



## The Relationship Between Job Motivation and Organisational Commitment in a Public Sector Organisation in South Africa

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### **Abstract**

This study aims to examine the relationship between job motivation and organisational commitment in the public sector organisation in Limpopo Province, South Africa. Job motivation and organisational commitment have been a challenge for both private and public sector organisations for decades in developed and developing countries. Employees' acceptance of organisational goals, readiness to work hard for the organization, and desire to stay with the organization demonstrate organisational commitment. However, public servants' displeasure in South Africa is manifested through ongoing labour demonstrations, corruption, mismanagement, poor leadership, erosion of ethical guidance and poor performance besides promulgating progressive policies after the 1994 non-racial democratic elections. The study used a cross-sectional survey design and quantitative. The target population for this study consisted of employees in Capricorn District, Department of Basic Education (DBE) Limpopo Province in South Africa. Office-based employees of all ranks participated. Two hundred and thirty-four (234) employees including administrators, supporting personnel, educational specialists, accountants, heads of departments and directors were randomly sampled using a Rao Soft Sample Calculator version 21. For this study, the Work Preference Inventory (WPI) questionnaire and the Organisational Commitment Questionnaire (OCQ) were used as primary data collection tools. The questionnaires were distributed and only 159 questionnaires were returned (response rate of 68%). Data were analysed using the IBM Statistical Package for the Social Sciences (SPSS) Version 26.0. Descriptive statistics by way of means and standard deviation for each variable and its sub-variables were used to analyse the data. Cronbach alpha coefficients were used to assess the reliability of the measuring instruments and the t-test was used to determine the correlation coefficient. The results showed that most departmental employees are motivated by extrinsic job factors as compared to intrinsic job factors. The results also revealed that there is a positive relationship between job motivation and other components of organisational commitment but a non-significant relationship with continuance commitment. The study recommended that the department have a sufficiently robust motivation mechanism among employees such as rewarding performance, praising good workers, incentives, and development of policies and regulations that create a conducive environment where employees would be motivated, leading to improved organisational commitment.

**Keywords:** *Job Motivation; Organisational Commitment; Affective Commitment; Continuance Commitment; Normative Commitment*

## *Introduction*

Job motivation and organisational commitment have been a challenge for both private and public sector organisations for decades in developed and developing countries. Mullin (2007) referred to motivation as forces within a person that affect their direction, intensity, and persistence of voluntary behaviour. Employee motivation is the level of energy, commitment, and creativity that a worker applies in performing his or her job. Job motivation is a key factor in comprehending, learning, and analyzing human behaviour. It is recognized as a management method that encourages individual behaviour with the purpose of accomplishing organizational goals (Werdhiastutie, Suhariadi, & Partiw, 2020). Organizational commitment is defined as the level of participation of subordinates in their organization and its corporate values (Ezenwakwelu, 2017). It is regarded as a nexus or link of the individual with the organization. Committed employees are aware of their role in achieving functional objectives, perform at a high degree of excellence, and favourably encourage their colleagues to achieve organizational goals (Ezenwakwelu, 2017). According to Candelario, Tindowen, Mendezabal, and Quilang (2020), for every organization to be successful, its greatest asset must be its people, who have unique qualities, abilities, expertise, and perceptions about their work and the organization. In an increasingly competitive economy, the quality of human resources is a critical factor in improving any organization's services. In addition, organizations will fulfil their goals if their employees are sufficiently excited to perform effectively in their designated areas (Jose, Minh, Ullah, & Sadiq, 2021), and as such, organizations should present employees with a variety of opportunities.

Organizations should be aware of everyone's behaviour that inspires and serves as self and peer motivation by considering their personal needs and wants (Werdhiastutie et al., 2020). Locke and Schattke (2019) argued that organizational success is based on the idea that to retain employees, an effective reward system should be maintained. As such, motivated employees are determined, innovative, and productive, and deliver quality services (Jose et al., 2021). They are motivated to succeed in every task that is assigned to them because the working environment is conducive. Therefore, managers and supervisors need to understand the strengths and weaknesses of each employee and provide necessary assistance to reach their potential. Interestingly, employees' acceptance of organisational goals, readiness to work hard for the organization, and desire to stay with the organization demonstrate organisational commitment. It is an important factor in reducing turnover and absenteeism (Labrague, Nwafor, & Tsaras, 2020). As a result, organizational commitment is viewed as a powerful source of motivation (Meyer, Becker & Vandenberghe, 2004)

In most developing countries, the public sector remains the largest employer due to political, religious, and other historical backgrounds. South Africa is not an exception in this matter. The South African government is the single largest employer in the country with over 1.3 million employees across multiple sectors including teachers, nurses, doctors, municipal workers, police officers and defence force members (Mail & Guardian, 2021). Other organs of the state such as public universities, state-owned enterprises, and special agencies create employment opportunities and provide services to citizens. The South African government also play a crucial role as a regulator responsible for the promulgation of the employment laws governing the employer-employee relationship. For example, the Constitution of the Republic of South Africa (1996) implored public servants to be professional, accountable and development-oriented.

Therefore, its labour regime must be supportive of service delivery and development goals as service delivery cannot be accomplished in isolation. However, the South African government has faced several challenges since the dawn of democracy after non-racial elections in 1994. Public servants have witnessed corruption, mismanagement, service delivery protests, poor leadership, skills shortages, erosion of ethical guidance and poor performance which negatively affected their motivation and commitment to their employer. It is common to say motivated employees are committed and loyal employees who are

willing to and capable of delivering high-quality services (Loveman, 2017; Silvestro & Cross, 2016; Sibonde, & Dassah, 2021). Furthermore, motivated, and devoted personnel contribute well to the organization's growth and development, and as a result, low turnover, loyalty, and harmony are accomplished (Ezenwakwelu, 2017). They tend to exhibit higher levels of job performance and productivity as compared to employees who are not committed and driven (Sharma, Sharma & Pandey, 2016).

However, public servants' displeasure in South Africa is manifested through ongoing labour demonstrations, which cause delays in the delivery of services to the communities they serve. Low motivation is associated with low levels of commitment and discontent at work, which leads to absenteeism, intention to leave employment, and employee turnover (Deri, Zaazie and Bazaanah, 2021). Public sector employees must perceive organizational commitment and job motivation components since these characteristics are linked to the quality of services provided (Mafini & Dlodlo, 2014). Therefore, this study aims to examine the relationship between job motivation and organisational commitment in the public sector organisation in Limpopo Province, South Africa. The study focuses on the literature review, then the research methodology employed, followed by the results and discussion and lastly conclusion and recommendations. The study contributes to theory and practice and could be of benefit to public sector management and other organisational management teams in reviewing their strategies to meet employees' needs in general. The findings of the research contribute to the body of knowledge and provide a better understanding of the levels of and relationship between job motivation and organisational commitment among public sector employees. Therefore, the following hypotheses were formulated to address the aim of the study:

*H1:* There is a positive relationship between job motivation and organisational commitment.

*H2:* If job motivation is high then affective commitment is high.

*H3:* If job motivation is high then continuance commitment is high.

*H4:* If job motivation is high then normative commitment is high.

### **Literature Review**

The literature review is divided into three sections, namely job motivation, organisational commitment and the relationship between job motivation and organisational commitment with its subsections.

### **Understanding Job Motivation and Its Benefits**

Motivating employees remains one of the most important factors influencing employee performance and organizational success. Motivation is a psychological process that contributes to a person's maximum level of commitment. Organizations implement programs such as total quality management (TQM), worker participation, work improvement, skill-based compensation, and advance-sharing approaches to acquire a competitive advantage against similarly positioned enterprises (Almansour, 2012). The purpose of such interventions is to generate organizational output by monitoring employees' on-the-job behaviour and contributing to the attainment of organizational goals (Almansour, 2012). One of the key goals of the organization is to optimize productivity by achieving maximum output at the lowest possible cost. Employee behaviour has a positive impact on organizational performance; therefore, including strategy-aligned behaviours and attitudes is critical for an organization (Werdhiastutie et al., 2020). An organization must motivate its employees to contribute to such success (Almansour,

2012). In return, motivation helps organizations identify factors that encourage individuals to contribute to the success of the organization (Werdhiastutie et al., 2020).

When employees are motivated, they are more likely to perform appropriately or carry out their responsibilities. Employees who are highly driven within an organisation may be devoted and perform well (Locke and Schattke, 2019). As a result, employees' commitment to the organization validates job motivation. Employees can be highly driven if they are rewarded and recognized inside their organization (Turner, 2017); nevertheless, they will be less motivated if the organization fails to discover the triggers of such benefits (Asaari, Desa and Subramaniam, 2019). Furthermore, motivated employees contribute to the organization's growth and development, resulting in low turnover, loyalty, and harmony (Deri et al., 2021). As a result, organizations can utilize a range of strategies to inspire employees, such as monetary or non-monetary incentives (Sureephong, Dahlan, Chernbumroong & Tongpaeng, 2020). This implies that intrinsic or extrinsic motivation contributes to worker fulfilment and leads to increased performance.

### **The Self-determination Theory**

The Self-determination theory (SDT) is a macro theory of individual motivation that differentiates between numerous types of motivation (Ryan & Deci, 2022). The core concept of self-determination theory is the distinction between autonomous motivation, also known as intrinsic motivation, and controlled motivation, also known as extrinsic motivation (Ryan & Deci, 2022). Controlled motivation is a compulsion to do, behave, or think in a certain way (Ryan & Deci, 2022). These components reflect the base and manner of carrying out activities; they attempt to explain the strengths, direction, and stability of activities (Deci, Olafsen & Ryan, 2017). In other words, for employees to be dedicated to the organization, certain intrinsic and extrinsic motivational factors must be met. Extrinsic and intrinsic motivation both raise individuals' job motivation and improve organizational performance (Locke & Schattke, 2019). As a result, these motives influence employees' goals for an activity as well as their actual behaviours.

### **Intrinsic Motivation**

According to Turner (2017), intrinsic motivation is the manifestation of behaviours that result in individual fulfilment. It describes the pleasure and natural satisfaction derived from a specific action. Intrinsic motivation indicates that people undertake something because it is naturally exciting or pleasurable (Turner, 2017). When employees begin to enjoy and be interested in their jobs, they will make greater attempts to complete the duties allotted to them. Intrinsic motivation not only increases worker effort but also has a significant influence on employee behaviour (Bektas, 2017). Behaviour is induced by Individuals' needs to experience competence and independence in coping with their work environment (Werdhiastutie et al., 2020). Furthermore, Individuals' behaviour is evident when it is geared toward what and relatedness rather than obtaining material benefits (Werdhiastutie et al., 2020). Intrinsic rewards are beneficial in providing employees with opportunities for appreciation and recognition, and these will aid in the development of workers' emotional connections to organizational goals and purposes (Turner, 2017).

### **Extrinsic Motivation**

Extrinsic motivation is a set of behaviours that inspires individuals to conduct outcome-oriented activities (Turner, 2017). Employees' actions are influenced by their apparent standards and the advantages of their behaviour, according to Turner (2017). Extrinsic motivation focuses on goal-driven reasons or extra-personal stimuli that influence the need to work, such as compensation, incentives, or benefits received when participating in a task (Bektas, 2017). Reasonable remuneration, promotion, career possibilities, job security, employee relationships, and working conditions are all important aspects of employee motivation (Bektas, 2017). Such benefits are frequently regulated at the organizational level,

affecting workers' inspiration, performance, and interest in an organization. This suggests that individuals have a variety of needs that should be met. It is the obligation of organizations in this case to stimulate their employees so that they become productive. Tshukudu (2014) agreed, stating that organizational success is feasible if motivated employees serve as an interaction of attainment of organizational goals, high competence, development, and performance. As a result, the concept of motivation is important to the theory of self-determination.

### **Organisational and Employee Commitments**

Organizational commitment has long been a topic of attention in the field of organizational behaviour (Klein, 2016). This growing interest stems from the assumption that if organizations are efficiently managed, employees will be dedicated to them, resulting in positive outcomes (Klein, 2016). According to Mangaleswaran and Srinivasan (2012), organisational commitment refers to an individual's level of devotion to their workplace. Lumley, Coetzee, Tladinyane, and Ferreira (2011), added that organisational commitment reduces turnover and absenteeism at both the individual and organizational levels. As a result, organizations cannot succeed without the effort and commitment of their employees (Mosadeghrad, Ferlie & Rosenberg, 2008). Maintaining organizational commitment is still a challenge for many organizations in today's competitive market without understanding the employee commitment aspect.

Employee commitment to an organization is likely to foster a positive organizational climate, boost individual self-confidence, encourage employees, and boost productivity (Salami, 2008). Employees who have a high level of organizational commitment exhibit positive workplace behaviour, such as high performance, which benefits the organization (Albdour & Altarawneh, 2014). According to Shahnawaz and Juyal (2006), employees with higher degrees of organizational commitment are more productive, harmonious, loyal, accountable, and responsible in their jobs.

### **The Components of Organisational Commitment**

Allen and Meyer (1990) identified the three components of organisational commitment, namely, affective commitment, continuance commitment and normative commitment. They summarise them as follows: 'Individuals with strong affective commitment stay in the organisation because they feel they want to, those with a stronger normative commitment continue because they should, and those with strong continuance commitment remain because they need to' (Meyer & Allen, 1997:11).

### **Affective Commitment**

Wołowska (2014) defines affective commitment as an individual's sense of commitment to and affiliation with an organization. According to Meyer and Allen (1997), affective commitment is a person's emotional attachment to, empathy for, and contribution to a company. Furthermore, it is the emotional relationship that a person forms toward an organization as a result of pleasant job experiences (Jaros, 2007). According to Adeoye, Genty, Osagie, and Atiku, (2023: 33), 'Members of an organisation who are committed to the organisation with an affective base continue to work tirelessly because of their emotional attachment to it'. The impression of affective commitment is conditioned by the notion that all elements affecting its progress elicit a strongly favourable reaction (Wołowska, 2014). Meyer and Herscovitch (2001) claimed, however, that an individual's affective state is a key cognitive component of this type of commitment, such as employees' view that whatever they do is significant. The concept encompasses features of organizational trustworthiness, empathy with the organization, such as pride in the organization and internalization of organizational goals, and organizational participation, such as individual determination made on behalf of the organization (Garland, Hogan, Kelley, Kim, & Lambert, 2013).

## **Continuance Commitment**

Allen (1990) describes continuance commitment as an attachment that arises because of sacrifices made in the organisation, such as societal relations, pensions, remuneration and non-transferable job abilities. It develops as an effect of an action that enhances the costs linked with leaving the organisation (Wołowska, 2014). These investments tie individuals to the organisation and as such, they will remain with the organisation (Garland et al, 2013). It is related to an individual's experience and to what an individual has offered to an organisation. Continuance commitment is a responsibility based on the implications of an individual's departure from the organization. As a result, personnel with strong continuous commitment stay with the organization because they have no choice (Allen & Meyer, 1990). This would be the case, for example, if an individual has spent a significant amount of time and resources learning something that can only be used in that specific organization, or if there are no better employment opportunities available at the time than the current position (Allen & Meyer 1990; Garcia-Gabrera & Garcia-Soto, 2012). According to Adeoye et al (2023), individuals stay because of positive extrinsic rewards even without identifying with the organisational values.

## **Normative Commitment**

Normative commitment is a requirement to continue working for a given organization (Meyer & Allen, 1997), irrespective of their locations long as there is recognition, from top management and regular communication (Adeoye et al, 2023). It occurs when an employee feels driven to stay with the organization or when the person is certain that staying is the best option (Jaros, 2007; Ahmadi & Avajian, 2011). It is the internalized pressure or a sense of commitment to the organization. Individuals with an internalized sense of accountability and obligation can be valuable members of an organization (Allen & Meyer, 1990). Individual skills influence normative commitment both before and after joining the organization (Paik, Parboteeah, & Shim, 2007). This suggests that individual normative commitment develops not only through socialization within the organization, but also through socialization with society as a whole (Markovits, Boer, & Dick, 2013). Normative commitment has a positive psychological effect on employees' performance. If employees are performing their jobs well, the organisation must be pleased and give benefits to them, which psychologically satisfies them for improving their performance (Khattak & Sethi, 2012).

## **The Relationship between Job Motivation and Organisational Commitment**

Job motivation and organizational commitment have been extensively researched on the subject of organizational behaviour. Meyer et al. (2004) distinguish between job motivation and organizational commitment. Job motivation theories explain why employees accomplish their tasks, whereas organizational commitment theories explain why employees stay with the organization. Job motivation, according to Latham and Ernst (2006) and Mullins (2007), is an active force that causes an individual to initiate job-related behaviour, whereas organizational commitment, according to Jaros (2007) and Nafei (2014), is a force that binds an individual to a path of action. As a result, both notions are forces that influence behaviour (Meyer et al., 2004). The study of McCabe and Garavan (2008) indicated that motivation is the consequence of organisational commitment while Gholizade, Masoudi, Maleki, Aeenparast and Barzegar (2014) revealed that job motivation has an impact on organisational commitment. This amplifies and confirms that highly motivated and committed employees contribute their time and energy to achieve organisational goals (Hunjra, Ali, Chani, Khan & Rehman, 2010). This is also supported by the study of Pool and Pool (2007), who indicated that committed workers contribute to the organisation in terms of their level of motivation. Al Madi, Assal, Shrafat and Zeglat (2017) showed that job motivation has a significant impact on organisational commitment, while the study of Salleh, Zahari, Said and Ali (2016) showed that there is a positive association between work motivation and

organisational commitment. These findings indicate that once employees are motivated, they become committed as they feel that they are part of the organisation.

### ***Research Methodology***

The study used a cross-sectional survey design. In a cross-sectional survey design, the researcher collects data at one point in time (Creswell, 2012). In this study cross-sectional survey design was used to gather data effectively from a large group in a relatively short period at, a low cost; it is a valuable tool for assessing opinions and trends, increasing accessibility to respondents (Creswell, 2012). The target population for this study consisted of employees in Capricorn District, Department of Basic Education (DBE) Limpopo Province in South Africa. Office-based employees of all ranks participated, irrespective of their race, age, gender, job positions and educational background. The DBE has five district offices within the Province which are Capricorn, Vhembe, Mopani, Sekhukhune and Waterberg District Offices. A simple random sample is adopted in this study because it allows every member of the Department of Basic Education, Capricorn District to have an equal chance of being selected. Two hundred and thirty-four (234) employees including administrators, supporting personnel, educational specialists, accountants, heads of departments and directors, in different sections within the district, were randomly sampled using a Rao Soft Sample Calculator version 21.

For this study, the Work Preference Inventory (WPI) questionnaire developed by Amabile, Hill, Hennessey and Tighe (1994) and the Organisational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1991) were used as primary data collection tools. The questionnaires have a demographic data section (Section A) in which the respondents gave background information about their gender, age, job position, educational level and length of service and Sections B (WPI) and C (OCQ). The questionnaire sections used the Likert Scale ranging from 1 to 5 where 1= strongly agrees, 2= agree, 3= neutral, 4= disagree, 5= strongly disagree. These instruments have been tried and tested over time and context and are deemed reliable and valid measures. The questionnaires were distributed and collected manually together with the signed informed consent form. It must be noted that only 159 questionnaires were returned (response rate of 68%).

Data were analysed using the IBM Statistical Package for the Social Sciences (SPSS) Version 26.0. Descriptive statistics by way of means and standard deviation for each variable and its sub-variables were used to analyse the data. Cronbach alpha coefficients were used to assess the reliability of the measuring instruments and to further determine how closely related items are in each variable. The t-test was used to determine if the correlation coefficient is significantly different from zero and to determine if there is evidence of an association between variables job motivation and organisational commitment. The Turfloop Research Ethics Committee (TREC) and the Department of Basic Education in Limpopo granted the researcher permission to conduct the study.

### ***Results and Discussion***

#### ***Descriptive Statistics***

Descriptive statistics in the form of arithmetic means and standard deviations were calculated. Table 1 below shows the mean and standard deviations for intrinsic job motivation, extrinsic job motivation, affective commitment, continuance commitment and normative commitment.

**Table 1: Descriptive Statistics on Job Motivation and Organisational Justice**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Intrinsic job motivation	159	31.57	6.423
Extrinsic job motivation	159	38.87	6.074
Affective commitment	159	18.96	3.473
Continuance commitment	159	18.40	4.954
Normative commitment	159	18.91	3.994

Source: Authors

From Table 1 above it is evident that the mean score of the respondents on intrinsic job motivation is 31.57 and on extrinsic job motivation the mean score is 38.87. The results revealed that the respondents are motivated more by extrinsic than intrinsic factors. According to Turner (2017), intrinsic rewards are only beneficial in providing employees with opportunities and recognition which lead to an emotional connection to organisational goals. However, the findings are in line with Ali and Anwar (2021) who indicated that extrinsically motivated employees are influenced by compensation, incentives or benefits as in this study, public sector employees provide a service to their communities. The affective commitment is at the mean score of 18.96, which shows the sense of commitment to and affiliation with the organisation (Jaros, 2007). Continuance commitment is at 18.40 which depicts the investment that ties individuals to the organisation (Garland et al, 2013) and normative commitment is at 18.91, where employees feel driven to stay with the organisation (Jaron, 2007; Ahmadi & Avajian, 2011). This indicates almost no difference between the respondents' mean scores on these three components of organisational commitment. There is not much difference between the spread of the scores around the means of the variables.

### **Correlation Analysis**

Correlational analysis was used to test the relationship between job motivation and organisational commitment in a selected public service organisation in South Africa.

### **Relationship between Job Motivation and Organisational Commitment**

Hypothesis One (H1) assumes that there is a positive relationship between job motivation and organisational commitment. The results in Table 2 reveal that there is a highly significant but weak positive relationship between job motivation and organisational commitment.



Table 2: Correlations between job motivation and organisational commitment

	Job Motivation		Organisational Commitment
Job motivation	Pearson Correlation	1	.215**
	Sig. (1-tailed)		.003
	N	159	159
Organisational commitment	Pearson Correlation	.215**	1
	Sig. (1-tailed)	.003	
	N	159	159

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Source: Authors

The overall results indicate a highly significant statistical relationship between job motivation, and organisational commitment ( $r=0.215$ ;  $p\text{-value}=0.003$ ). Therefore, the above hypothesis (H1) is acceptable. The results reveal that an increase in job motivation correlates with increased organisational commitment. Once employees are motivated, their service delivery or productivity will increase and actively contribute towards achieving organisational goals.

### Relationship between Job Motivation and Affective Commitment

Table 3: Correlation between job motivation and affective commitment

	Job Motivation		Affective Commitment
Job motivation	Pearson Correlation	1	.231**
	Sig. (1-tailed)		.002
	N	159	159
Affective commitment	Pearson Correlation	.231**	1
	Sig. (1-tailed)	.002	
	N	159	159

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Source: Authors

Hypothesis two (H2) states that if job motivation is high then affective commitment is high. The results in Table 3 suggest that there is a positive significant relationship between job motivation and affective commitment ( $r=0.231$ ;  $p\text{-value}=0.002$ ). As a result, the above hypothesis (H2) is acceptable. The results indicate that employees commit to the organisation because they want to, and they believe that the organisation deserves their loyalty. This is in line with Bratton and Gold (2007) emphasised that an employee's commitment is relative to the worker's attachment to participate in the organisations in which they are employed. As such, committed employees are more likely to contribute all their skills and knowledge to their organisation and become more productive. Hence, affective commitment is an individual feeling towards an organisation and identification with it (Wołowska, 2014).

### Relationship between Job Motivation and Continuance Commitment

Table 4: Correlation between job motivation and continuance commitment

	Job Motivation		Continuance Commitment
Job motivation	Pearson Correlation	1	.074
	Sig. (1-tailed)		.178
	N	159	159
Continuance commitment	Pearson Correlation	.074	1
	Sig. (1-tailed)	.178	
	N	159	159

Source: Authors

Hypothesis three (H3) states that if job motivation is high then continuance commitment is high. The results in Table 4 depict that there is a positive relationship but non-significant relationship between job motivation and continuance commitment ( $r=0.074$ ;  $p\text{-value}=0.178$ ). Therefore, the hypothesis (H3) is partially accepted. The results showed that not all employees stay with the organisation because they feel that they must continue working for the department. However, some feel that there will be costs associated with leaving the organisation. These costs bind the person to the organisation and result in a desire to stay with the organisation (Garland et al., 2013). It must be noted that the costs are anything that an employee considers valuable such as pension funds, status, and organisational benefits that could be lost by leaving the organisation which makes them remain with the organisation.

### Relationship between Job Motivation and Normative Commitment

Table 5: Correlation between job motivation and normative commitment

	Job Motivation		Normative Commitment
Job motivation	Pearson Correlation	1	.267**
	Sig. (1-tailed)		.000
	N	159	159
Normative commitment	Pearson Correlation	.267**	1
	Sig. (1-tailed)	.000	
	N	159	159

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Source: Authors

Hypothesis four (H4) states that if job motivation is high then normative commitment is high. The results in Table 5 indicate that there is a positive significant relationship between job motivation and normative commitment ( $r=0.267$ ;  $p\text{-value}=0.000$ ). As a result, the above hypothesis (H4) is acceptable. The results suggest that employees in public sector organisations are motivated, and their sense of commitment to the organisation is high which positively affects their decision to stay and increase their performance.

## Analysis of Variance

### Paired Sample Test between Intrinsic and Extrinsic Job Motivation

In this subsection of analysis, t-tests are reported. The t-test is used to find out the significance of the difference between the means of two independent samples. The two independent samples considered in this study are intrinsic and extrinsic job motivation. In a repeated-measures t-test, the value of df (differential freedom) will be one less than the number of participants in the study (in this case there were 159 participants, so  $df = 158$ ). A repeated measures t-test was performed between intrinsic and extrinsic job motivation to determine whether there is a significant difference between the two variables. It was evident that there is a significant difference,  $t(158) = 19.701, p < 0.05$ .

### Distribution of Organisational Commitment Components

There is a statistically significant difference between the three organisational commitment components since the chi-square value is 2.274, df is 2,  $p > 0.05$ . These results suggest that there is no statistically significant difference between affective, normative and continuance commitments.

### Reliability of the Variables

The reliability of job motivation and organisational commitment were determined using Cronbach's alpha coefficient and is presented in Table 6. Tavakol and Dennick (2011) argued that reliabilities with less than 0.60 indicate poor consistency while those in the range of 0.70 – 0.80 are deemed acceptable and those above 0.80 are considered very excellent.

Table 6: Cronbach alpha coefficient for job motivation and organisational commitment

Scale	Number of Items	Cronbach Alpha	Level of Reliability
Job motivation	30	.638	Acceptable
Organisational commitment	18	.796	Acceptable

Source: Authors

Table 6 clarifies the Cronbach Alpha values for both variables, job motivation and organisational commitment. The Cronbach's Alpha coefficient for the job motivation scale was above 0.60, which is at 0.638, and organisational commitment at 0.796. The study reveals that the Cronbach Alpha coefficients were above 0.60, confirming therefore that the items were reliable and acceptable.

## Conclusion and Recommendations

This study investigated the relationship between job motivation, and organisational commitment of office-based employees in the Department of Basic Education, Capricorn District in the Limpopo Province, South Africa. The results showed that the majority of departmental employees are motivated by extrinsic job factors as compared to intrinsic job factors. This indicates that the employee's behaviour is motivated by external factors pushing them to do something and hoping for a reward. This implies that once employees are motivated by factors such as remuneration, promotion, and benefits, they can be committed to their work and organisation. The study also revealed that most employees are affective or emotionally committed because they strongly identify themselves with the goals of the organisation and therefore, they desire to remain a part of their organisation. It is subsequently important for the organisation to consider employees' loyalty, create a good working environment, and give rewards as a

way of encouraging workers to remain with the organisation. On continuance commitment, the study showed that most employees believed that their lives would be interrupted if they decided to leave the organisation. As a result, organisations must cater for individual needs and ensure that they are content with their jobs so that employees are inspired and devoted to the organisation. The present study findings show that there is a significant positive relationship between job motivation and normative commitment. However, it is recommended that the department have a sufficiently robust motivation mechanism among employees such as rewarding performance, praising good workers, and incentives. The development of policies and regulations that create a conducive environment where employees would be satisfied and motivated, could lead to the improvement of organisational commitment levels. Management must empower employees through conferences and workshops that enhance training. Both the supervisor and the employee should be involved in the identification of training needs.

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