employment opportunity, job involvement, working environment, and incentives which are very essential part to motivate employees and to meet the necessity of life specially in developing countries where economic, social, technological and political instability is found. In today's world, the major challenge for HR directors and policy makers is to find committed employees and is to make existing employees committed towards organization.

Table 5.1 represents mean, standard deviation and Cronbach's alpha of the data. The mean value shows average response of the respondents against each variable and standard deviation represents total variation against a variable of the respondents while Cronbach's alpha validate the research that previously conducted and its standard value vary from .60 to .70. Therefore, it means our results might be consider as reliable for the HR directors and Human Resource managers to transform their employee's motivation to employee's commitment.

Figure 3.1 shows better employment opportunity has negative relationship with employee's commitment because employees seek better employment opportunity only when they are not enough motivated and committed with the organization. Table 5.4 represents this hypothesis insignificant. In Figure 3.1 job involvement has positive and strong relationship with employee's commitment. If HR directors developed such strategies in which employee's are involved in their jobs, then ultimately, its impact will be on employee's commitment. Moreover, this assumption has supported by our research as shown in table 5.4.

From figure 3.1 working environment has a strong and positive relationship with employee's commitment because a good positive friendly environment plays an essential role to motivate employee's, if HR heads provide good friendly environment to their employees there is no way that employees think to get a better employment opportunity. In addition, this assumption has supported by our research as shown in table 5.4. From figure 3.1 Incentives its self a mode of motivation that plays a positive role to enhance employee's commitment with the organization. In public sector incentives are very poor than their jobs as compare to private sector. Moreover, this assumption has supported by our research as shown in table 5.4. From figure 3.1, all mentioned variables leads the employee's towards motivation so there was a need to analyze the impact of employee's motivation on employee's commitment as shown in table 5.4 employee's motivation has a positive and strong impact on employee's commitment.

6.1 Implications

This study provides some course of action to assistant managers to understand how to enhance employee's motivation, increase organizational commitments, by making superior decisions about the desired goals for their employees. The research findings signify the importance to consist of the management of both flaxen procedures and reasonable outcomes. These findings help the managers to realize how flaxen judgments could throw in towards the valuable management of workforce in the course of implementation policies such as incentives and good working environment.

6.2 Limitations and Future Directions

The present study deals with employee's working environment at public and private companies, in which management highly focusing on employee's commitment. However, public organizations may insight their HR management systems in a different way from those in the private sector therefore; emphasis on employee's motivation and employee's commitment may possess a slighter value. In isolation, further research is required to examine the simplification of these findings to NGO'S. Therefore, a suggestion is that further research examined to other regions and environments. Future research should also effort to achieve a larger population sample size. Future researchers can get better the general application of the current study by replicating these outcomes using other statistical tools and methods. Future research should also scrutinize the impact of justice climates on organizational outcomes such as job satisfaction, commitment and employee's turnover. Therefore, suggested implication is prepared that future research should judge experimental or longitudinal approach to reach at outcomes that are more concrete.

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