

## Relationship Between Motivation and Commitment on Job Performance among Employees in Higher Education from Students' Perspective

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**Abstract:** The main purpose of this paper is to identify how motivation and commitment can influence job performance among employees through students' perspective in public university. This study using a quantitative approach, a total of 210 questionnaires were distributed to students that involved final year degree and postgraduate students at Universiti Utara Malaysia (UUM). Simple random sampling technique was applied in determining the sampling frame. The data obtained was analyzed using the Statistical Package for Social Sciences (SPSS) version 20.0 for windows. The findings of this study by Pearson Correlations show that extrinsic motivation, intrinsic motivation and affective commitment have relationship between job performance. While, continuance commitment indicate that there will be no relationship between job performances. Based on the regression analysis, the results indicated intrinsic motivation as dominant factors towards job performance, followed by affective commitment and extrinsic motivation. However, continuance commitment as not really important factor in order to achieve job performance. Finally, some recommendation for future research was also discussed.

**Key words:** Motivation • Commitment • Job performance • Employees • Students perspective

### INTRODUCTION

Today, in many organization employees are increasingly expected to display effort, motivation and initiative. It is not only human competence depends on the success of an organization [1-3], but also how it motivates employee to an organization [4-6]. The essential key to an organization's success and survival is adaptability [7-10]. Organizations need to have the right employees that are able to manage at the speed of change and address business issues creatively [1, 11-13].

The discussion of motivation and commitment in organizations are encountered such a crucial issue whether they are in the public or a private sector [2, 3, 14]. For the success of any organization motivation and commitment play an important role [15-17]. There are three component model of commitment developed by Meyer and Allen [18] arguably dominates organizational commitment research. This model proposes that organizational commitment is experienced by the employee as three simultaneous mind set are affective,

normative and continuance organizational commitment. In this study, the researcher was emphasized two types of commitment; affective commitment and continuance commitment. Affective commitment reflects commitment based on emotional ties the employee develops with the organization primarily via positive work experiences. While, continuance commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization [18].

There are two type of motivation; intrinsic and extrinsic motivation. According to Ojokuku [19] stated that intrinsic motivation consists of fascinating work, challenge, appreciation, accountability, development, accomplishment and self-actualization. To further elaborate in working environment context. The motivation is attained from the delight or enjoyment that an employee gets from performing the task itself or from the sense of satisfaction in completing a task [20-22]. Ryan and Deci [23] define intrinsic motivation as the action of an activity for its natural satisfaction rather than for some distinguishable consequences. When intrinsically

motivated, as per understood by reading, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or rewards[24-27].

While, extrinsic motivation refers to motivation that comes from outside and individual [28]. Extrinsic motivation is externally driven and the focus is on the outcome of the activity for the task-worker himself [29]. The outcome could be a reward or the avoidance of punishment. A task can be of little or no interest, but the external reward will be a motivator for the person to continue the task [30-33]. The examples of external rewards are money, a cheering crowd or a good grade [28]. According to the Tremblay, Blanchard, Taylor and Pelletier [34] the extrinsic motivation is externally driven and the focus is on the outcome of the activity for the task-worker himself and the outcome could be a reward or the avoidance of punishment.

Motivation functions as an important predictor of commitment by motivating employees to spend time and energy in the organization [35]. Because of this fact, there is a growing interest in understanding this relationship between motivation and commitment. Commitment is different from motivation, as Scholl [36], defined it as a stabilizing force that acts to maintain behavioural direction when expectancy or equity conditions are not met or do not function. This definition implies a complex relation between motivation and commitment, which needs further investigation.

It is to be noted that organization has to carry out a study on its workforce before applying incentives in order to bridge the gap between motivation and performance. Some factors may not be applicable due to the cost issue or because one suggestion may lead to organizational conflicts [37]. No human behaviour and values can be distinguished in a simple way. What may motivate today may not have the similar effect the day after. Motivation must be a never-ending process and employees should be continuously [38-40].

Besides that, according to Matthieu and Zajac [41], a crucial element to increase job performance is employee commitment. An important predictor of this type commitment is motivation, which motivates employees to spend time and energy in the organization. Because of this fact, there is a growing interest in understanding the relationship between motivation and commitment. Despite plenty of research on the subjects of motivation and commitment, linkages between different forms of motivation and different of commitment are hardly investigated.

In today's rapidly changing economy, the worldwide competition continues to increase. For that reason, companies are searching for more efficient ways to rise their productivity[42, 43]. In this increasingly competitive market, it is not sufficient to cut down costs by making use of new technologies or lower-wage employees [44-46]. To rise productivity, it is important to make use of the skills of employees [47-51]. Murphy and Saal [52] investigated the relation between job performance and productivity, which resulted in a positive relation. Thus, it is of importance for companies to seek ways to rise job performance.

**Objectives:** The specific aims of this study are as follows:

- To examine the relationship between motivation and commitment on job performance.
- To rank the most important factors in order to increase job performance among employees in term of students' perspective.

**Justification of the Study:** This study tries to relate the importance of motivation (extrinsic and intrinsic motivation) and commitment (affective and continuance commitment) towards improving job performance among employees from students' perspective. The findings of this study will contribute some benefits to Malaysian body of knowledge and managers in organization. For the body of knowledge is contributing to research field since this research is shows the outcome of motivated employee towards individual performance. While, for managers such an opportunity to understand well what motivate employee and how they feel motivated and committed towards their job. The most important is this study can contribute the better understanding for employees on how important employee's performance and commitment. It will help companies or organizations to make some changes based on the result of this research. This research will also be a platform for UUM to understand the all level workers and see how well the top management has done in part to watch over their workers' needs.

## **Literature Review**

**Motivation:** Muhammad and Memon [53] reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees [54-55].

Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivation [57-60].

**Commitment:** According to Mowday, Porter and Steers [61], define commitment as “the relative strength of an individual’s identification with and involvement in a particular organization”. Commitment also defined as a force binding an individual to a course of action that is of relevance to a particular target can take different forms and can be directed toward various targets or foci [62].

Gallie and White [63] found that higher educated employees have a higher task commitment, while a higher level of education opens more possibilities to do the work that one likes.

**Job Performance:** Job performance is defined as the level of an individual’s work achievement after having exerted effort [64]. Job performance also can be defined as the level and quality of effort, cooperation, commitment, lateness or absenteeism as well as compliance with standard shown by an individual [65].

Gilboa, Shirom, Fried and Cooper [66] stated that job performance is a measurement of a person that how he or she perform in the job assigned. The job performance will be better if the organization give rewards to the employee who performed well in their job so the rewards able to create high job satisfaction to the employee in the workplace [14, 67, 68].

**Methodology:** This research was designed to study the relationship between motivation and commitment on of job performance among employees in UUM from students’ perspective. Based on the research purpose, this research suggested to apply a quantitative approach. Quantitative approach uses the elements of mathematical operations to investigate the information and data [4]. According to Leedy [69], the purpose used of quantitative approach is researcher can express data or information with number which is impossible to state in words because it is impossible to square a word, a paragraph or a phrase. Data were collected using a questionnaire and developed specifically for the individual level unit of analysis.

The instrument of motivation, commitment and job performance that used in this study was an adapted and modified items developed by a number of scholars such as [70-75]. The instrument was measured by using 10 items for each instruments. These items were anchored

on a five-point Likert scale range from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree).

In this study, simple random sampling procedure was used in selecting the sample. In this procedure, every element in the population has a known and equal chance of being selected as a subject [76]. A total of 210 questionnaires were distributed to the students that involved final year degree and postgraduate student in UUM. The Statistical Package for Social Sciences (SPSS) version 20.0 for windows was used to generate descriptive statistics. The analyses were conducted using descriptive statistics, correlation analysis and multiple regressions.

## RESULTS AND DISCUSSION

This study has a total of 210 respondents. The findings for this research was recorded that most of respondents were female that frequency about 63.3 % and 36.7% were male. About 93.8% of the respondent’s ages were between 21 - 30 years, 5.2% between 31 - 40 years and 1.0% between 41 – 50 years. While 88.6% of respondents on single status, 10.5% were married, 0.5% was divorced and 0.5% was other status. Meanwhile, 77.1% of respondents were final year degree students and 22.9% were postgraduate students. No less than 90% of respondents were full-time students and 10.0% were part-time students. A profile of the respondents is presented in Table 1.

Table 1: Profile of Respondents

Respondent’s profile	Frequency	Percentage (%)
Gender		
Male	77	36.73
Female	133	63.3
Age		
21-30 years	197	93.8
31-40 years	11	5.2
41-50 years	2	1.0
Above 51 years	0	0
Marital status		
Single	186	88.6
Married	22	10.5
Divorced	1	0.5
Others	1	0.5
Current studies program		
Final year degree	162	77.1
Postgraduate Student	48	22.9
Mode of study		
Full-time student	189	90.0
Part-time student	21	10.0

Table 2: Hypotheses Testing: Job Performance

Alternate Hypothesis	Correlation Coefficient	p-value	Result
HA 1: There is a relationship between extrinsic motivation and job performance.	0.491	0.000	Significance and supported
HA 2: There is a relationship between intrinsic motivation and job performance.	0.556	0.000	Significance and supported
HA 3: There is a relationship between affective commitment and job performance.	0.391	0.000	Significance and supported
HA 4: There is a relationship between continuance commitment and job performance.	0.077	0.264	Not significance and not supported

\*\*Correlation is significant at the 0.01 level (2-tailed)

Table 3: Regression Analysis: Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	8.775	3.292		2.665	.008
Extrinsic Motivation	.168	.126	.110	1.334	.184
Intrinsic Motivation	.818	.161	.411	5.077	.000
Affective Commitment	.618	.149	.245	4.161	.000
Continuance Commitment	-.040	.169	-.013	-.233	.816

a. Dependent Variable: Job performance

Table 2 illustrates results from Pearson Correlations analysis through the hypotheses testing concluded that among the four independent variables. There were three factors (extrinsic motivation, intrinsic motivation and affective commitment) indicate that there will be relationship between those variables with job performance. While, only one factor (continuance commitment) indicate that there will be no relationship between those variables with job performance. Based on the result from this analysis show that, employees at the public universities need to emphasize the factors of extrinsic motivation, intrinsic motivation, affective commitment rather than continuance commitment in order to achieve the higher level of job performance at the work place. Thus, by analyzing the Pearson Correlation analysis through the hypotheses testing, it is concluded that all the four independent variables (extrinsic motivation, intrinsic motivation, affective commitment and continuance commitment) are correlated among each other.

The results in the Table 3 on regression analysis will helps us to see which is the most important variable that explain the variance of students' perspective on job performance that involved final year degree students and postgraduate students in Universiti Utara Malaysia. The results of coefficients suggest the factors of Intrinsic Motivation exerted the strongest influence on job performance among employees at the work place. Then, the second factor that influence on job performance is Affective Commitment and followed by the Extrinsic Motivation. Based on the regression analysis result should be noted that Continuance Commitment had a negative effect on job performance among employees from students' perspective.

### Conclusion and Recommendations for Further Research:

Employee is a valuable resource (asset) of the organization. The success or failure of the organization depends on their job performance. The finding of this study revealed that intrinsic motivation is the most important element in order to increase job performance among employees at the workplace. Besides that, effective commitment and extrinsic motivation also were emphasized to achieve a good job performance. However, from the findings, continuance commitment element has not been emphasized among employees.

Through the results and discussions, several recommendations for future research in the same context of this study could be highlighted. Future researchers are recommended to do a research on motivation and commitment and job performance that focused on academic staff or academic staff and non-academic staff.

This study is also focusing only on final year degree students and postgraduate students in UUM. As described previously, this limited the result of the study to only applicable the students of UUM. If future researchers are still interested to study motivation and commitment on job performance of UUM staff, it is advisable for them to include other public universities. Maybe they could focus on public universities based on zones such as around northern universities.

In addition, future researchers could also include staff from other public higher education institutions as the study subjects. This will help them to make comparison if the situation is the same in other public higher education institutions, especially those who were awarded the autonomy status by the Ministry of Education. The findings of the study could help the Ministry to formulate the national policies on motivation and

commitment terms in public universities and improve the job performance of the staff in public higher education institutions all over the country.

Thus, future research is also recommended to study on theories of motivation and commitment that not covered in this study that may affect job performance of public universities. That research may provide results that are not similar to this study. This will help to enhance and add further to the understanding on motivation and commitment effect on job performance among employees. Future research should also look at other factors that could reverse the negatively significant effect of continuance commitment on job performance such as team commitment and so on.

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