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The impact of motivation on commitment through private bank branches employees with mediating role of identity style

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Abstract

The present study investigates the impact of motivation on employees' organizational commitment with mediating role of identity style. The research involved 150 Iranian employees working in different private bank sector. A questionnaire made up of Organizational commitment questionnaire (Meyer et al., 1993), Identity Style Inventory 6 grade (ISI-6G) (Berzonsky, 1992), Motivation scale (Deci & Ryan, 2001), and sociodemographic questions was used for gathering data. The stepwise multiple regression analysis revealed that affective commitment was the most positive component of organizational commitment for organization, whereas continuance commitment has had negative aspects for organization mostly. The conclusion has been made that motivation influence organizational commitment directly and has weak impact on it via identity style. There was no significant relation between identity style and organizational commitment besides, there was significant relation between motivation and identity style.

Keywords: Organizational Commitment, Identity Styles, Motivation, Bank employees

Introduction

From early 1950s till now, some researchers believe that organizational commitment has been become interesting and important issue among researchers. Exact management of organizational commitment may cause useful consequences for organization. Organizational commitment can potentially improve organizational performance, increase organization people cohesion, decrease absence of people, make people less changing their position and finally improve organizational effectiveness.

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On the other hand, managing motivation help it to promote organizational commitment. Motivation can cause spirit and stimulus in organization members, people do their best and increase efficiency.

Because of motivation lacking people less tend to do their best so for fading out organizational commitment people don't belong themselves to organization. For that people do their job badly so customers become less and less satisfied. On the other hand there is a significant relation between job satisfaction and organizational commitment (Batoul Tahrir & etl, 2010). Then lack of the organizational commitment can damage job satisfaction and preparing inappropriate environment for people. Lack of these two concept in various organizations specially organizations which connect with people directly, have made serious problems for people at work and society. Trading banks are important service-based centers which connect directly with people. Heavy financial and credits turn at several branches out of the states, countries or world daily. Loss of commitment among people at work may cause heavy embezzlement and violation of bank rules.

If organization human resource wouldn't have sufficient commitment and motivation for doing their tasks not only they didn't ascertain organizational goals but also solve problems. People commitment can decrease strictly organization provisions. On the other hand appropriate motivation push people to their duties. People with high level of commitment has shown that:

- More happy at work
- Spend less time in non-relevant duties
- Is less probable to exit the organization (Robinson, Simond & Porpoorino, 1992).

As some researches show the relation of motivation, identity styles and organizational commitment (Nourolah, Farhadi & Keshani, 2013), (Al Madi, Faisal. 2017), (Suzila & etl, 2017) this paper is going to find level of the Iranian private bank employees' organizational commitment as a dependent variable also relevance of motivation and identity styles as variables impact on organizational commitment.

Theoretical basis of research:

Motivation meaning

As Steers & etl, 2004 has discussed 'Motivation' word has been derived from Latin 'movere' meaning movement. [18]. Motivation means forces which cause people behavior in a special form. Student who stay up whole night to get the best score of exam or physician who care about his/her patients have sufficient motivation. Griffin and Moorhead (2009:83) motivation is the set of forces that causes people to engage in one behavior, rather than some other alternative behavior. Mills et al (2006:210) define work motivation as the individual's desire to direct and sustain energy toward optimally performing, to the best of his or her ability, the task required in order to be successful in a work position. Motivation is the basis of human behavior. Social changes acceptance, attending at learning, acceptance of individual and social responsibilities, attending at development program, success in produce and generally success of every behavior or act depend on motivation which create in human(Zamani, 1992).

The motivation issue has important position in social sciences and management. Although perceptions, desires and environment mutual actions in motivation process are very important, common consensus on

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defining motivation can't be reached. In fact, motivation derived from Latin word movere which means move and be explained: results of mutual relation of person and situation or situation which he/she go with. People who have good level of motivation are more active than people who have weak level of motivation. They would work better if they were satisfied by the duty (Haghighi & etl, 2009).

Psychologists believes that there is motivation for every activity and the basis motivation is need and the basis of need is satisfying mind which create doing or refusing the activities in human. Therefore, attention to organization people behavior shows that some people prepare themselves to exit organization earlier than the organization daily close time and some people stay at their office till hours past close time to do their tasks without supervisor order. Some people are obsequious and never express their idea about the work. They only obey the orders whether the orders are right or wrong. On the other hand some people prefer to explain their ideas and do not fear to discuss against an idea. These antonym behaviors seen at people arise from satisfying their needs (Sadeghpour & Moghadas, 1988).

Self-determination theory

People are often moved by external factors such as reward systems, grades, evaluations, or the opinions they fear others might have of them. Yet, just as frequently, people are motivated from within, by interests, curiosity, care or abiding values. These intrinsic motivations are not necessarily externally rewarded or supported, but nonetheless they can sustain passions, creativity, and sustained efforts. The interplay between the extrinsic forces acting on persons and the intrinsic motives and needs inherent in human nature is the territory of Self-Determination Theory. Self-Determination Theory (SDT) represents a broad framework for the study of human motivation and personality. SDT articulates a meta-theory for framing motivational studies, a formal theory that defines intrinsic and varied extrinsic sources of motivation, and a description of the respective roles of intrinsic and types of extrinsic motivation in cognitive and social development and in individual differences. SDT is an approach to human motivation and personality that uses traditional empirical methods while employing an organismic metatheory that highlights the importance of humans' evolved inner resources for personality development and behavioral self-regulation (Ryan, Kuhl, & Deci, 1997). Thus, its arena is the investigation of people's inherent growth tendencies and innate psychological needs that are the basis for their self-motivation and personality integration, as well as for the conditions that foster those positive processes. Inductively, using the empirical process, Rayan & Deci have identified three such needs--the needs for competence (Harter, 1978; White, 1963).

Competence
Seek to control the outcome and experience mastery (White, 1959)

Relatedness
Is the universal want to interact, be connected to, and experience caring for others (Baumeister, Leary, 1995)

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Autonomy
Is the universal urge to be causal agents of one's own life and act in harmony with one's integrated self; however, Deci and Vansteenkiste (Deci, Vansteenkiste, 2004). Note this does not mean to be independent of others.

Organizational Commitment
There is no consensus on word commitment among researches, you can see some definitions as following:

‘’Engagement which restricts freedom of action’’. (Oxford English Dictionary, 1969)

``Commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activity." (Becker, 1960, p. 32)

a state of being in which an individual becomes bound by his actions and through these actions to beliefs that sustain the activities of his own involvement." (Salancik, 1977, p. 62)

a stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function." (Scholl, 1981, p. 593)

``a force that stabilizes individual behavior under circumstances where the individual would otherwise be tempted to change that behavior." (Brickman, 1987, p. 2)

As the same you can see about organizational commitment:

``the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization." (O'Reilly & Chatman, 1986, p. 493)

``a psychological state that binds the individual to the organization (i.e., makes turnover less likely)." (Allen & Meyer, 1990, p. 14)

``the relative strength of an individual's identification with and involvement in a particular organization."(Mowday et al., 1979, p. 226)

Allen and Meyer theory
John P. Meyer and Natalie J. Allen presented a three component model for organizational commitment. The model suggest that studies about organizational commitment can describe it as a three model component: affective commitment, continuance commitment, normative commitment.

Affective commitment, refers to the employee’s emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Finally normative commitment reflects a feeling of

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obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization (Meyer & Allen, 1991).

Identity Style

Western culture point view, word 'identity' derived from Latin 'Idem'-means the same. Identity is the characteristics determining who or what a person or thing is. Identity is the set of attitudes, characteristics and spiritual of a person which is distinct one from another (Najafi, 2013). For the meaning and meaning of life, different meaning have been mentioned, all of which refer to the purposeful meaning of life. Frankel (1946) defines the meaning of life as the experiencing experience in which a person sees not only himself but also others as beautiful, and regards the importance of paying attention to the needs and wants of others this is result of self-fulfillment. It is important to have meaning in life is an issue that is important and in organizations, it is more important to focus on the issues and problems of this period and affect the lifestyle of employees. In the meantime, one's identity style is one of the variables that affect the meaning of life and can play an important role in the positive outlook of life. It is not easy to provide a detailed and comprehensive definition of the identity. One of the major tasks of human development is the process of identity formation, which is linked with its help to the past and feels consistent and integrated. Marcia (1966) believes that organizing of an internal self, which involves building a system of beliefs, wishes, skills and personal history, is the result of a crisis. Ericson (1950) believes that the formation and acceptance of an individual's identity is a complete difficult and anxiety task. People who gain strong identity are prepared to face adult issues and those who cannot achieve such an identity experience an identity crisis.

In all cultures, identity creation is one of the basic conditions of forming personality. In the study of human personality, identity has been a fundamental and inner aspect with the help of that feeling of continuity and integration. The identity of an individual's mental conception is of itself and is used with titles such as personal identity, social identity, ethnic identity, sexual identity etc. the identity style is a theoretical structure that is referred to as the behavior that people build and manipulate (Matheis, & Adams, 2004).

Bezonsky theory

The identity styles proposed by Berzonsky (1990) are presented as social-cognitive styles in general. It discuss the process that individuals deal with to build and correct their identity or avoid it. Based on this theory, three information processing styles have been determined as follows:

Informative identity style: individuals with information identity style activity and consciously search for information and assess them and then use appropriate information (Berzonsky, 1989). In the information identity style, person searches for information, skeptical about the concepts about himself and process and evaluate information before decision making (Beyrami & etl, 2016).

Normative identity style: Respect to identity issues and decisions, individual's with normative identity engage in conformity with the expectations and orders of important people and reference groups. They automatically accept and internalize values and beliefs without conscious assessment. They have little patience to face new situations and have a great need to close their structure (Berzonsky, 1990). In the

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sense of normative identity style, the individual accepts the values of authority. Individuals with this style are inflexible and have certain work and training goals that are controlled out of the outside (Beyrami & etl, 2016).

Diffuse identity style: in decision making situation, they typically have a sense of fear and anxiety prior to making decisions, typically using inadequate decision making strategies such as avoidance, excuses and reasoning (Berzonsky & Ferrari, 1996).

Research methodology

The population, sample and sampling

The methodology of the study is based on the primary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The study is confined to a few selected Private Sector Banks in Tehran. The researcher has taken 16 PSBs located in Tehran City. Multi-Stage random Sampling Method was used in the study to select the sample. A multistage sample is constructed by taking a series of simple random samples in stages. In a multistage random sample, a large area, such as a country, is first divided into smaller regions (such as states), and a random sample of these regions is collected. In the second stage, a random sample of smaller areas (such as countries) is taken from within each of the regions chosen in the first stage. Then, in the third stage, a random sample of even smaller areas (such as neighbourhoods) is taken from within each of the areas chosen in the second stage. If these areas are sufficiently small for the purposes of the study, then the researcher might stop at the third stage. If not, he or she may continue to sample from the areas chosen in the third stage, etc., until appropriately small areas have been chosen-Valerie J. Easton and John H. McColl's Statistics Glossary v1.1). Similarly in this study out of the whole country Tehran is chosen as the first step, In Tehran. The methodology of the study is based on the primary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The study is confined to a few selected Private Sector Banks in Tehran. The researcher has taken 16 PSBs located in Tehran City. Multi-Stage random Sampling Method was used in the study to select the sample. A multistage sample is constructed by taking a series of simple random samples in stages. In a multistage random sample, a large area, such as a country, is first divided into smaller regions (such as states), and a random sample of these regions is collected. In the second stage, a random sample of smaller areas (such as countries) is taken from within each of the regions chosen in the first stage. Then, in the third stage, a random sample of even smaller areas (such as neighbourhoods) is taken from within each of the areas chosen in the second stage. If these areas are sufficiently small for the purposes of the study, then the researcher might stop at the third stage. If not, he or she may continue to sample from the areas chosen in the third stage, etc., until appropriately small areas have been chosen-Valerie J. Easton and John H. McColl's Statistics Glossary v1.1). Similarly in this study out of the whole country Tehran is chosen as the first step, In Tehran whether public sector or private sector bank is the next stage of random sampling and in which level within private or public sector bank is the third step of random sampling.

The research involved 150 Iranian employees. They were between ages of 27 to 50 years. Generally, respondents have been working from a few years to more than 20 years in the current organization. A total of 150 questionnaires have been distributed. After the scrutiny of these questionnaires, 8 questionnaires were rejected on account of incomplete responses. Finally, 116 completed questionnaires

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Research tools

The organizational commitment scale consists of 24 items. It was measured on a Likert's 5 point scale ranging from strong agree, Agree, Neutral, Disagree and Strongly Disagree. This Questionnaire is independent of Age, Education and Salary. Organizational Commitment Questionnaire (OCQ) by Allen and Meyer, was the scale that was used and its Cronbach's Alpha Co-efficient was tested and found as 0.91. Identity styles was assessed by Berzonsky (ISI-6G) questionnaire. Its Cronbach's Alpha Co-efficient was tested and found as 0.75. Motivation was assessed by Deci & Ryan (2001) Basic Need Satisfaction at Work questionnaire. Motivation Cronbach's Alpha Co-efficient was tested and found as 0.82.

OCQ measures three components of Organizational Commitment: Affective (Cronbach α= 0.873; 8 items), Continuance (Cronbach α= 0.764; 8 items,) and Normative (Cronbach α= 0.814; 8 items). Identity styles was measured using three subscales from ISI-6G scale consisted of 30 items): Informative (Cronbach α= 0.807), Normative (Cronbach α= 0.764), and Diffuse (Cronbach α= 0.563). Motivation Scale has 21 items. Autonomy (Cronbach α= 0.533; 7 items), competence (Cronbach α= 0.682; 6 items) Relatedness (Cronbach α= 0.737; 8 items).

The Analysis of Data

We have used Descriptive statistics and in order to examine the relationships between all studies variables we have used Structural equation modelling (SEM) with Maximum likelihood estimation was used. Samples were examined using Smart PLS 3.2.6.

Research Findings

The correlations among all variables are presented in Table 1. The analysis revealed moderate to low significant correlations between different components of organizational commitment, Identity style components and motivation components. Competence was positively related to affective commitment, and normative commitment also related to 3 components of identity style. Besides, autonomy was correlated with affective and normative commitment and three components of identity style. Also the analysis revealed that relatedness was positively correlated with affective and normative commitment and with informational and normative identity style. Informational identity style related with affective and normative commitment. Normative identity style related with continuance and normative organizational commitment. Finally, diffuse identity style had no relation with components of organizational commitment.

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In order to evaluate the impact of aspects of different component of motivation and to examine the relationships between all study variables Structural equation modelling (SEM) with Maximum likelihood estimation was used. Samples were examined using Smart PLS 3.2.6.

Table 1. Correlations among all study variables

Variables	1	2	3	4	5	6	7	8	9
1. Affective Commitment	1								
2. Continuance Commitment	0.377	1							
3. Normative Commitment	0.625	0.539	1						
4. Informational Style	0.261	0.015	0.252	1					
5. Normative Style	0.011	0.148	0.239	0.366	1				
6. Diffuse Style	0.029	0.013	0.011	0.004	0.142	1			
7. Competence	0.427	0.056	0.324	0.273	0.252	0.408	1		
8. Autonomy	0.323	0.097	0.240	0.154	0.124	0.315	0.593	1	
9. Relatedness	0.237	0.017	0.118	0.394	0.323	0.088	0.299	0.85	1

Overall models' fit was examined by the chi-square ($\chi 2$) test and other various fit indices including RMSEA, TLI, IFI, and CFI. All fit indices of model (N=116) ($\chi 2$ = 5053.396, df=2775, p=0.411; RMSEA =0.084, TLI=0.901, IFI=0.904, CFI = 0.903) confirmed it's fitting the hypothesized model indicating the potential causal connections between three components of Motivation as independent variables and organizational commitment components as dependent variables also it shows almost weak potential causal connections between identity style and organizational commitment components. The structural path estimates are presented as standardized regression weights (all coefficients are statistically significant at $p < .01$)

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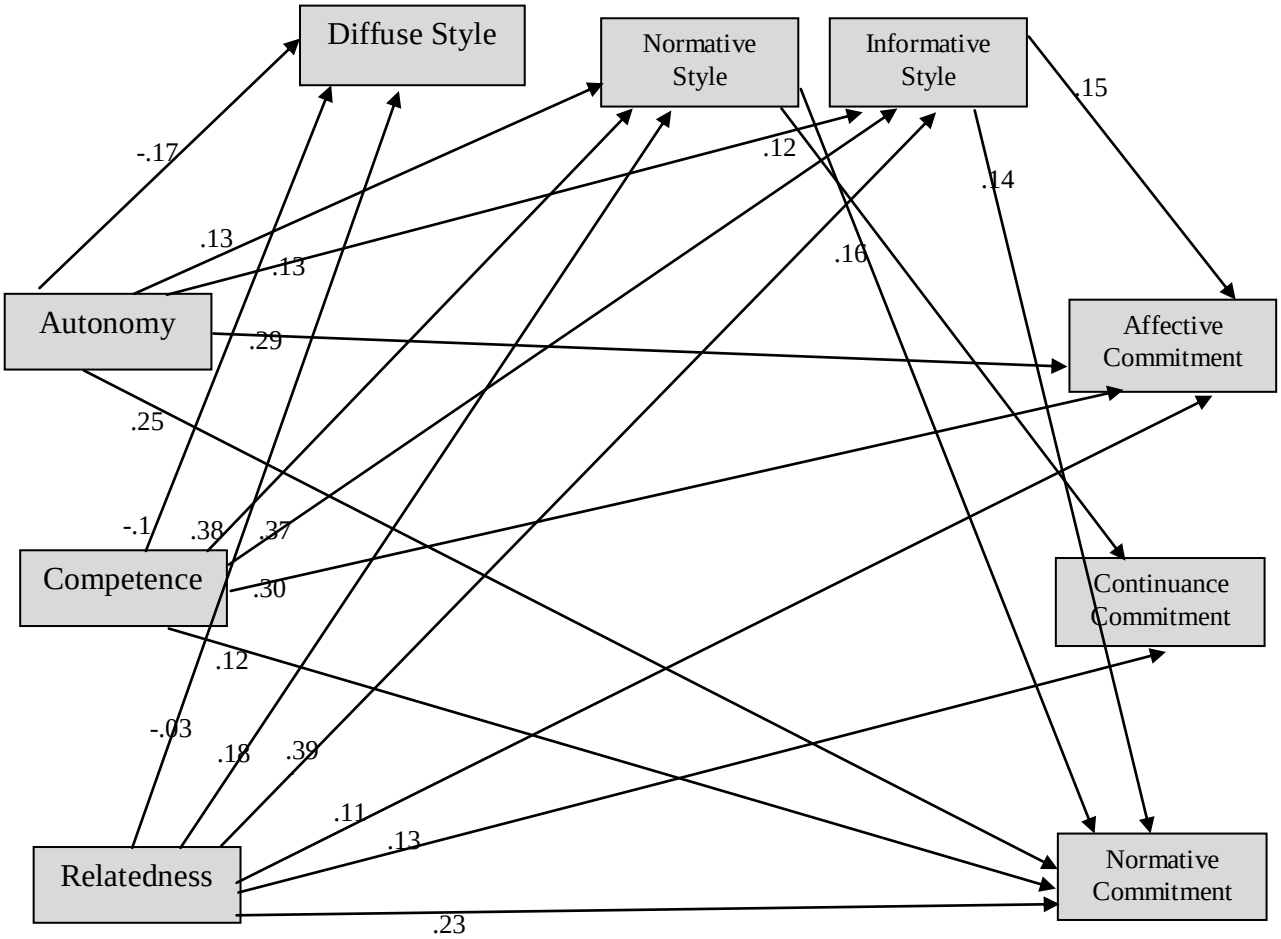


Figure 1. Minor Structural model

The structural model with standardized regression weights for the sample is shown in Figure 1. Autonomy and competence influences directly positively two components of identity style and affective and normative commitment. While relatedness positively two components of identity style and three components of organizational commitment. Beside of that, normative identity style acts as mediate variable in relations between affective and continuance commitment. The results also revealed that informational identity style was the weak predictor of affective and normative commitment.

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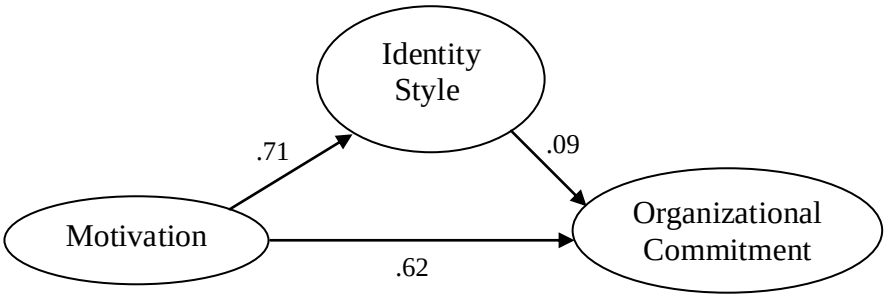


Figure 2. Major Structural model

As it is shown in Figure 2 motivation has impact on organizational commitment directly also it has been influenced very weak by motivation via identity style. Further implications in Figure 2 are impact of motivation on identity style and no impact of identity style on organizational commitment.

Conclusion

The purpose of this study was to investigate the relationships between employees' motivation and organizational commitment with mediating role of identity style.

The results of the present study confirm that various components of organizational commitment have different implications for organization. Same as many findings of various studies (Kuvaas, 2006; Yiing & Ahmad, 2009; Ariani, 2012) our results showed that affective commitment was found to be the most positive component of organizational commitment for organization. Motivation positively influences employees' organizational commitment that means motivated employee can be more committed to his/her organization. Furthermore, this investigation did not confirm the presumption about influence of identity style mediating role.

This means that identity style cannot influence employee organizational commitment. Also motivation can influence on two component of identity style. This means as employee be more motivated can be more informative or normative in his/her office. Additionally, researchers are encouraging to explore the consequences of different component of commitment on purpose to display more comprehensive effect of organizational commitment to employee wellbeing and organizational effectiveness.

However, this study has certain limitations. First of all, internal consistency of identity style subscale items was quite low therefore further investigations using different instruments evaluating employees' identity style are needed. Secondly, this study does not correspond to researchers' call for longitudinal or experimental investigations which enable us to assess causality. Still, complex statistical analysis served us in pointing out the significant aspects of different component of motivation as well as identity style and organizational commitment. The findings may give some references and be useful for managers and HR

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consultants who are seeking to prevent employees from professional burnout or reduce employees' resistance to change and improve employees' performance.

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