

A STUDY ON EMPLOYEES COMMITMENT AND WORK MOTIVATION - A PSYCHOLOGICAL PERSPECTIVE AS A DETERMINANT OF ORGANIZATIONAL AND PROFESSIONAL COMMITMENT

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Abstract

The purpose of this study is to investigate the impact of motivating the front line employees of retail stores in Hyderabad 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 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, Continuance, Normative

1. INTRODUCTION

Employees are the backbone and it's considered as the engine of any company. There is a growing need to have Qualitative staff doing their jobs properly and the organization gets the required output from employees [1]. 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 [2]. In order to make employees satisfied and committed to their jobs, effective motivation at the various levels in the organization is strongly needed employee psychological motivation and commitment is very important for an organization's success [3].

Psychologically Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization [9]. Denton [9] argued, that keeping the employee motivation, commitment and job involvement up, is always rewarding to a business.

Motivation is, basically a psychological process, along with perception, personality, attitudes, and learning, motivation is a very important element that motivation is very significant in the achievement of every organization's growth [5]. George and Sabapathy [12] argued that work motivation stimulates an individual to take an action, which will result in attainment of some goals, or satisfaction of certain psychological.

Building a committed and motivated workforce is considered as the main objective, and a key to success in the competitive environment [6]. Organizational commitment is one of the most important work attitudes in the study of management and organizational behavior [7]. 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" [8]. Hence organizational

commitment has played a crucial role in an organization in which result in high individual and organizational performance indicated, that the work motivation is strongly positive associated with organizational commitment [10] [11].

1.1 SIGNIFICANCE OF STUDY

The motivation is very significant in the achievement of the growth of any organization. Motivation is a very important part of understanding behavior. 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. 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.

1.2 OBJECTIVES OF THE STUDY

- To know about the Psychological commitment and motivation of the employees working better productivity and better marketing opportunities for Organizational development and better performance.
- To investigate the employees needs and commitments.
- To investigate what monetary strategy impacts more for better performance of the employees.
- To investigate the importance and need of the training to the employees to instigate their performance levels.

2. STATEMENT OF THE PROBLEM

In this article, the study is to investigate the influence of Psychological commitment of the motivational employees for better productivity to probate for better marketing opportunities. The following discussions content is as follows:

- Is there any significant relationship between psychological motivations and commitment?
- How far the motivational effect leads organizational commitment?
- How far the psychological variable affects the motivation and commitment of the employees to what extent?

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. 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.

3. LITERATURE REVIEW

Employee Motivation is a widely practiced exercise now across all corporate sectors, the idea of motivation is derived means to move and motivation is what moves the employees from weariness to attention [13].

Robbins defined that “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 [14].

Robbins and Judge [23] defined motivation as the processes that account for an individual’s intensity, direction, and persistence of effort toward achieving goal.

There are multiple theories in management that discusses the work motivation and divided by [11] into four categories, Employee motivation need theories which profile motivational need theorists Maslow and McClelland.

Sigmund froid defines motivation and commitment as “A psychological commitment of the employees with motivated commitment towards productivity, quality, and marketing activities more which stimulates the organizational performance and so on [16].

Employee motivation equity theories which explain the theories of Adams, based off of prior work by Festinger [17].

Employee motivation expectancy theories developed by Vroom, expanded by [20], and further extension of expectancy theory by Porter and Lawler

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 [18]. Feelings of achievement, accomplishment and competence-derived from performing one’s job are examples of intrinsic motivators and It is related to ‘psychological’ rewards for their performance [19].

3.1 STRATEGIES OF MOTIVATING EMPLOYEES

- *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 [20].
- *Staff Training:* Staff training is a substantial strategy for motivating employees [21].
- *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 [22].

- *Psychological Commitment:* Today organizations from all around the world struggle to motivate its employees in order to survive and compete in dynamic corporate environment successfully as Psychological commitment and 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 [23].

- *Organizational Commitment:* Organizational commitment is defined as “the relative strength of an individual’s identification with and psychological involvement in a particular organization” [20].

Allen and Meyer [4] 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” [24].

4. HYPOTHESIS

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

4.1 MAIN HYPOTHESIS

H_1 : Employee psychological motivation and commitment has a significant impact on organizational commitment.

4.2 SECONDARY HYPOTHESIS

- H_{1-1} : Employee Motivation has significant impact on affective organizational commitment.
- H_{1-2} : Employee Motivation has significant impact on continuance organizational commitment.
- H_{1-3} : Employee Motivation has significant impact on normative organizational commitment.

5. RESEARCH METHODOLOGY:

The research was conducted with a convenience sample of 97 participants, representing the front line employees in Trinethra Retail Stores and High Tech Mall in Hyderabad. The sample gave representation to male and female employees.

5.1 METHODS OF DATA COLLECTION

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.

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 respondent identity is kept confidential and participation was voluntary.

5.2 STATISTICAL TOOL

A modified questionnaire tagged Psychological 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.

1. The first section collected information such as age, gender, marital status, position, and so on.
2. The second section measured motivation based on (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 agrees. This was used to understand the motivational set of front line employees. The third section measured organizational commitment, the organizational commitment questionnaire originated from [15] and 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).

5.3 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.

6. DATA ANALYSIS

6.1 FREQUENCY AND DESCRIPTIVE DATA

A total of 125 questionnaires were distributed to different branches of Trinetra Retail stores and Hi-Tech 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

Source: Data on Investigation

Table.2. Respondents experience

Experience	Frequency	Percentage
Less than 5	74	76.3
6-10	18	18.6
11 or more	05	5.2
Total	97	100.0

Source: Data on Investigation

Table.3. Respondents Employment status

Employment status	Frequency	Percentage
Sales men	27	27.8
Supervisor	21	21.6
Cashier	39	40.2
others	10	10.3
Total	97	100.0

Source: Data on Investigation

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.4. Age of the Respondents

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

Source: Data on Investigation

Table.5. Qualification of the Respondents

Qualification	Frequency	Percentage
Elementary	30	30.9
Diploma	23	23.7
Degree	44	45.4
Total	97	100.0

Source: Data on Investigation

Table.6. Marital status of the Respondents

Marital status	Frequency	Percentage
Single	71	73.2
Married	23	23.7
Divorced	03	3.1
Total	97	100.0

Source: Data on Investigation

6.2 RELIABILITY TEST

The cronbach’s alpha reliability value of employee motivation and organizational commitment is calculated and it has the value of 0.812. The authors in [25] 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.

6.3 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.

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	32.998
Public Celebration for a job well done	1.6082	.87270	32.164

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.

6.4 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

6.5 CONTINUANCE COMMITMENT

As 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

The 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".

6.6 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	Standard 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	56.7353

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. TEST OF HYPOTHESES

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

7.1 MAIN HYPOTHESIS

Employee motivation has significant impact on organizational commitment. The Table.11 shows the results of regression for the employee motivation against the organizational commitment.

Table.11. Regression model summary for main hypothesis

Model	R	R ²	Adjusted R ²	Standard Error Estimate
Main hypothesis	0.398	0.158	0.149	0.68876

Table.12. ANOVA table for main hypothesis

Model	variable	Sum of squares	df	Mean square	f	significance
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 R² value of (0.158), the employee motivation could explain 15.8% variation in the employees' organizational commitment.

7.2 SECONDARY HYPOTHESIS

- **Hypothesis 1:** Employee motivation has significant impact on affective organizational commitment. The Table.13 shows the results of regression for the employee motivation against the affective organizational commitment.

Table.13. Regression model summary for H₁

Model	R	R ²	Adjusted R ²	Standard Error Estimate
H ₁	0.344	0.119	0.109	1.13496

Table.14. ANOVA table for H₁

Model	variable	Sum of squares	df	Mean square	f	Significance
H ₁	Regression	16.474	1	16.474	12.789	0.001a
	Residual	122.373	95	1.288		

Total	138.847	96			
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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^2 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. The Table.15 shows the results of regression for the employee motivation against the continuance organizational commitment.

Table.13. Regression model summary for H_2

Model	R	R ²	Adjusted R ²	Standard Error Estimate
H_2	0.238	0.057	0.047	0.79053

Table.16. ANOVA table for H_2

Model	variable	Sum of squares	df	Mean square	f	Significance
H_2	Regression	3.579	1	3.579	5.728	0.019a
	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^2 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. Regression model summary for H_3

Model	R	R ²	Adjusted R ²	Standard Error Estimate
H_3	0.331	0.110	0.100	0.81091

Table.18. ANOVA table for H_3

Model	variable	Sum of squares	df	Mean square	f	Significance
H_3	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. The study 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^2 value of (0.11), the employee motivation could explain 11% variation in the employees' normative organizational commitment.

7.3 PEARSON CORRELATION

The Table.19 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 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.

Table.19. Pearson Correlation - Employee Motivation

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

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

8. 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 Hyderabad on organizational commitment (affective, normative and continuance). The motivation and commitment of employees are 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 show 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.

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