

Determinants of Employee Motivation for Organisational Commitment

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Abstract: Motivation is a psychological process in which unsatisfied needs produces drives that are focused on goals. Managers focus on extrinsic rewards, such as pay, to motivate employees, while ignoring intrinsic rewards which enhance employee commitment and job satisfaction. The study was conducted by survey method and interview of employees in University of Nigeria, Enugu Campus. Secondary data were obtained from books, journals, and internet. The target population consists of senior administrative staff and academic staff in the University. The objectives of the study are to ascertain the dimensions of motivation for employee commitment, determine how salary and working condition influence employee productivity, and ascertain the extent to which responsibility and personal growth influence employee commitment. Findings revealed that job design and autonomy are dimensions of motivation for employee commitment, salary and working condition have long - term effect on employee productivity, responsibility, and personal growth had a significant and positive influence on employee commitment. The conclusion and recommendation respectively state that: High performance could be achieved by highly – motivated people who are ready to use their discretionary effort. Organisations should provide the scenario within which high levels of motivation can be achieved by offering incentives and rewards, satisfying work, and opportunities for learning and growth.

Keywords: Motivation, Commitment, Empowerment, Responsibility, Personal growth

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I. Introduction

The connection between the organization and its members is controlled by what motivates them to function, the rewards there from, and the attendant satisfaction they derive from it. The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. The manager needs to know how best to elicit the cooperation of staff and direct their performance to achieving the goals and objectives of the organization. The manager must understand the nature of human behaviour and how best to motivate staff so that they work willingly and effectively. As succinctly put by (Mullins, 2005) productivity and quality service is enhanced when positive motivation philosophy and practice is in place, because motivation helps people towards: achieving goals, gaining a positive perspective, creating the power to change, building self- esteem and capability, and managing their development and helping others.

Also, motivation is an integral aspect of employee performance and productivity. It refers to the forces within a person that affects his or her direction, intensity, and persistence of voluntary behaviour (McShane and Glinow, 2000). Motivation is concerned with what activates human behaviour, motivation is concerned with what directs this behaviour toward a particular goal, motivation is concerned with how this behavior is sustained (Rue and Byars, 2000). Motivation is seen as psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence (Jones and George, 2009). Generally, the term is synonymous with direction and persistence of action. On this note, (Krech, Crutchfield and Ballachey, 1962) posit that motivation is concerned with why people choose a particular course of action in preference to others, and why the chosen action is sustained, usually for a long period of time, with the attendant strains and stress. Fundamentally, the concept revolves around the reason why people behave in a certain way, hence, (Pate, 1998) poses the basic underlying question why do what they do? However, whether motivation is considered from employee performance and productivity perspective or from the angle of direction and persistence of actions, it is naturally a goal-directed behaviour. Therefore, motivating other people entail getting them to move in the desired direction in order to achieve a result. For instance, (Armstrong, 2003) suggests that people are motivated when they expect that a plan is likely to bring about goal attainment and a valued reward (one that satisfies their needs). Apart from the goal achievement, employee performance and action direction viewpoints, (Luthans and Doh, 2012) suggest that motivation is a psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or

incentives, hence, a person with an unsatisfied need will undertake goal- directed behaviour to satisfy the need. Thus, as a psychological process by which employees set goals to achieve their varied needs, organisations should provide various means of ensuring that employees' personal goals are achieved so that they can contribute towards achieving the organizational goals.

1.1 Problem Statement

Employees need to be motivated to enhance productivity. Motivation should be continuous and varied. Employees have different needs, they set different goals to satisfy those needs and they take actions to accomplish the goals. It is not proper to use one source of motivation on employees with varied needs. Managers often use only extrinsic reward such as pay to motivate employees and ignore intrinsic rewards. However, employees get frustrated where they are not treated fairly and the chance of employee turnover increases. Employee turnover forces the organization to hire personnel regularly: this increases cost and takes time.

1.2 Research Questions

The problem stated brought out the following research questions

What are dimensions of motivation for employee commitment?

How could salary and working condition influence employee productivity?

To what extent do responsibility and personal growth influence employee commitment?

1.3 Objectives of the Study

The specific objectives of the study are to:

Ascertain the dimensions of motivation for employee commitment.

Determine how salary and working condition influence employee productivity.

Ascertain the extent to which responsibility and personal growth influence employee commitment.

II. Conceptual Framework

2.1.1: ENHANCING WORK MOTIVATION THROUGH JOB DESIGN

The strategies that increase the motivational potential of jobs comprise of job rotation, job enlargement, and job enrichment.

Job Rotation: Job rotation involves moving employees from job to job at regular intervals. When employees periodically move to different jobs, the monotonous aspect of job specialization can be relieved. It is the practice of moving employees from one job to another, typically for short periods of time (McShane and Glinow, 2000). Considered from the organizational benefit standpoint, it is an effective way for employees to acquire new skills and in turn for organizations to increase the overall skill level of their employees to perform different tasks through cross-training and knowledge transfer between departments, thereby enhancing the flexibility of managers to assign employees to different parts of the organisation when needed (Campion, Cheraskin and Stevens, 1994; Kane, Argote and Levine, 2005). This way, employee boredom can be reduced depending on the nature of the jobs the employee is performing at a given time. From the employee standpoint, the acquisition of new skills that keep them marketable in the long run is an additional benefit (Wylie, 2003). Accordingly, job rotation provides the variety of tasks which an employee needs to overcome boredom and to function optimally.

Job Enlargement: This entails increasing the number of tasks employees perform within their jobs. Two or more complete jobs can be combined into one or just add one or two more tasks to an existing job. Job enlargement significantly improves customer service. In addition, assigning all tasks to one employee minimizes coordination problems. However, research indicates that simply giving employees more tasks would not affect motivation, performance, or job satisfaction. Instead, these benefits result only when skill variety is combined with more autonomy and job knowledge. Employees are motivated when they have a variety of tasks and have the freedom and knowledge to structure their work to achieve the highest satisfaction and performance (McShane and Glinow, 2000).

Job enlargement also refers to expanding the tasks performed by employees to add more variety. Research indicates that when jobs are enlarged, employees view themselves as being capable of performing a broader set of tasks (Parker, 1998). Thus, organizations hope to reduce boredom and monotony as well as utilize human resources more effectively by giving employees several different tasks to be performed as opposed to limiting their activities to a small number of tasks. Logically, job enlargement may have similar benefits to job rotation, based on the premise that it may also involve teaching employees multiple tasks. Additionally, (Campion and McClelland, 1991) adjudged job enlargement as highly essential, because it is positively related to employee satisfaction and higher quality customer services as well as improves the opportunities for catching errors. Remarkably, this claim, may depend on the type of enlargement. For instance, job enlargement consisting of simple task additions negatively impacted on employee satisfaction with resultant and fewer errors

being caught. Alternatively, giving employees more tasks that require them to be knowledgeable in different areas seemed to have more positive effects (Campion & McClelland, 1993).

Job Enrichment: This aspect involves changing job specifications to broaden and add challenge to the tasks required in order to increase productivity. It is designed to increase the degree of responsibility a worker has over a job by empowering them to experiment to find new or better ways of doing the job. Job enrichment encourages workers to develop new skills; to decide how to do the work, and grants them the responsibility for deciding how to respond to unexpected situations, as well as the volition to monitor and measure their own performance. The idea behind job enrichment is that increasing worker's responsibility increases their involvement in their jobs and thereby increasing their interest in the quality of the goods they make or the services they provide. Thus, managers who make design choices that increase the job enrichment is likely to increase the degree to which people behave flexibly rather than rigidly or mechanically (Hellriegel, Jackson and Slocum, 1999).

This approach allows employees more control over how they perform their own tasks, hence, assuming greater responsibility. As an alternative to job specialization, companies using job enrichment may experience positive outcomes, such as reduced turnover, increased productivity, and reduced absences (McEvoy and Cascio, 1985; Locke, Sirota & Wolfson, 1976). This may be because employees that have the authority and responsibility on their work can be more efficient, eliminate unnecessary tasks, take shortcuts, and increase their overall performance. On the flip side, however, there is evidence that job enrichment may sometimes cause dissatisfaction among certain employees (Locke, Sirota & Wolfson, 1976). The reason is not far-fetched as employees who are given additional responsibility and autonomy would naturally expect higher pay or other forms of benefits. This expectation when unattended, may lead to frustration. However, motivating employees through job design reduces boredom and monotony and also help to utilize human resource effectively.

2.1.2: MOTIVATION THROUGH EMPOWERMENT, AUTONOMY AND TASK SIGNIFICANCE

(i) Empowerment

Empowerment indicates a form of decentralization that involves the delegation of substantial decision making authority to subordinates. Under this arrangement, managers express confidence in the ability of employees to perform at high levels and are also encouraged to accept personal responsibility for their work. One result of empowerment is that employees demonstrate more initiatives and perseverance in pursuing organizational goals (Rue and Byars, 2000).

Benefits of Empowerment

An empowered employee is thus given 'more space' to use his or her talents, thereby facilitating much more decision – making closer to the point of impact. Empowering employees according to (Green, 1998) offers additional advantages which includes but not limited to expedited decision – making process and reaction times, enhances creative and innovative capacities as well as provides for greater job satisfaction, motivation, and commitment. It enables employees to gain a greater sense of achievement from their work and reduces operational costs by eliminating unnecessary layers of management and the consequent checking and re – checking operations

Similarly, (Sell, 1998) suggests that empowerment makes greater use of the knowledge, skills, and abilities of the workforce; thus, it encourages team working and can aid the successful implementation of change programmes if combined with meaningful participation. Although few manufacturing companies empower their staff, research shows that empowerment can be one of the most effective tools in raising both productivity and profit. It develops an individual's knowledge so they take a broader and more proactive orientation towards their job, and more willing to suggest new ways of doing things and to engage in meaningful team working (Wall and Wood, 2002). Employee empowerment has widely been recognized as an essential contributor to organisational success and many authors observed its direct effect on employee performance, job satisfaction and organizational commitment (Meyerson & Dewettinck, 2012). Empowerment is necessary for talented employees. In Nigeria for example, public sector organizations rarely empower their employees. This is because of the bureaucratic system of the public sector.

(ii) Autonomy

Autonomy is the degree to which a person has the freedom to decide how to perform his or her task. For instance, an instructor who is required to follow a predetermined textbook, covering a given list of topics using a specified list of classroom activities, has low autonomy. On the other hand, an instructor who has discretionary advantage to choose the textbook, design the course content, and to adopt the most appropriate method of knowledge transfer has higher autonomy. Autonomy among other benefits increases motivation at

work. Granting employees adequate autonomy at work is essential to individual and company success because such employees are free to choose how to do their jobs and therefore can be more effective. They are also less likely to adopt a “this is not my job” approach to their work environment and instead be proactive and creative (Morgeson, Delaney – Klinger & Hemingway, 2005). Similarly, (Armstrong, 2003) defines autonomy as the freedom and independence the job holder has, including discretion to make decisions, exercise choice, schedule the work and decide on the procedures to carry it out, and the job holder’s personal responsibility for outcomes. Deductively, this position accedes to the claim by (Gumel, 2008) that giving employees autonomy is also a great way to train them on the job. Autonomy enhances flexibility and enables employees to use their initiatives. Autonomy is guaranteed for academic staff in higher institutions in Nigeria. This is because an academic staff has the freedom to perform his work by his own initiative. The academic staff learns through research and experience.

(iii) Task Significance

Task significance refers to whether a person’s job substantially affects other people’s work, health, or well-being (Armstrong, 2003; Grant, 2008). This viewpoint suggests that task significance is the extent to which the job contributes to substantial impact on the lives and work of other people, therefore, employees tend to feel that they are making an impact on their environment, which in turn boosts motivation and self-worth. Apparently, people are motivated when they notice that their jobs affect other peoples’ well- being.

2.1.3: TYPES OF MOTIVATION

There are two types of motivation as originally presented by Herzberg, Mausner, and Synderman (1957):

Intrinsic Motivation: the self- generated factors that influence people to behave in a particular way or to move in a particular direction and these factors include; responsibility (feeling induced by the importance of work and control over resources), autonomy (the freedom to act), discretionary advantages over skills and ability development, interesting and challenging work as well as other opportunities for advancement.

Extrinsic Motivation: this implies the externally induced actions directed to motivate people. This includes rewards: increased pay, praise, promotion, and punishment, such as disciplinary action, withholding pay, or criticism.

Extrinsic motivators can have a powerful effect, but it will not necessarily last long unlike the intrinsic motivators that are connected to the quality of working life with a profound and long-lasting effect. This is because they are inherent in individuals and not necessarily achieved externally. Intrinsic and extrinsic types of motivation are required for the true motivation of employees in the workplace. Employees need both intrinsic and extrinsic rewards to get real motivation. In some organizations, employees are left with only pay, ignoring such rewards as promotion, interesting and challenging work, and opportunity for advancement.

2.1.4: ORGANISATIONAL COMMITMENT AND DRIVERS OF EMPLOYEE COMMITMENT

Organisational commitment refers to the loyalty of an employee towards his or her organization (Ghorbanhosseini, 2012). Organisational commitment is described by Meyer & Allen, 1997) as the degree of attachment to an organization and is characterized by valuing the shared benefits held between an employee and his or her organization. Moreover, organizational commitment is seen by Rae (2013) as a desire to maintain the affiliation with an organization and is reflected in the willingness to exert a high level of effort to achieve organizational goals. (Adapted from Hanaysha, 2016).

The following factors were found to be strong drivers of employee commitment.

- **Management Effectiveness:** employees are motivated when their managers have sound decision – making ability, successfully engage their employees, and value their employees.
- **Positive work Environment:** to be productive, employees need a healthy, safe workplace with access to information needed to do their jobs.
- **Clear communication:** managers can increase commitment by making sure employees understand their company’s goals, their own job, and the link between their job and the customer.

Having employees harness self – direction and self- control in pursuit of common objectives was far more preferable to imposing a system of controls designed to force people to meet objectives they didn’t understand or share. This is in line with (Luthans and Doh, 2012) position that rewarding people for achievement was a far more effective way to reinforce shared commitment than punishing them for failure. Evidently, employee commitment is necessary for sustained organizational success, thus, organisations should provide both intrinsic and extrinsic rewards to the employees and as well as a positive work environment, management effectiveness, and clear communication.

2.2: THEORETICAL FRAMEWORK

Equity Theory

Equity theory focuses on how motivation is affected by people's perception of how fairly they are being treated. The theory holds that if people perceive that they are being treated fairly, such perception causes a positive effect on their job performance and satisfaction, thereby eliminating the need to strive for equity. Conversely, if they believe they are not being treated fairly, especially in relation to relevant issues, they will be dissatisfied, and this belief will have a negative effect on their job performance and they will strive to restore equity (Luthans and Doh, 2012).

The Expectancy Theory

The expectancy approach to motivation was developed by Victor H. Vroom. The expectancy approach postulates that motivation is largely influenced by a multiplicative combination of a person's belief that: Effort will lead to performance (Expectancy) Performance will lead to specific outcomes (Instrumentality) The outcomes will be of value to the individual (Valence) The theory predicts that high performance followed by high rewards will lead to high satisfaction (Adapted from Luthans and Doh, 2012).

Managerial Implications of Expectancy Theory

Increase expectancies: Provide a work environment that facilitates good performance, and set realistically attainable performance goals, provide training, support, and encouragement so that people are confident they can perform at the levels expected of them.

Identify positively valent outcomes: Understand what people want to get out of work. Think about what their jobs provide them and what does not provide but could be provided (Bateman and Snell, 2009).

Make performance instrumental toward positive outcomes: Make sure that good performance attracts personal recognition and praise, favourable performance reviews, pay increases, and other positive results (Bateman and Snell, 2009). Managerial implications of expectancy theory revealed that, to increase expectancies of employees in an organization. The manager should provide a work environment that facilitates good performance of employees and set specific attainable goals, provide training and encourage employees. The manager should understand what employees want to get from working and ensure that employees get what they want. The manager should make performance attract positive outcomes, such as praise, recognition and increased pay.

Impact of Expectancy Theory on Motivation

For motivation to be high, expectancy, instrumentalities, and total valence of all outcomes must be high. As a result, an employee will not be highly motivated if

- He believes he can't perform well enough to achieve the positive outcomes that he knows the organization provides to good performers (high valence and high instrumentality but low expectancy).
- He knows he can do the job, and want the favourable outcomes, yet believes that no matter how well he performs, the rewards will not be forthcoming (high expectancy, and positive valences but low instrumentality).
- He knows he can do the job and is fairly certain what the ultimate outcomes will be, however, he doesn't want those outcomes (high expectancy and high instrumentality but low valence (Bateman and Snell, 2009). The impact of expectancy theory on motivation revealed that an employee will be motivated if he knows that he can perform well to get the positive outcomes that he knows the organization provides to good performers.

2.3: PREVIOUS WORKS

Ezigbo (2012) conducted a study on reducing turnover by motivation in public sector organizations in Nigeria. The study was carried out for the most part through the survey method and oral interview of employees in three public sector organizations. Findings revealed that intrinsic satisfaction, economic rewards and social relationship are the needs and expectation of people at work. It underscored the essence of employees' motivation towards the success of any organization: motivated employees are happy, productive and committed. Additionally, it established the existence of a significant relationship between motivation, job satisfaction, and work performance; hence, the nature of the work, one's interest in the job, personal growth and development, and style of leadership would affect job satisfaction. The study recommended among other things that employee incentive programme offers rewards for outstanding performance, hard work or result. Tirkey and Badugu (2012) conducted a study on motivation level of employee's in small scale industries (SSI) in Aligarh District of Uttar Pradesh, India. The objective was to study the motivational level of employees of small scale industries

and its association with gender and educational qualification. Findings indicated that there is no significant difference in the motivation levels of employees having a different educational qualification. There exists a significant difference in the motivation levels between the male and the female employees of the Small Scale Industry. The study recommended that to boost up the motivation level of the employees in SSI, concrete actions should be taken to improve the physical working conditions meant for the use of the SSI employees. Employees should have to be continuously encouraged to ensure that their motivation level is maintained/ improved which in turn will play a catalyst role in boosting their productivity and in a broader perspective, the profitability of the organization.

III. Methodology

The study was conducted by survey method and interview of employees in University of Nigeria. Secondary data were obtained from books, journals, and internet. The target sample consists of 50 senior administrative and academic staff in the University of Nigeria, which was purposely selected. The sample data was analysed using the Spearman rho bivariate correlation technique on SPSS (v.20).

TABLE 1: Analyses of Respondent’s Responses

S/N	Questions	Yes, in Number	%	No, in Number	%	Total in Number	Total in %
1	To ascertain dimensions of motivation for Employee Commitment						
1	(i) Are you motivated when you have a variety of tasks and have the freedom and knowledge to do them?	42	84	08	16	50	100
	(ii) Can you be efficient, if you have authority and responsibility over your work?	48	96	02	04	50	100
	(iii) Are you motivated if you notice that your job affects other people’s wellbeing?	31	62	19	38	50	100
	(iv) Can you be motivated, if you have autonomy in a routine task?	33	66	17	34	50	100
2	To determine how Salary and Working Condition Influence Employee Productivity.						
	(i) Does your productivity increase when there is improved salary?	49	98	01	02	50	100
	(ii) Does your productivity increase when there is improved working condition?	46	92	04	08	50	100
	(iii) Does increase in your productivity due to improved salary and working conditions last long?	36	72	14	28	50	100
	(iv) Does improved salary and working conditions highly influence productivity?	46	92	04	08	50	100
3	To ascertain the extent to which responsibility and personal growth influence employee commitment.						
	(i) Do you feel motivated when you have responsibility and authority to act?	45	90	05	10	50	100
	(ii) Would you be committed to your job if it allows personal growth and development?	42	84	08	16	50	100
	(iii) Would you be committed to your job if you have responsibility and authority to act but lacks personal growth?	10	20	40	80	50	100
	(iv) Would you be committed when your responsibility increases?	37	74	13	26	50	100

Source: Field Survey, 2017

IV. Analyses of Results

The responses obtained from the questions asked on dimensions of motivation for employee commitment are 42, 48, 31 and 33 representing 84%, 96%, 62% and 66% respectively gave answers in the affirmative while 8, 02, 19, and 17 representing 16%, 4%, 38% and 34% respectively had a contrary opinion.

H₁. Job design and autonomy are dimensions of motivation for employees’ commitment.

Result

DATASET ACTIVATE DataSet4. CORRELATIONS /VARIABLES=Job_design Autonomy People_wellbeing Motivation_Commitment
/PRINT=ONETAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.

Descriptive Statistics			
	Mean	Std. Deviation	N
Job_design	25.0000	24.04163	2
Autonomy	25.0000	32.52691	2
People_wellbeing	25.0000	8.48528	2
Motivation_Commitment	25.0000	11.31371	2

NONPAR CORR /VARIABLES=Job_design Autonomy People_wellbeing Motivation_Commitment
/PRINT=SPEARMAN ONETAILED NOSIG /MISSING=PAIRWISE.

		Correlations				
		Job_design	Autonomy	People_wellbeing	Motivation_Commitment	
Spearman's rho	Job_design	Correlation Coefficient	1.000	1.000**	1.000**	1.000**
		Sig. (1-tailed)	.	0.000	0.000	0.000
		N	2	2	2	2
	Autonomy	Correlation Coefficient	1.000**	1.000	1.000**	1.000**
		Sig. (1-tailed)	0.000	.	0.000	0.000
		N	2	2	2	2
	People_wellbeing	Correlation Coefficient	1.000**	1.000**	1.000	1.000**
		Sig. (1-tailed)	0.000	0.000	.	0.000
		N	2	2	2	2
	Motivation_Commitment	Correlation Coefficient	1.000**	1.000**	1.000**	1.000
		Sig. (1-tailed)	0.000	0.000	0.000	.
		N	2	2	2	2

** . Correlation is significant at the 0.01 level (1-tailed).

Job design and autonomy have a strong positive relationship with motivation for employees' commitment ($r_s = 0.1$, $n = 2$, $p < 0.01$). Therefore, there is a sufficient statistical evidence to conclude that job design and autonomy are dimensions of motivation for employees' commitment.

The responses obtained from the questions asked on how salary and working condition affect employee productivity are 49, 46, 36 and 46 representing 98%, 92%, 72 and 92% respectively gave answers in the affirmative while 01, 04, 14 and 04 representing 2%, 8%, 28% and 08% respectively had a contrary opinion.

H₂. Salary and working condition have long-term effect on employee productivity.

Test Result

CORRELATIONS /VARIABLES=Improved Salary, Improved Working,Condition Longterm effect on Prod_ Productivity
/PRINT=ONETAILED NOSIG /STATISTICS DESCRIPTIVES XPROD/MISSING=PAIRWISE.

	Descriptive Statistics		
	Mean	Std. Deviation	N
Improved_Salary	25.0000	33.94113	2
Improved_Working_Condition	25.0000	29.69848	2
Longterm_effect_on_Prod	25.0000	15.55635	2
Productivity	25.0000	29.69848	2

NONPAR CORR

/VARIABLES=Improved_Salary Improved_Working_Condition Longterm_effect_on_Prod Productivity
/PRINT=SPEARMAN ONETAILED NOSIG
/MISSING=PAIRWISE.

		Correlations			
		Improved_Salary	Improved_Working_Condition	Longterm_effect_on_Prod	Productivity
Spearman's rho	Improved_Salary	Correlation Coefficient	1.000	1.000**	1.000**
		Sig. (1-tailed)	.	0.000	0.000
		N	2	2	2
	Improved_Working_Condition	Correlation Coefficient	1.000**	1.000	1.000**
		Sig. (1-tailed)	0.000	.	0.000
		N	2	2	2

	tailed)				
	N	2	2	2	2
	Correlation Coefficient	1.000**	1.000**	1.000	1.000**
\Longterm_effect_on_Prod	Sig. (1-tailed)	0.000	0.000	.	0.002
	N	2	2	2	2
	Correlation Coefficient	1.000**	1.000**	1.000**	1.000
Productivity	Sig. (1-tailed)	0.000	0.000	0.002	.
	N	2	2	2	2

** . Correlation is significant at the 0.01 level (1-tailed).

Salary and working condition have a significant long-term and strong positive effect on employee productivity ($r_s = 0.1$, $n = 2$, $p < 0.01$).

The responses obtained from the questions asked on the extent to which responsibility and personal growth influence employee commitment are 45, 42, 10 and 37 representing 90%, 84%, 20%, and 74% respectively gave answers in the affirmative while 5, 8, 40 and 13 representing 10%, 16%, 80% and 26% respectively had a contrary opinion.

H₃: Responsibility and personal growth have a significant and positive influence on employee commitment.

Test Result

VARIABLES=Responsibility_Authority Personal_Growth_Development Responsibility_Without_Growth Employee_Commitment
 /PRINT=ONETAIL NOSIG /STATISTICS DESCRIPTIVES XPROD /MISSING=PAIRWISE.

Descriptive Statistics

	Mean	Std. Deviation	N
Responsibility_Authority	25.00	28.284	2
Personal_Growth_Development	25.00	24.042	2
Responsibility_Without_Growth	25.00	16.971	2
Employee_Commitment	25.00	21.213	2

Nonparametric Correlations

/VARIABLES=Responsibility_Authority Personal_Growth_Development Responsibility_Without_Growth Employee_Commitment
 /PRINT=SPEARMAN ONETAIL NOSIG
 /MISSING=PAIRWISE.

		Correlations			
		Responsibility_ Authority	Personal_ Growth_ Development	Responsibility_ Without_ Growth	Employee_ Commitment
Responsibility_Authority	Correlation Coefficient	1.000	-1.000**	-1.000**	1.000**
	Sig. (1-tailed)	.	0.000	0.000	0.000
	N	2	2	2	2
Personal_Growth_Development	Correlation Coefficient	-1.000**	1.000	1.000	1.000**
	Sig. (1-tailed)	0.000	.	0.000	0.000
	N	2	2	2	2
Responsibility_without_Growth	Correlation Coefficient	-1.000**	-1.000**	1.000	-1.000
	Sig. (1-tailed)	0.000	0.000	.	0.000
	N	2	2	2	2
Employee_Commitment	Correlation Coefficient	1.000**	1.000**	-1.000**	1.000
	Sig. (1-tailed)	0.000	0.000	0.000	.
	N	2	2	2	2

****.** Correlation is significant at the 0.01 level (1-tailed).

Responsibility and personal growth have a significant and strong positive influence on employee commitment ($r_s = 0.1$, $n = 2$, $p < 0.01$).

V. Findings

Findings revealed that Job design and autonomy are dimensions of motivation for employees' commitment ($r_s = 0.1$, $n = 2$, $p < 0.01$). Salary and working condition have a long-term effect on employee productivity ($r_s = 0.1$, $n = 2$, $p < 0.01$). Responsibility and personal growth had a significant and strong positive influence on employee commitment ($r_s = 0.1$, $n = 2$, $p < 0.01$).

VI. Conclusion and Recommendations

Employee productivity enhanced by improved salary and working condition would last long, if there is continuous improvement. Employees are not motivated when they have a responsibility and authority but lacks personal growth. High performance can be achieved by motivated employees that are ready to use their discretion. Organisations should provide both intrinsic and extrinsic rewards to their employees and provide a positive work environment, management effectiveness, and clear communication.

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