

# The Impact of Employee Motivation on Organizational Commitment

Faisal N. Al-Madi

Business Administration Department, The Hashemite University

Husam Assal

Business Administration Department, The Hashemite University

Fayiz Shrafat

Business Administration Department, The Hashemite University

Dia Zeglat

Business Administration Department, The Hashemite University

## Abstract

The purpose of this study is to investigate the impact of motivating the front line employees of retail stores in Jordan on the organizational commitment. The study is aim to appraise the existing literatures and build up the conceptual framework as well as hypotheses. The research was conducted with a convenience sample. A total of 97 respondents from C-Town retail stores and Sameh Mall have participated in this research survey. Analysis of data and the discussion is included. Data collected were analyzed by the application of statistical tests i.e., Cronbach's alpha reliability, Pearson correlation and Simple Linear Regression using SPSS 20.0. Results showed that significant impact from employee motivation of front line employees on organizational commitment (affective, normative and continuance). Some important recommendations are also derived from the study.

**Keywords:** Employee Motivation, Organizational Commitment, Affective Organizational Commitment, Continuance Organizational Commitment, Normative Organizational Commitment.

## 1. Introduction

The real assets of the organizations are employees (Mohsen et al., 2004) and it's considered as the engine of any company. There is a growing need to have staff doing their jobs properly and the organization gets the required output from employees. To achieve those objectives, we need employee who has a real desire to perform their duties as well as has stimulus and incentive to attain the required goal.

The job of a manager is to get things done by employees, the management of people is an integral part of the management process (Tella et al., 2007). To do this, the manager should be able to motivate employees adequately (Geomani, 2012). Organizations want to use maximum potential of their human resources, to stay in the competition and to survive, great organizations are built on the inherent value of their human resources, and the motivation and commitment of its employees (Mohsen et al., 2004).

In order to make employees satisfied and committed to their jobs, effective motivation at the various levels in the organization is strongly needed (Tella et al., 2007). Mohsen et al. (2004) suppose, that employee motivation and commitment is very important for an organization's success.

Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization (Denton, 1987). Denton (1987) argued, that keeping the employee motivation, commitment and job involvement up, is always rewarding to a business; as motivated and committed employees are more productive.

In the service industry, employees who are highly motivated and committed to the organization, provide excellent quality to the customer (Mohsen et al., 2004). Warsi et al., (2009) mentioned, that there are many research in the area of relationships between work motivation and organizational commitment, has been conducted over the past few years.

Geomani (2012) assumed, that motivation is a decision-making process, and defined motivation as an urge in an individual to perform goal-oriented behavior. At the present, organizations strive to motivate its employees in order to survive and compete in dynamic corporate environment customer (Mohsen et al., 2004).

Motivation is, basically a psychological process, along with perception, personality, attitudes, and learning, motivation is a very important element of behavior (Tella et al., 2007). Geomani (2012) supposed, that motivation is very significant in the achievement of every organization's growth. George and Sabapathy (2011) argued, that work motivation stimulates an individual to take an action, which will result in attainment of some goals, or satisfaction of certain psychological.

Money is not the only motivator, there are other incentives which can also serve as motivators (Tella et al., 2007). Motivation deals with everything that a manager knows to affect the direction and rate of individual's

behavior towards commitment (Raj, Sci, 2009).

Building a committed and motivated workforce is considered as the main objective, and a key to success in the competitive environment (Mohsen et al., 2004).

Organizational commitment is one of the most important work attitudes in the study of management and organizational behavior (Allen & Meyer, 2000), and it's one of the most widely-researched topics (Warsi et al., 2009). Cho and Faerman (2010) mentioned, that organizational commitment continues to be a primary area for research in human resource management.

Meyer and Allen (1997) defined organizational commitment as a "psychological state that is concerned about how individuals feel about their organizational engagement, and the desire to remain and continue with the organization". Meyer and Allen (1987) divided into three components of commitment namely; affective, continuance and normative commitments.

Hence organizational commitment has played a crucial role in an organization in which result in high individual and organizational performance (Choong et al., 2011). Warsi et al., (2009) indicated, that the work motivation is strongly positive associated with organizational commitment.

## 2. The Importance of the study

Geomani (2012) argued, that motivation is very significant in the achievement of the growth of any organization. Motivation is a very important part of understanding behavior (Tella, Ayeni and Popoola, 2007). The term "commitment" holds great significance in almost every sphere of our lives, and the importance of employee commitment in the workplace has been recognized all around the world since a long time (Mohsen et al., 2004). This study will provide support for administrators to have better understanding about motivation and its effect on organizational behavior and will make more information available about the study variables.

## 3. The problem of the study

This study is to investigate the influence of motivating the employee on the organizational commitment. It does so by investigating research questions:

Is there a significant relationship between the motivation and the organizational commitment?

How far does motivation affect the organizational commitment?

Organization today lives in a very changeable environment, so it needs to change its manager's role, and expand its employee's capabilities, responsibilities and power; in order to deal with such changes (Alkhaffaf, 2011). Low productivity is a problem that appears in many societies and a lot of money, energy and time is wasted, so we need to motivate, reward and stimulate employees to raise and enhance the commitment; in order to support the productivity.

So, the current research examines the impact of motivation on the organizational commitment.

## 4. Literature Review

### 4.1 Employee Motivation

Employee Motivation is a widely practiced exercise now across all corporate sectors, the idea of motivation is derived from a Latin word "movere" which means "to move" and motivation is what moves the employees from weariness to attention (Mohsen et al., 2004).

Robbins (1993) define the employee motivation (as cited in Ramlall, 2004) as: "the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need", another definition is an action that stimulates an employee to take a course of action, which will lead to attain some goal or to satisfy certain psychological needs of employee (George and Sabapathy, 2011).

Robbins and Judge (2008) defined, motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward achieving goal.

The three main components in the definition are intensity, direction, and persistence. Intensity is related with how hard a person tries.

This is the element most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favorable job-performance outcomes without the effort is channeled in a *direction*: that benefits the organization. Motivation has a *persistence* dimension. This is a measure of how long a person can maintain effort (Robbins and Judge, 2008).

There are multiple theories in management that discusses the work motivation and divided by (Johnson, 2005) into four categories, Employee motivation need theories which profile motivational need theorists Maslow (1943) and McClelland (1961).

Employee motivation equity theories which explain the theories of Adams (1963), based off of prior work by Festinger (1957).

Employee motivation expectancy theories developed by Vroom (1964), expanded by Hackman & Porter (1968), and further extension of expectancy theory by Porter & Lawler (1968), and

Task and goal employee motivation theories developed by Herzberg (1959), Locke & Latham (2002) based from prior work of Ryan (1970), Reynolds (2002) derived from Rosenthal & Jacobson (1968), followed by Hackman & Oldham (1968) and concluding with McGregor (1960).

There are two types of motivation, intrinsic motivation and extrinsic motivation (Thomas & Velthouse, 1990, Mohsen et al., 2004, Gagne, 2005, Dwivedula et al., 2011, George and Sabapathy, 2011). Thomas & Velthouse (1990), defined intrinsic motivation as “a positively valued experiences that an individual employee gets directly from their work tasks”, stems from a direct relationship between the doer and the task (George and Sabapathy, 2011), depend on employee's volition to predict her behavior (Dwivedula et al., 2011). They are self-motivated because they enjoy performing the actual tasks or enjoy the challenge of successfully completing the tasks (Mohsen et al., 2004).

The self-generated factors, that affect people to behave in a particular way or to move in a particular direction includes responsibility, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. Feelings of achievement, accomplishment and competence-derived from performing one's job are examples of intrinsic motivators and It is related to ‘psychological’ rewards (George and Sabapathy, 2011).

Extrinsic motivation stems from the external work environment to the task and is usually applied by someone other than the person being motivated (George and Sabapathy, 2011), the external motivation maintains that the relationship between individual's motives and the behavior is moderated by the individual's affection, and cognition of the outcomes (Dwivedula et al., 2011). Extrinsic motivation is related to ‘tangible’ rewards. (George and Sabapathy, 2011).

Employees who are externally motivated, generally don't enjoy the tasks but are motivated to perform well by some reward, pay, promotion, praise or avoid any negative consequences (Mohsen et al., 2004).

The discussion on the internal and external basis of motivation concludes that work motivation is a multi-dimensional concept (Dwivedula et al., 2011). Charles & Marshall (1992) found, that the top motivators for employees were: good wages, good working conditions, and appreciation for a job well done.

Simons & Enz (1995) found, in their studies in the United States and Canada the motivation factors of hotel workers are 1. Good Wages 2. Job Security 3. Promotion & growth in the organization 4. Good working conditions 5. Interesting Work 6. Full Appreciation of Work Done 7. Personal loyalty to employees 8. Feeling of being “in on things” 9. Tactful Discipline 10. Sympathetic help with personal problems

#### 4.1.1 Strategies of Motivating Workers

Tella et al. (2007) stated, Strategies of Motivating Workers as follow.

**Salary, Wages and Conditions of Service:** personnel managers must consider four major components of a salary structures these are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on.

**Money:** This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate workers.

**Staff Training:** Staff training is an substantial strategy for motivating employees.

**Information Availability and Communication:** Information availability brings to bear a strong peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

Today organizations from all around the world struggle to motivate its employees in order to survive and compete in dynamic corporate environment successfully as motivation puts human resources into action, improves level of efficiency of employees, enables the organizations to attain sustainable competitive advantage and ultimately leads to attain organizational goals (Mohsen et al., 2004).

#### 4.2 Organizational Commitment

Organizational commitment is defined as “the relative strength of an individual's identification with and involvement in a particular organization” (Mowday et al., 1979). Allen & Meyer (1990) defined, organizational commitment as psychological state that relates the individual to the organization.

Employee commitment has been defined as the “Employee effort to achieve organizational objectives” (Mohsen et al., 2004).

Ahmad & Oranye (2010) considered, organizational commitment as an individual's emotional, rational and moral commitment to the goals and ideals of an organization that he or she belongs to, whatever may be the source of this feeling of commitment. Organizational commitment refers to an individual's loyalty or bond to his or her organization (George and Sabapathy, 2011).

Organizational commitment is divided into three dimensions: affective, continuance, and normative commitment (Meyer and Allen, 1987, Meyer and Allen, 1991).

**Affective organizational commitment** refers to the employee's identification with, involvement in, and emotional attachment to the organization out of their volition (Meyer, & Allen, 1997), is considered most desirable for an organization (Meyer, & Allen, 1991). Thus, project workers are characterized by a desire to follow a particular course of action (Meyer & Herscovitch, 2001).

**Continuance Organizational Commitment** refers to the employee's awareness of costs associated with leaving the organization (Allen & Meyer, 1997). This is to say that project workers can become committed to a course of action because of perceived cost of failing to do so (Meyer & Herscovitch, 2001).

**Normative Organizational Commitment** refers to the employee's feeling of obligation to remain with the organization; individuals believe they ought to remain (in the organization). Thus, project workers are driven by a sense of perceived obligation to stay in the organization (Meyer & Herscovitch, 2001, Ugboro, 2006).

In order to have employees satisfied and committed to their jobs, there is a need for powerful and effective motivational strategies at the organization (Warsi et al., 2009). Committed and satisfied employees are high performers that will lead to increase organizational productivity (Samad, 2007).

Mowday et al., (1982) saw, commitment as liaison and loyalty. These authors describe three components of commitment:

- An identification with the goals and values of the organization
- A desire to belong to the organization
- A willingness to display effort on behalf of the organization

Meyer, & Allen (1991) suppose, that workers with high levels of affective commitment are more likely to willingly contribute to the organizational performance and productivity. Lord (2002), found that the performance of an organization highly depends on the commitment of its employees.

Mohsen et al. (2004) found, a significant relationship between employee motivation and employee commitment. Warsi et al. (2009) indicated that the work motivation is strongly positive associated with organizational. George and Sabapathy (2011) argued, that organizational commitment and work motivation are interrelated.

## 5. Hypotheses

Based on the discussions presented in the literature review, the study proposed the following hypotheses:

### 5.1 Main Hypothesis

H1: Employee Motivation has significant impact on organizational commitment.

### 5.2 Secondary Hypothesis

H1-1: Employee Motivation has significant impact on affective organizational commitment.

H1-2: Employee Motivation has significant impact on continuance organizational commitment.

H1-3: Employee Motivation has significant impact on normative organizational commitment.

## 6. Research Methodology

This study analyzes the association between motivation and organizational commitment, employee motivation is the independent variable and organizational commitment is used as the dependent variable.

### 6.1 Population of study

The research was conducted with a convenience sample of (97) participants, representing the front line employees in C-Town Retail Stores and Sameh Mall in Jordan. The sample gave representation to male and female employees.

### 6.2 Methods of data collecting

This research is categorized in survey-type studies A survey research is able to describe the situation of a company from information gathered through a questionnaire. Another method possible is to form explanations based on statistical analysis of the data (Alkhaffaf, 2011).

A questionnaire was developed for the purpose of collecting data. As each survey was distributed, the researcher explained the directions for completing each survey, and explained that the respondents' identity was kept confidential and participation was voluntary.

### 6.3 Instrument

A modified questionnaire tagged motivation and organizational commitment was used for the collection of data on the study. The questionnaire was specifically designed to accomplish the objectives of the study. The

questions were designed to be answered in a five-point Likert scale format for the motivation and organizational commitment scale, and multiple choice or categorical variables relating to respondent demographics.

The first section collected information such as age, gender, marital status, position, and so on.

The second section measured motivation (twelve motivational factors). The questionnaire was developed to collect information to answer the research objectives and consisted of the following twelve items used as motivational factors: a feeling of being involved, job security, supervisor's help with personal problems, good wages, interesting work, tactful discipline, promotion or career development, good working conditions, management/supervisor loyalty to employees, gratitude for a job well done, monetary incentives for a job well done, and public celebration for a job well done. These questions were answered in a 5-point Likert scale ranging from (1) Strongly Disagree to (5) Strongly agree. This was used to understand the motivational set of front line employees.

The third section measured organizational commitment, the organizational commitment questionnaire originated from Allen and Meyer's (1990) Scale of measurement of organizational commitment. Each dimension of organizational commitment: affective, continuance, and normative, was measured by six items. Items are rated on a 5-point Likert Scale, is labeled from Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) to Strongly agree (5).

#### 6.4 Methods of data analysis

Statistical analysis was conducted using the Statistical Package for Social Sciences software (SPSS). For the purpose of examining and analyzing research variables, and therefore testing of hypotheses, the following statistical tests and tools were used Mean and Standard Deviation to calculate central tendency and variance of responses of study sample to the various items of questionnaire.

Cronbach Alpha Correlation Coefficient to compute the reliability. Simple Linear Regression to test the three secondary hypotheses, ANOVA Analysis and Pearson Correlation.

### 7. Data analysis and findings:

#### 7.1 Frequency and descriptive data

A total of 125 questionnaires were distributed to different branches of C-Town retail stores and Sameh Mall employees, out of which 100 responses were collected back, 3 questionnaires were incomplete and were thus excluded from the study, thus leaving 97 responses for analysis.

Out of 97 respondents, total of 85 (87.6 %) were male respondents, and total of 12 (12.4 %) were female respondents, and the majority of respondents have less than 5 years working experience (n = 74, 76.3 %).

Table (1) Gender of respondents

Gender	Frequency	Percentage
Male	85	87.6
Female	12	12.4
Total	97	100.0

Table (2) Respondents experience

Experience	Frequency	Percentage
5 or LESS	74	76.3
6-10	18	18.6
11 or more	5	5.2
Total	97	100.0

Besides to this, the largest number of respondents were Cashiers (n = 39, 40.2%), this was followed by Salesman (n = 27, 27.8%) and Supervisor job (n = 21, 21.6%). The distribution percentage of the respondents according to age group were 58.8 % of the respondents were from 18 to 25 years old, 18.6 % were from 26 to 30, 22.7% were 30 or more.



Table (3) Respondents jobs

Job	Frequency	Percentage
Salesman	27	27.8
Supervisor	21	21.6
Cashier	39	40.2
Others	10	10.3
Total	97	100.0

Table (4) Age of respondents

Age	Frequency	Percentage
18-25	57	58.8
26-30	18	18.6
30 or More	22	22.7
Total	97	100.0

The distribution percentage of the respondents according to marital status was 73.2 % of the respondents were single, 23.7 % were married. The total of 30 (30.9%) respondents has general elementary or less, and total of 44 (45.4 %) respondents has bachelor degree.

Table (5) *Qualification of respondents*

Qualification	Frequency	Percentage
G. Elementary or less	30	30.9
Diploma	23	23.7
Bachelor Degree	44	45.4
Total	97	100.0

Table (6) Marital Status of respondents

Marital Status	Frequency	Percentage
Single	71	73.2
Married	23	23.7
Divorced	3	3.1
Total	97	100.0

## 7.2 Reliability Test

The cronbach's alpha reliability value of employee motivation and organizational commitment is calculated which is (0.812). Sekaran (2003), stated that a scale alpha value greater than (0.7) is considered good reliable. Thus the research reliability value reflects high level of reliability of the data.

## 7.3 Results

**7.3.1 Employee Motivation:** Table (7) provides the mean and standard deviation of the employee motivation and each components of motivation. The mean score for employee motivation is (2.664), this value below the average score of 3 indicating that on the average the employees are not motivated. The majority of employees choose "Tactful discipline" as their best source of motivation with (4.0103) as a mean value, they feel a nice treatment and behavior from their colleagues and they consider that as a big motivation for them. The Second preferred factor was "Supervisor's help with personal problems" with (3.1134) as a mean value, which is indicate to the importance of strong relationship between employees for participants. The bottom three factors were "Public celebration for job well done", "Monetary incentives for a job well done" and "Good wages" with mean values (1.6082), (1.6495) and (2.0103) respectively, this indicates to the lack of acknowledgment, salaries and rewards whereas employees consider those factors important to motivate them.

Table (7) Mean and standard deviation for each question of the employee motivation

Item	Mean	Standard Deviation	Percentage
A feeling of being involved	2.7010	1.24302	54.02
Job security	2.7938	1.23270	55.876
Supervisor's help with personal problems	3.1134	1.23218	62.628
Good Wages	2.0103	1.00514	40.206
Interesting work	3.0412	1.18073	60.824
Tactful discipline	4.0103	.96280	80.206
Promotion or career development	2.7938	1.24112	55.876
Good working conditions	3.0412	1.10790	60.824
Management/Supervisor loyalty to employees	2.6082	1.14161	52.164
Gratitude for a job well done	2.5979	1.22185	51.958
Monetary Incentives for a job well done	1.6495	.89024	32.99
Public Celebration for a job well done	1.6082	.87270	32.164
Total	2.664	1.1109	53.281

**7.3.2 Affective commitment:** The mean score for affective commitment as we shown in Table (8) is (2.821), this value indicates to low affective commitment for employees. The top two questions were “I feel a strong sense of belonging to this organization” and “I feel like ‘part of my family’ at this organization” with mean values (3.4639) and (3.0722) respectively, which means there is emotional feeling from employees toward their organizations. In another side the question “I would be very happy to spend the rest of my career in this organization” has a lower rank in affective commitment with (1.9794) as a mean value, this indicate to the desire to leave the current organization.

Table (8) Mean and Standard Deviation for each question of the Affective Commitment

Item	Mean	Standard Deviation	Percentage
I would be very happy to spend the rest of my career in this organization	1.9794	1.15451	39.588
I really feel as if this organization's problems are my own	2.7320	1.30316	54.64
I feel like ‘part of my family’ at this organization	3.0722	1.36357	61.444
I feel ‘emotionally attached’ to this organization	2.7526	1.23348	55.052
This organization has a great deal of personal meaning for me	2.9278	1.15693	58.556
I feel a strong sense of belonging to this organization	3.4639	4.76983	69.278
Total	2.821	1.830	56.42

**7.3.3 Continuance commitment:** As we shown in Table (9) the mean score for continuance commitment is (2.9227), this value indicates to low continuance commitment for respondents.

Table (9) Mean and Standard Deviation for each question of the Continuance Commitment

Item	Mean	Standard Deviation	percentage
It would be very hard for me to leave my job at this organization right now even if I wanted to	2.7216	1.37494	54.432
Too much of my life would be disrupted if I leave my organization	2.1753	1.22483	43.506
Right now, staying with my job at this organization is a matter of necessity as much as desire	3.5155	1.20859	70.31
I believe I have too few options to consider leaving this organization	3.1959	1.27997	63.918
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	3.1856	1.27745	63.712
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	2.7423	1.25232	54.846
Total	2.9227	1.269	58.454

Table (9) demonstrates the top two questions, “Right now, staying with my job at this organization is a matter of necessity as much as desire” and “I believe I have too few options to consider leaving this organization” with mean values (3.5155) and (3.1959) respectively. This indicates to the strong desire to stay in the company for economic reasons and lack of other available alternatives, which forced the employee to stay in the company. The lower mean value is (2.1753) for “Too much of my life would be disrupted if I leave my organization”.

**7.3.4 Normative Commitment:** The mean value for normative commitment as we shown in Table (10) is (2.83676), this score indicates to low normative commitment for respondents. The high component score for “I

don't feel any obligation to remain with my organization" with mean value (3.2062).

Table (10) Mean and Standard Deviation for each question of the Normative Commitment

Item	Mean	Std. Deviation	Percentage
I do not feel any obligation to remain with my organization (External)	3.2062	1.33024	64.124
Even if it were to my advantage, I do not feel it would be right to leave	2.6495	1.25865	52.99
I would feel guilty if I left this organization now	2.8969	1.38055	57.938
This organization deserves my loyalty	2.6392	1.24319	52.784
I would not leave my organization right now because of my sense of obligation to it	2.9072	1.28357	58.144
I owe a great deal to this organization	2.7216	1.40492	54.432
Total	2.83676	1.316	56.73533

The bottom rank for "This organization deserves my loyalty" with mean value (2.6392). This indicates to lack of the care from the organization toward their organization and employees feeling of not belonging to their organization.

#### 7.4 Test of Hypotheses:

Linear regressions were used to test this hypothesis (Significant at 0.05 level).

**7.4.1** Main hypothesis: Employee motivation has significant impact on organizational commitment.

Table (11) bellow shows the results of regression for the employee motivation against the organizational commitment.

Table (11) Regression model summary for main hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Main hypothesis	0.398	0.158	0.149	0.68876

Table (12) ANOVA table for main hypothesis

Model		Sum of Squares	Df	Mean Square	F	Sig.
Main hypothesis	Regression	8.458	1	8.458	17.829	0.000
	Residual	45.067	95	0.474		
	Total	53.525	96			

Based on Table (12), the overall result for the regression model was significant ( $p = 0.000 < 0.05$ ), the result of the test shows that employee motivation has significant impact on organizational commitment.

The result considered that employee motivation can be used to predict the organizational commitment, it means that if the employee motivation is increasing the organizational commitment may also increase and vice versa. This means that employee motivation has an important role to play in enhancing organizational commitment of employees.

Depending on the R Square value of (0.158), the employee motivation could explain 15.8 % variation in the employees' organizational commitment.

**7.4.2** Secondary hypothesis:

*Hypothesis 1:* Employee motivation has significant impact on affective organizational commitment.

Table (13) bellow shows the results of regression for the employee motivation against the affective organizational commitment.

Table (13) Regression model summary for H1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H1	0.344	0.119	0.109	1.13496

Table (14) ANOVA table for H1

Model		Sum of Squares	Df	Mean Square	F	Sig.
H1	Regression	16.474	1	16.474	12.789	0.001 <sup>a</sup>
	Residual	122.373	95	1.288		
	Total	138.847	96			

Based on Table (14), the overall result for the regression model was significant ( $p = 0.001 < 0.05$ ), the



result of the test shows that employee motivation has significant impact on affective organizational commitment.

The result considered that employee motivation can be used to predict the affective organizational commitment, it means that if the employee motivation is increasing the affective organizational commitment may also increase and vice versa.

Depending on the R Square value of (0.119), the employee motivation could explain 11.9% variation in the employees' affective organizational commitment.

*Hypothesis 2:* Employee motivation has significant impact on continuance organizational commitment.

Table (15) bellow shows the results of regression for the employee motivation against the continuance organizational commitment.

Table (15) Regression model summary for H2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H2	0.238	0.057	0.047	0.79053

Table (16) ANOVA table for H2

Model		Sum of Squares	Df	Mean Square	F	Sig.
H2	Regression	3.579	1	3.579	5.728	0.019 <sup>a</sup>
	Residual	59.368	95	0.625		
	Total	62.948	96			

According to Table (16), the overall result for the regression model was significant ( $p = 0.019 < 0.05$ ), thus results indicate support for the first secondary research hypothesis. We accept the hypothesis and that employee motivation are significantly impact on the continuance organizational commitment.

The result considered that employee motivation can be used to predict the continuance organizational commitment, it means that if the employee motivation is increasing the continuance organizational commitment may also increase.

Depending on the R Square value of (0.057), the employee motivation could explain 5.7% variation in the employees' continuance organizational commitment.

*Hypothesis 3:* Employee motivation has significant impact on normative organizational commitment.

Table (17) bellow shows the results of regression for the employee motivation against the normative organizational commitment.

Table (17) Regression model summary for H3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H3	0.331	0.110	0.100	0.81091

Table (18) ANOVA table for H3

Model		Sum of Squares	Df	Mean Square	F	Sig.
H3	Regression	7.696	1	7.696	11.703	0.001
	Residual	62.470	95	0.658		
	Total	70.166	96			

Depending on Table (18), the overall result for the regression model was significant ( $p = 0.001 < 0.05$ ), the result of the test shows that employee motivation has significant impact on normative organizational commitment, this results support the third secondary research hypothesis, therefore we accept the hypothesis.

We may predict normative organizational commitment depending on employee motivation, it means that if the employee motivation is increasing the normative organizational commitment may also increase and vice versa.

Depending on the R Square value of (0.110), the employee motivation could explain 11% variation in the employees' normative organizational commitment.

## 7.5 Pearson Correlation

Table (19) Pearson Correlation

		Organizational commitment	Affective organizational commitment	Continuance organizational commitment	Normative organizational commitment
Employee motivation	Pearson Correlation	0.398	0.344	0.238	0.331
	Sig. (2-tailed)	0.000	0.001	0.019	0.001
	N	97	97	97	97

\* The significant at the 0.05 level (2-tailed)

Table (19) above provides the correlation analysis between employee motivation and organizational commitment (affective organizational commitment, continuance organizational commitment and normative organizational commitment). We used Pearson correlation to describe the strength linear relationship between employee motivation and organizational commitment variables. All variables used in this study i.e. employee motivation and organizational commitment are positively correlated with each other and these relationships are significant at 5% level of significance. The correlation coefficient between employee motivation and each variable of organizational commitment (affective, continuance and normative) are (0.344, 0.238 and 0.331) respectively. The correlation between employee motivation and affective organizational commitment is stronger than continuance and normative.

## 8. Discussion and Conclusion:

This study has investigated the relationship between employee motivation and the three variables of organizational commitment namely; affective, continuance and normative organizational commitment. The study revealed that there is a significant impact from employee motivation of front line employees of retail stores in Jordan on organizational commitment (affective, normative and continuance).

Employees' motivation and commitment were investigated and it was found that the employees are neither motivated nor committed to their duties.

As we noticed from the analysis, the workers' attitude and perception of the motivational factors varies, however majority of them believe that "good wages" and "gratitude for a job well done" play a key role in motivating them into performing their duties in a desirable manner.

As we showed in previous analysis, the strong relationship between colleagues considered as the most motivational factor that affect employees in our study.

The present results has indicated that the correlation between employee motivation and affective commitment is strongest ( $r = 0.344$ ), this was followed by normative commitment ( $r = 0.331$ ) and continuance commitment ( $r = 0.238$ ). Employee motivation has the least correlation with continuance commitment.

Employees with strong affective commitment feel an emotional attachment to the organization and therefore will have a greater motivation and desire to contribute to the organization than employees with weak affective commitment.

Employees with strong normative commitment are related to the organization by feelings of obligation and duty.

## 9. Recommendation:

This study suggests that investing on motivational factors such as wages, that is important towards achieving employees' motivation and commitment where that when employees' level of motivation and commitment are high, production activities will increase correspondingly.

It is necessary for the management to meet the demands of their staff and improve their conditions to strengthen their motivation to maximize organizational commitment.

However, the "opportunity for training" also has its motivating effect on the employees.

It is imperative to create the loyalty and love between the employees toward the organization and implement the reward systems, employee empowerment and job involvement.

## References

- Aborisade, R., and Obioha, E. (2009), The Role of motivation in enhancing job commitment in Nigeria industries, *Kamla-Raj, J Soc Sci*, 19, 2, 149-154.
- Ahmad, N. & Oranye N. O. (2010), Empowerment, job satisfaction and organizational commitment: a comparative analysis of nurses working in Malaysia and England, *Journal of Nursing Management*, 18, 582-591.
- Alkhaffaf, M. (2011), The impact of empowering employees on organizational development: A case study of

- Jordan ICT Sector, *Journal of US-China Public Administration*, 8, 7, 808-814.
- Allen, N. J., & Meyer, J. P. (2000), Family Supportive Work Environment: The Role of Employers, *Journal of Vocational Behavior*, 58, 414-435.
- Awamleh, N. A. (1996), Organizational commitment of civil service managers in Jordan: a field study, *Journal of Management Development*, 15, 5, 65-74.
- Charles, K. R., & Marshall, L. H. (1992), Motivational preferences of Caribbean hotel workers: an exploratory study, *International Journal of Contemporary Hospitality Management*, 4, 3.
- Cho, T., and Faerman, S. (2010), An integrative approach to empowerment: Construct definition, measurement, and validation, *Public Management Review*, 12, 1, 33-51.
- Choong, Y. O., Wong, K. L., & Lau, T. C. (2011), *Intrinsic Motivation and Organizational Commitment In The Malaysian Private Higher Education Institutions: An Empirical Study*, *International Refereed Research Journal*, 2, 4, 40-50.
- Denton, K. (1987), Effective Appraisals: Key to Employee Motivation. *Industrial Engineering*, 19, 12, 24.
- Dwivedula, Ravikiran, & Müller, R. (2011), Work Motivation as a Determinant of Organizational and Professional Commitment in Case of Temporary Organizations: Theoretical Perspectives, *International Research Network for Organizing by Projects IRNOP 10*, University of Quebec, Montreal, 1-27.
- Gagne, M., & Deci, E. L. (2005), Self-determination Theory and Work Motivation, *Journal of Organizational Behaviour*, 26, 331-362.
- George L., Sabapathy T. (2011), Work Motivation of Teachers: Relationship with Organizational Commitment, *Canadian Social Science*, 7, 1, 90-99.
- Geomani, (2012), Impact of Motivation on Employee Job Performance, 46 P, [http://ivythesis.typepad.com/term\\_paper\\_topics/2010/01/the-impact-of-motivation-on-employee-performance-research-proposal.html](http://ivythesis.typepad.com/term_paper_topics/2010/01/the-impact-of-motivation-on-employee-performance-research-proposal.html)
- Johnson, C. R. (2005). Employee motivation: a comparison of tipped and non-tipped hourly restaurant employee, *Doctoral dissertation, University of Central Florida Orlando, Florida*.
- Lord, R. L. (2002), Traditional Motivation Theories and Older Engineers, *Engineering Management Journal*, 14, 3, 3 – 7.
- Meyer, J. P., & Allen, N. J. (1987), A Longitudinal Analysis of The Early Development and Consequences of Organizational Commitment, *Canadian Journal of Behavioral Science*, 19, 199-215.
- Meyer, J.P., and Allen, N.J. (1991) , A Three-Component Conceptualization of Organizational Commitment, *Human Resource Management Review*, 1, 61-89.
- Meyer, J. P., Allen, N. J. Smith, C. A. (1993), Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization, *Journal of Applied Psychology*, 78,4, 538-552.
- Meyer, J. P., and Allen, N. J. (1997), Commitment in the Workplace: Theory, Research, and Application, *Thousand Oaks, CA: Sage Publications*.
- Meyer, J. P., & Herscovitch, L. (2001), commitment in the workplace: Toward a general model, *Human resource management review*, 11, 3, 299-326.
- Mohsan, F., Nawaz, M. M., Khan, M., Shaukat, Z., & Aslam, N. (2004), 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.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment, *Journal of vocational behavior*, 14, 2, 224-247.
- Mooday, R.T., Porter, L.W., & Steer, R.M. (1982). Employees organization linkages, New York: Academic Press.
- Rai. Sumita. (2004), Motivational Theories and Incentives Approaches, *IIBM Management Review*.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5,1/2, 52-63.
- Robbins, S. P. and Judge, T. (2008), *Organizational Behavior*, 13<sup>th</sup> edition
- Samad, S. (2007), Assessing the Effects of Job Satisfaction and Psychological Contract on Organizational Commitment among Employees in Malaysian SMEs, *The 4<sup>th</sup> SMEs IN A Global Economy Conference 2007*.
- Sekaran, U. (2003), *Research Methods For Business*, 4<sup>th</sup> edition
- Simons, T. & Enz, C. (1995), Motivating hotel employees. *Cornell Hotel and Restaurant Administration Quarterly*, 36, 1, 20-27.
- Tella, A., Ayeni, C. O., & Popoola, S. O. (2007), Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*, 9, 2, 13.
- Thomas, K. B., & Velthouse, B. A. (1990), Cognition Elements of Empowerment: An "Interpretive" Model of

- Intrinsic Task Motivation, *Academy of Management Review*, 15, 666-681.
- Warsi, S., Fatima, N., & Sahibzada, S. A. (2009), Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan, *International Review of Business Research Papers*, 5, 3, 399-410.
- Wong, S., Siu, V., & Tsang, N. (1999), The impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. *International Journal of Contemporary Hospitality Management*, 11, 5, 230-242.