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Relationship between Work Motivation and Organizational Commitment (Case Study: Keshavarzi Banks in Ghazvin County)

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Abstract

This research has done to investigate the effect of Job Motivation on organizational commitment among employees of the all branches in Keshavarzi Bank in Ghazvin County. Time domain of this study has done on 2016. Statistical population in this study consisted of personnel and directors of branches of the Keshavarzi Bank in Ghazvin County which included 311 individuals 172 of which were selected as sample using the Cochrane formula of sample size estimation. Questionnaires were used for data collection. The data was analyzed with statistical software at two levels of descriptive and inferential statistics using structural equations modeling (SEM Model). The reliability of the questionnaires was calculated by Cronbach's alpha coefficient and for Job Motivation and organizational commitment; they were 0.814 and 0.859 respectively. All Hypotheses were confirmed in significant and reliability level 0.95 and the results were showed that there was significant effect of Job Motivation on organizational commitment. Among the minor hypotheses, effect of Job motivation on normative commitment is ranked first, Job motivation on emotional commitment is ranked second and motivation on lasting commitment is ranked third.

Keywords: Organizational Commitment, Work Motivation, Emotional Commitment, Normative Commitment

Introduction:

Human resources are among the most valuable assets of every organization, because other factors such as technology, capital are dependent on human force (Alvani, 2003).
Societies that have achieved improvement, progress and excellence have been able to blossom the hidden forces and talents in individuals particularly that group of organizations that have become aware of the importance of the role of human resources in improvement of profitability, the value and power of committed work force and use important resources and tremendous energy of management for creation of an environment in which employees can with their maximum strength have a share in improvement of performance (Belcher, 1995). Management based on today's boundary less knowledge with focus on learning and creative institutes carry new and different messages to directors and employees in managing their job path. Job Motivation can effect on employees motivation that in current research was investigated the effect of Job Motivation on organizational commitment among employees of the Keshavarzi Bank in Ghazvin County.

Research Problem:

Every organization for sustenance needs new thoughts and fresh opinions. When employees are creative in their job, they will be able to present fresh and useful ideas regarding products, performance, services and events of the organization. For these reason personnel creativity helps institutional sustenance. Among the most prominent theories of organizational creativity is the constituent model of creativity and innovation in organization which was developed by Ambill (cited in Grebner, 2007). He introduced three extended organizational factors which are assumed to be influential on organizational creativity: 1- Organizational motivation for innovation; 2- Resources; 3- Managerial Implementation.
One of the topics of interest of psychologists particularly personality and developmental psychologists is the topic of job motivation. In the opinion of psychologists, motivation for progress is the interest and enthusiasm for trying that an individual expresses from him or herself for reaching a goal or mastery over objects, matters, people and thoughts (Lawson & Shen, 1998). In the study by Meyer and Becker (2004) it was shown that significant correlation exists between the need for progress and organizational commitment. In another study also it was found that job motivation of entrepreneurs is significantly more compared to the non-entrepreneurial groups (Ahmadpour Dariani et al., 2009).
In summary, review of theoretical and experimental background shows that organizational commitment is one of the influential factors in job success such that its maintenance and strengthening leads to excellence in employee performance. Yet, for increased organizational commitment related factors need to be identified and strengthened. Up to now in various studies, the relationship of several factors has been shown with organizational commitment. Among these factors demographic characteristics (such as gender, education level, and marital status) have had very weak correlation with organizational commitment (Acorn et al., 1997; Lee & Henderson, 1996). The latter is true while job motivation (Shore & Wayne 1993; Kupark et al., 2008) and outlook of employees regarding work environment and its importance has become known as the territory of work psychology (James & Brownie, 1983). In a study, it was shown that motivational and strengthened work conditions can positively influence the outlook of personnel relative to their job and improve work performance. It was reported that special work activities also at the work place lead to tiring and can cause decreased motivation for personnel (Dessler, 2005)
It has additionally been discussed that in the long term, Job Motivation may lead to dissatisfaction of workers and their decreased motivation. The focus of this study is on the public sector of the Ghazvin County. The government is the largest employer in every country. Economic success is dependent on the extent that public organizations are effectively at work and success of institutes ultimately is related to their personnel. With more satisfied, motivated and committed employees, the performance of companies will be more efficient and effective. To evaluate whether in public institutes of the Ghazvin County,

work expansion is occurring the most important issue of this research was evaluation of the effects of Job Motivation on organizational commitment in employees of Keshavarzi Banks in the Ghazvin County

Research Objectives:

Main Objective:

To identify the relationship between Job Motivation and organizational commitment

Minor Objectives:

1-To identify the relationship between Job motivation and Emotional commitment
2-To identify the relationship between Job motivation and normative commitment
3-To identify the relationship between Job motivation and Lasting commitment

Research Hypotheses:

Main Hypothesis:

There is the significant relationship between Job Motivation and organizational commitment

Minor Hypotheses:

1-There is the significant relationship between Job motivation and Emotional commitment
2-There is the significant relationship between Job motivation and normative commitment
3-There is the significant relationship between Job motivation and Lasting commitment

Research Background

Esfandiari (2015) performed a research titled "Relationship between organizational atmosphere, work motivation and organizational commitment of education and development department female teachers. In preparing for the study from among 650 teachers in the 2007-2008 academic years using stratified sampling 240 individuals were selected to participate in the study. Research instruments included three questionnaires of organizational atmosphere, work motivation and institutional commitment which were distributed among the study sample and the needed information was collected and analyzed. In the inferential statistics section, multivariate regression analysis, multifactorial analysis of variance and the Pearson correlation coefficient were used. The results of the multivariate regression showed that from among the dimensions of organizational atmosphere, collaboration, mandating, pretending to occupation and support had significant correlation with job motivation. Additionally, the multivariate regression analysis showed that between the dimensions of collaboration, closeness and mandating significant correlation exists with organizational commitment. Bifactorial analysis of variance showed that significant correlation does not exist between organizational atmosphere and job motivation with consideration of the factors of gender, marital status and education level and work experience. Additionally, organizational atmosphere and commitment with consideration of marital status, age, education and years of service did not have significant correlation. Yet, with consideration of the factor of gender, significant correlation was present. The result of the Pearson correlation coefficient showed that positive and significant correlation exists between job motivation and organizational commitment.

Hajloo and colleagues (2012) performed a study titled "Evaluation of the relationship between organizational creativity, job stress and motivation for progress with institutional commitment of nurses." The research method was descriptive and correlational and the statistical population consisted of all nurses in the hospitals of Tabriz (23 hospitals). From this population, by the quota method 300 female and male nurses were selected for participation in the study. To evaluate the variables Modai and Porter's organizational commitment, VanDerdof job stress, Torance's creativity and Steer and Brownstein's motivation for progress questionnaires were used. For analysis of data, the Pearson correlation

coefficient, step by step regression and multivariable analysis of variance were used. Data analysis showed that organizational creativity, job stress and motivation for progress were able to well predict institutional commitment of nurses. Positive correlation was found between organizational creativity and motivation for progress. Yet, negative correlation was found between organizational creativity and job stress and between motivation for progress and job stress. Additionally, official workers in comparison to contractual ones showed more organizational commitment. Considering that increased organizational commitment leads to improvement of the quality of job in the country's institutes particularly hospitals and since increased organizational creativity and motivation for progress and decreased work stress go along with increased institutional commitment in employees, strengthening of motivation for progress, creation of conditions for evolution of creativity and programs of decreasing stress need to seriously be considered by hospital officials.

Khanifar and colleagues (2011) performed a research titled "Evaluation of the relationship between constituents of organizational trust and commitment of employees (in agricultural campaign and education and development departments of the province of Ghom)." Statistical population in this research constituted of the employees of the education and development and agricultural campaign departments of the province of Ghom and study sample included 35 of the employees of the agricultural campaign department and 54 employees of the department of education and development in the province of Ghom. To evaluate organizational commitment, the model of Allen and Myer and for evaluation of trust, the model resulting from the study titled "Identification of factors influential on creation of trust between employees and directors and evaluation of the current situation in the country's executive organizations" (Hassanzadeh, 2004, p18) were used. For data analysis and test of the research hypotheses, the Spearman correlation test was used. With consideration of the results of testing the main research hypothesis, it was shown that in both organizations significant correlation does not exist between trust and institutional commitment of employees. Additionally, results of the minor hypotheses of the research showed that in the education and development department significant correlation existed between dimensions of attention and emotional commitment and between attention and assignment commitment.

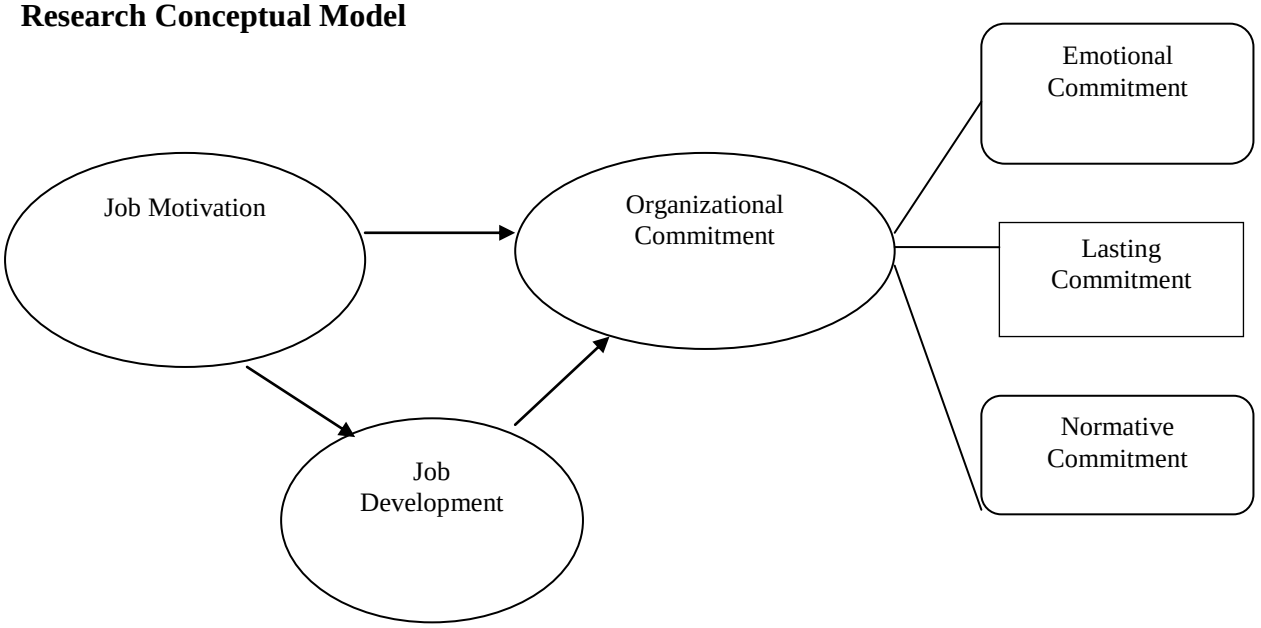
Mohsen (2011) in a research titled "Effect of Job Motivation and organizational motivation and commitment" showed that in this global world, organizations compete at a world level. Profiting from resources has increased and their supply is limited. All of this and other global resources have a share in increased costs of production. To maintain competitive power, organizations try to control their expenditures. This includes a halt on employing new forces and ultimately using the present employees for reaching organizational growth with extra work and hopes to reach the same level of expansion in the job level which has also been termed Job Motivation. The purpose of this study understood the level of job expansion in the public sector of Pakistan and its effect on the relevant behavior and outlook of employees. Sample was selected from 650 employees of two public organizations from which 534 responded. Questionnaire was used as the tool of data collection and was personally distributed in the organization location. Descriptive statistics and analytic tests regarding the correlation between the data were performed using the SPSS software. Overall, the results showed that public organizations in Pakistan are using exercises for Job Motivation which have negative correlation with motivation, job satisfaction and organizational commitment. Results of the study have been discussed along with future consequences and suggestions.

Wright and Rohrbaugh (2013) in a study with participation of 400 employees of one of the production companies in the United States evaluated the relationship between individual traits with job performance and organizational commitment. After analysis of the data, it was shown that individuals that obtained high scores in individual scales also had higher organizational commitment which shows that between personal characteristics with job performance and organizational commitment significant correlation exists. In another study titled "Evaluation of the relationship between method of leadership of directors

with organizational commitment and job satisfaction among employees of the Oil Company of the Islamic Republic of Iran," it was shown that significant correlation exists between collaborative leadership methods and various kinds of organizational commitment (emotional and normative). In another study titled "Evaluation of the relationship between leadership style of directors with organizational commitment and job performance of subordinates with consideration of their personal traits," 280 individuals of the employees of Tehran's city department participated. Ultimately, it was found that significant correlation exists between leadership style of directors and organizational commitment and job performance of subordinates.

In another study by Bateman and Stressor (1984) titled "Evaluation of the relationship between organizational commitment and characteristics of performance includes role conflict, role ambiguity, organizational atmosphere, institutional support, outlook towards the organization, opportunity for growth and dimensions of the jobs of employees. According to reports presented, situational factors have more roles in explaining the variance of organizational commitment compared to personal factors (Marrow, 1983). Luscoucou (1989) believes that the strength of organizational commitment is the result of an overall combination of experiences relevant to work and irrelevant to it. Work environment has fundamental role in the level of organizational commitment of many groups of employees.

Research Conceptual Model



Research Methodology:

This research is applied research in terms of purpose and its method is descriptive and in terms of field study and regarding relationship between variables it is correlational research.

Statistical Population and Sampling Method:

Statistical population in this Research consisted of employees and directors of all branches in the Keshavarzi Bank in Ghazvin County which included 311 individuals and sampling was 172 individuals that 172 of which were selected as sample using the Cochrane formula of sample size estimation.

Method of Data Analysis

In the inferential statistics section, first the Klomogorov - Smirnov test was used for determination of normalcy or lack of normalcy of the data. Considering the normalcy of the data, the Pearson correlation coefficient, unifactorial t-test using the SPSS software and direction analysis using the LISREL software were applied.

Testing of Research Hypotheses

Evaluation of the Correlation between Research Variables

Main Hypothesis:

There is the significant relationship between the Job Motivation and organizational commitment.

There is not significant relationship between the Job Motivation and organizational commitment

H0 : $\rho = 0$

There is significant relationship between the Job Motivation and organizational commitment

H1 : $\rho \neq 0$

The Results of testing are shown in the following table 1.

Table 1: Results of testing the Pearson's correlation coefficient between the Job Motivation and organizational commitment

	organizational commitment	
Job Motivation	Pearson's correlation	0.694
	Significance level	0.000
	Number	172

$p < 0.05$ $p < *0.01$

Considering the result of above table, since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant Relationship between organizational commitment and Job Motivation is accepted. As can be seen, considering that the value for the correlation coefficient between the two variables is 0.694, it can be concluded that there is the significant and direct relationship between Job Motivation and organizational commitment in the significance level 0.95

Minor Hypotheses:

First Minor Hypothesis

There is the significant relationship between Job motivation and Emotional commitment

There is not significant relationship between Job motivation and Emotional commitment

H0: $\rho = 0$

There is significant relationship between Job motivation and Emotional commitment

H1: $\rho \neq 0$

Results of testing are shown in the following table 2.

Table 2: Results of testing the Pearson's correlation coefficient between Job motivation and emotional commitment

	Job motivation	
emotional commitment	Pearson's correlation	0.607
	Significance level	0.000
	Number	172

$p < 0.05$* $p < *0.01$

Considering the result of above table, since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant Relationship between Job motivation and Emotional commitment is accepted. As can be seen, considering that the value for the correlation coefficient between the two variables is 0.607, it can be concluded that there is the significant and direct relationship between Job motivation and Emotional commitment in the significance level 0.95

Second Minor Hypothesis

There is the significant relationship Job motivation and normative commitment

There is not significant relationship between Job motivation and normative commitment

H0: $\rho = 0$

There is significant relationship between Job motivation and normative commitment

H1: $\rho \neq 0$

Results of testing are shown in the following table 3.

Table 3: Results of testing the Pearson's correlation coefficient between Job motivation and normative commitment

	Job motivation	
normative commitment	Pearson's correlation	0.711
	Significance level	0.000
	Number	172

$p < 0.05$* $p <$ *0.01

Considering the result of above table, since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant Relationship between Job motivation and normative commitment is accepted. As can be seen, considering that the value for the correlation coefficient between the two variables is 0.711, it can be concluded that there is the significant and direct relationship between Job motivation and normative commitment in the significance level 0.95

Third Minor Hypothesis:

There is the significant relationship between Job motivation and Lasting commitment

There is not significant relationship between Job motivation and Lasting commitment
H0: $\rho = 0$

There is significant relationship between Job motivation and Lasting commitment
H1: $\rho \neq 0$

Results of testing are shown in the following table 4.

Table 4: Results of testing the Pearson's correlation coefficient between Job motivations and Lasting commitment

	Job motivation	
Lasting commitment	Pearson's correlation	0.492

	Significance level	0.000
	Number	172

$p < 0.05$* $p < *0.01$

Considering the result of above table, since the significance level is less than 0.05 and the conclusion is that the (null hypothesis) H0 is not confirmed and the H1 hypothesis based on existence of significant Relationship between Job motivation and Lasting commitment is accepted. As can be seen, considering that the value for the correlation coefficient between the two variables is 0.492, it can be concluded that there is the significant and direct relationship between Job motivation and Lasting commitment in the significance level 0.95.

Research Findings:

Situation of Job Development in the Keshavarzi Bank of Ghazvin County

Considering the results of this research, the Keshavarzi Bank in the Ghazvin County has a relatively appropriate condition in the variable of Job Motivation and its dimensions. This organization in Job Motivation scored 2.932 with a standard deviation of 0.628 and the t-test has confirmed the significance of the findings.

Situation of Job motivation in the Keshavarzi Bank of Ghazvin County

Considering the results of this research, the Keshavarzi Bank in the Ghazvin County has a relatively appropriate condition in the variable of Job motivation. This organizations in Job motivation scored 3.473 with a standard deviation of 0.458 and the t-test has confirmed the significant of the findings.

Situation of Organizational Commitment in the Keshavarzi Bank of the Ghazvin County

Considering the results of this research, the Keshavarzi Bank in the Ghazvin County has a relatively appropriate condition in the variable of Organizational Commitment and its dimensions. This organizations in Organizational Commitment scored 3.131 with a standard deviation of 0.377 and the t-test has confirmed the significant of the findings.

Regarding dimensions, normative commitment (with mean of 3.321 and standard deviation of 0.58) had the most desired situation and ranked first. Emotional commitment (with mean of 3.083 and standard deviation of 0.47) ranked second.

Results of Hypotheses

Result of Main Hypothesis:

There is the significant relationship between the Job Motivation and organizational commitments.

Findings of the main hypothesis in this research showed that the correlation between Job Motivation and motivation is significant .Results of direction analysis using the LISREL software showed that Job Motivation and motivation are correlated (with factorial load of 0.68 and significance value of 3.85). The results of this hypothesis agree with the research by Kopark and colleagues (2008) and Mohsen (2011).

Results of the First Minor Hypothesis

There is the significant relationship between Job motivation and Emotional commitment.

Findings of the First Minor hypothesis in this research showed that the correlation between Emotional commitment and Job motivation is significant. Results of direction analysis was showed by using the LISREL software, that Emotional commitment and motivation are correlated (with factorial load of 0.55 and significance value of 3.93).This Research was showed that there is the significant relationship between Job motivation and Emotional commitment. Results of this research clearly demonstrate that the higher the job motivation of employees, the less stress they experience and they are more creative in their work and have higher commitment toward their organization. The results of this hypothesis agree with the research by Chen and colleagues (2009), Kopark and colleagues (2008), Chen and colleagues (2004) and Mohsen (2011).

Results of the Second Minor Hypothesis

There is the significant relationship between Job motivation and normative commitment.

Findings of the Second Minor hypothesis in this research showed that the correlation between Job motivation and normative commitment is significant. Results of direction analysis was showed by using the LISREL software, that organizational commitment and normative commitment are correlated (with factorial load of 0.68 and significance value of 4.14).This Research was showed that there is the significant relationship between Job motivation and normative commitment. The results of this hypothesis agree with the research by Chen and colleagues (2009), Kopark and colleagues (2008) , Chen and colleagues (2004) and Mohsen (2011).

Results of the Third Minor Hypothesis

There is the significant relationship between Job motivation and Lasting commitment

Findings of the Third Minor hypothesis in this research showed that the correlation between Job motivation and Lasting commitment is significant. Results of direction analysis was showed by using the LISREL software, that Job motivation and Lasting commitment are correlated (with factorial load of 0.47 and significance value of 2.30).This Research was showed that there is the significant relationship between Job motivation and Lasting commitment. The results of this hypothesis agree with the research by Chen and colleagues (2009), Kopark and colleagues (2008), Chen and colleagues (2004) and Mohsen (2011).

Con**clusio**n

In this research, all correlations based on the results of the Pearson correlation coefficient were confirmed. In other words, Job Motivation (with a coefficient of 0.68) is effective on motivation. Nowadays, among important topics that can be evaluated at the level of job environments and has special importance is the issue of presence of efficient human forces that are self-motivated. Considering that every system and collection endeavors to grow and develop itself, reaching its planned goals and having the best performance needs continuous effort regarding attention to human forces and their needs so that it is immune from undesired consequences of inattention to human forces. Meanwhile, the direction of job advancement refers to the progress of the employed individual during the years of his or her service in Job position. The necessity for planning job advancement needs to be analyzed at the level of equal opportunity employment, quality of work life, competition between personnel, acquisition of new skills, maintenance of employees and appropriate use of human forces. The main stages of Job advancement include the stage of discovery and evaluation, search for jobs, selection of a job, explanation and employment, transfer and promotion, remaining in the occupation and reaching the final path of the job. On the other hand, commitment is a kind of outlook and intrinsic sense of an individual towards the organization, job or group that is influential on judgments, performance and loyalty of the individual

towards the organization .The necessity of trusting personnel on the one hand and competition between organizations on the other hand, necessitated having committed employees.

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