Job Motivation: The unexplored antecedents in services

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Abstract

This research work focuses on job motivation and its impact on organisational commitment. 474 faculty serving in B-schools were surveyed at Bengaluru, Karnataka. Causal relations were studied using AMOS 21.0. Antecedents were identified and measured to assess the level of impact on study variables. The findings would prove beneficial to policy-makers to foster better commitment.

Keywords: Motivation, Commitment, Emotional Intelligence.

1. INTRODUCTION

The urge to perform better manifests itself in the form of seeking feedback from superiors and exploring ways to be productive. A sense of purpose and attachment to the organisation requires that employees are motivated and involved. The factors influencing motivation may differ from one organisation to the other and may depend on the nature of job and location.

2. NEED FOR THE RESEARCH

The performance of organization and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers in order to achieve their mission and vision is of paramount concern. Employees in both public and private sector organizations are becoming increasingly aware that motivation increases productivity.

Research on motivation and its influences have mostly focussed on productivity in the workplace. Studies on motivation of students have been galore in the education sector. However, there is a need for research on the motivation of faculty as these are the key facilitators of the learning and development process. Management education especially requires that faculty serving in B-schools are able to mould managers of the future who would go on to lead global teams. Also the antecedents of motivation have mainly been financial and non-financial incentives besides workplace environment.

This research aimed to assess the impact of emotional intelligence on motivation and commitment. Services, like education, are essentially intangible acts or performance, heavily dependent on the mood (mindset, behaviour, emotions) of the service providers and recipients. Thus the impact of emotional intelligence needs to be assessed.

3. REVIEW OF LITERATURE

Chughtai and Lateef (2015) aimed to examine the relationship between emotional intelligence and employee performance and ultimately its impact on organizational success. Multiple linear regression technique was used to know the impact of emotional intelligence on employee’s performance by using four dimensions of EI that is, self-awareness, self-management, social awareness, relationship management. This research concluded that emotional intelligence is important tool in achieving organizational success. It applied both on managers and employees in organization. Positive correlation has been found between social awareness and relationship management and a negative correlation have been observed between self-awareness and self-management. It is also found
that employees with intelligent quotient are not always good at workplace regarding critical situations than the employees with emotional intelligent capability and the mobilization of emotional intelligence in tricky situations in positive way is also a challenge, keeping in mind the mutual benefit of both parties at workplace organization. So, the emotional intelligence found to be an integral tool for efficient workforce and for organizational success.

Shooshtarian et al. (2013) determined the effect of labour’s emotional intelligence in terms of awareness, job satisfaction, job performance and commitment. The results showed that employees’ emotional intelligence was positively correlated with job satisfaction. Then, there was a significant relationship between the labour’s emotional intelligence and their job performance. Also, there was not any relationship between labour’s emotional intelligence and their commitment. The results of this study showed that employees with higher EI and skills in emotions control, have more job satisfaction and desirable job performance, because they are more adept at appraising and regulative their own emotions and aware about the influence of emotions on behaviour and outcomes. In addition, the results have shown that there is not a significant relationship between EI and commitment as a whole. This course of action, as a consequence, will increase employees’ ability to adopt with work place and facilitate proper work relationship which leads to improving efficiency and job performance.

Shiri et al. (2013) carried out seminal work with an aim of examining the relation between emotional intelligence and adopting decision making strategy among governmental organizations staff in city of Kerman. This study also revealed that there is a significant relation between emotional intelligence and decision-making strategy in Kerman's governmental organizations. Therefore, emotional intelligence is one of important factors that every organization must evaluate it. The significance of this subject is revealed especially when the organization needs to evaluate the strength and weakness points of its own human resources for requirements shifting. Results from regression test showed that emotional intelligence, self-motivation, self-control, and communication skills have most effect on logical strategy. Hence, self-motivated individuals having communication skills use mostly logical strategy in making their decisions. While self-aware, self-controlled having social intelligence individuals mostly use emotional strategy in making their decisions and of course the effect of self-control is more upon emotional strategy.

Ingle (2014) examined the role and importance of motivation in the development of work environment and changes occurred in an efficiency of employees. Motivation is an important aspect of achieving goals; advisors may find it helpful when working with unmotivated students to approach the problem from a motivational constructs framework. The identification motivational issues based on the constructs of expectancy, value or affect, may be helpful in developing specific strategies toward greater success. Motivation is very important to empower a person to look upon their capabilities and make full use of it. Intrinsic or internal motivation refers to motivation that is driven mostly by an interest or enjoyment in the task itself, and mostly exists within the individual rather than relying on external pressures or a desire for reward. Extrinsic motivation means that the motivation factor is some outside force hence it refers to the performance of an activity by an individual in order to attain an outcome whether or not that activity is also internally motivated.

Nordin (2011) examined the relationships of emotional intelligence, organizational commitment, and leadership behaviour in influencing organizational readiness for change. The findings confirmed the relationships among those variables and thus, it is evident that there is a critical need to understand work-attitude behaviour in order to make the change effort effective. The findings statistically showed that emotional intelligence had contributed the strongest unique contribution to explain organizational readiness for change. In the context of leadership behaviour, the theory suggested that transformational leadership is required when change is concerned. On the other hand, the result indicated that transactional leadership behaviour was a potent predictor of readiness for change. Even though the beta value of the transactional leadership was comparatively smaller than the
other two variables, it still has significant bearing on organizational readiness for change. The results of this study implied that transactional leadership has the potential to influence organizational members’ beliefs, attitudes and intentions regarding the extent to which changes are needed and the organization’s capacity to successfully make those changes.

Abdullah and Wan (2013) aimed to check the association of factors like work environment, job security, pay satisfaction and participation in decision making; with organizational commitment of the employees, working in the banking sector of Pakistan. The analysis showed positive correlations between the dependent and independent variables. The relation between job security and organizational commitment was the most significant, indicating that a secure job can yield higher level of commitment. Work environment also had a significant relation with organizational commitment, showing that a healthy and friendly work environment may enhance an employee’s commitment towards his work and organization. Findings of the study revealed that the employees are slightly satisfied with the pays and their say in work-related decisions. People working in the banking sector are mildly committed towards the organizations they are working for and feel that they have a sense of belonging towards it.

Nongo and Ikyanyon (2012) observed the influence of four corporate cultural variables namely, involvement, consistency, adaptability, and mission on employee commitment to the organization. The study found that participation and adaptability significantly correlated with commitment, while consistency and mission did not correlate with commitment. The study found a significant and positive relationship between involvement and commitment. This means that employees are committed to their organizations when they are involved in decision making. The key success factors for organizations today are employee empowerment, teamwork, and employee development. These enable managers and employees more committed to work and feel that they own a piece of the organization. People at all levels feel that they have at least some inputs into decisions that will affect their work and that their work is directly connected to the goals of the organization. This study was concluded that employee’s identification with purpose, mission and goals of the organization does not elicit commitment to the organization.

Saeed et al. (2015) checked the impact of performance appraisals on employee motivation. This study expressed that performance appraisals are very important tool in human resources management to retain efficient employees whose commitment level with the organization is relatively high from others. Working with motivated employees actually increases the performance of the organization. The findings of the study revealed that incentives and benefits provided by organization do an important role in increasing of the employee’s motivation level of work for organizing. Secondly, performance appraisals have a positive and significant relationship with employees’ motivation. Increments in salaries, financial aid, salary, recognition, appreciation about work, give periodically promotions to employees keep their moral high and stimulate employees to do their job effectively and efficiently.

4. METHODOLOGY

4.1 Objective of the Research
To propose a conceptual framework and test the causal relations between organisational culture, emotional intelligence, financial incentives, and non-financial incentives, job motivation and commitment.

4.2 Research Design
Causal research design was employed for the research. Causal research design is ‘research that focuses on collecting either secondary or primary data and using an unstructured format, or informal procedures to interpret them’ (Malhotra and Birks, 2006).
4.3 Sampling and Data Collection
Faculty serving in university-affiliated B-schools offering full-time management programs at Bengaluru were surveyed with the help of a structured questionnaire. Proportionate Stratified Sampling (Malhotra and Birks, 2006) was employed for the study wherein strata comprised two categories: 28 B-schools affiliated to Bangalore University, and 43 B-schools affiliated to Visvesvaraya Technological University. Among the stratum, faculty were chosen at random. The estimated and actual sample sizes were 445 and 474 Faculty respectively.

4.4 Research Framework
The research framework was compiled based on exhaustive review of literature and research gaps. The Endogenous Variables were job motivation and commitment. The Exogenous Variables were organisational culture, emotional intelligence, financial incentives, and non-financial incentives.

All the mentioned antecedents were measured with help of 4-point scale (Table 2).

<table>
<thead>
<tr>
<th>Constructs</th>
<th>No. of items</th>
<th>Measurement Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational culture</td>
<td>2</td>
<td>1 = Never,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 = Sometimes,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 = Often, and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 = Always.</td>
</tr>
<tr>
<td>Emotional intelligence</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Financial incentives</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Non-financial incentives</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Job Motivation</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

The brief meaning of the constructs (Petri and Govern, 2013; Brandberry and Greaves, 2009; Salanova et al., 2005; Schein, 2004; Atkinson and Birch, 1978; web 1) are presented.

a) Organisational culture: “Climate and practices that organisations develop around their handling of people, or to the promoted values and statement of beliefs of an organisation.

b) Emotional intelligence: “Ability to recognize and understand emotions (of self) and skill at using this awareness to manage self and relationship with others”.

c) Financial incentives: Monetary benefits offered to consumers, employees and organisations to encourage behaviour or actions which otherwise would not take place.

d) Non-financial incentives: Non-monetary benefits that are targeted at providing psychological benefits for workers.

e) Job Motivation: “Motivation has been conceptualized as a continuous stream of behavior comprising three components: (a) direction (goals), (b) energy (allocated to the pursuit of those goals), and (c) persistence (versus a change) in goal pursuit”.

f) Commitment: “Dedication which is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge at work”.

4.5 Research Questions
RQ1: Does organisational culture have an effect on faculty’s perception of job motivation?
RQ2: Does emotional intelligence have an effect on faculty’s perception of job motivation?
RQ3: Does financial incentives have an effect on faculty’s perception of job motivation?
RQ4: Does non-financial incentives have an effect on faculty’s perception of job motivation?
RQ5: Does perception of job motivation have an effect on faculty’s perception of commitment?

5. ANALYSIS AND RESULTS
5.1 Reliability Statistics
The Reliability coefficient Cronbach’s Alpha (Nunally, 1978)] was found to be 0.87, which is well above 0.7 and hence establishes high internal consistency among the measurement items.

5.2 Results and Discussion
The results of the Structural Equation Modelling (web 2), used to estimate the parameters of the structural model, are summarized in Table 3.

![Diagram showing the relationship between organisational culture, emotional intelligence, financial incentives, non-financial incentives, job motivation, and commitment.]

Table 3
Results of Hypotheses Testing

<table>
<thead>
<tr>
<th>Hypothesized Paths</th>
<th>SPC</th>
<th>p Value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Motivation &lt;--- Organizational Culture</td>
<td>0.252</td>
<td>***</td>
<td>Null Hypothesis rejected</td>
</tr>
<tr>
<td>Job Motivation &lt;--- Emotional Intelligence</td>
<td>0.158</td>
<td>***</td>
<td>Null Hypothesis rejected</td>
</tr>
<tr>
<td>Job Motivation &lt;--- Financial Incentives</td>
<td>0.190</td>
<td>***</td>
<td>Null Hypothesis rejected</td>
</tr>
<tr>
<td>Job Motivation &lt;--- Non-Financial Incentives</td>
<td>0.439</td>
<td>***</td>
<td>Null Hypothesis rejected</td>
</tr>
<tr>
<td>Commitment &lt;--- Job Motivation</td>
<td>0.796</td>
<td>***</td>
<td>Null Hypothesis rejected</td>
</tr>
</tbody>
</table>

SPC - Standardised Path Coefficients; *** Implies significant at p<0.001

H01: Organisational culture has no effect on faculty’s perception of job motivation.

The coefficient of organisational culture being 0.252 represents the effect of organisational culture on job motivation, holding other variables as constant. The p value is significant at 0.1% level and therefore the null hypothesis is rejected.
H02: Emotional intelligence has no effect on faculty’s perception of job motivation.

The coefficient of emotional intelligence being 0.158 represents the effect of emotional intelligence on job motivation, holding other variables as constant. The p value is significant at 0.1% level and therefore the null hypothesis is rejected.

H03: Financial incentives have no effect on faculty’s perception of job motivation

The coefficient of financial incentives being 0.19 represents the effect of financial incentives on job motivation, holding other variables as constant. The p value is significant at 0.1% level and therefore the null hypothesis is rejected.

H04: Non-financial incentives have no effect on faculty’s perception of job motivation

The coefficient of non-financial incentives being 0.439 represents the effect of non-financial incentives on job motivation, holding other variables as constant. The p value is significant at 0.1% level and therefore the null hypothesis is rejected.

H05: Perception of job motivation has no effect on faculty’s perception of commitment.

The coefficient of job motivation being 0.796 represents the effect of on commitment, holding other variables as constant. The p value is significant at 0.1% level and therefore the null hypothesis is rejected.

The calculated p value being 0.472, and greater than 0.05, indicates good fit. Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI) and Comparative Fit Index (CFI) were found to be 0.941, 0.912 and 0.963 respectively. These values being greater than 0.9 represent good fit. The Root Mean Square Error of Approximation (RMSEA) value being 0.000, and lesser than 0.1, also indicated good fit (Daire et al., 2008; Hair et al., 2009; Hu and Bentler, 1999).

6. CONCLUSION
Organisational culture, Emotional intelligence, Financial incentives, and Non-financial incentives have a positive effect on job motivation. Job motivation in turn has a positive effect on organisational commitment.

7. REFERENCES


