

**RELATIONSHIP BETWEEN WORK MOTIVATION AND JOB  
PERFORMANCE: ORGANIZATIONAL COMMITMENT AS A  
MEDIATOR**

ROSMARIANI BINTI AB GHANI

This project is submitted in partial fulfilment of the requirements for a  
Bachelor of Science with Honours  
Human Resource Development

Faculty of Cognitive Sciences and Human Development  
UNIVERSITI MALAYSIA SARAWAK  
2011

## ACKNOWLEDGEMENT

Alhamdulillah, first and foremost I would like to thank Allah S.W.T for giving me encouragement and strength to face the challenges and difficulties to complete my study, especially in conducting this research.

Besides that, I would like to sincerely thank my supervisor, Dr. Sopian bin Hj. Bujang who has given me a lot of help, support, advice, comment, guidance and suggestions in completing my final year project.

I would like to thank my family members especially my beloved mother, Nik Yam binti Mohamed who have supported me physical and mentally during the completion of this thesis. They never leave me alone and always give me strength and support for me.

I also gratefully acknowledge my truly appreciation to all the lectures and staffs of Faculty of Cognitive Sciences and Human Resource Development for their constant encouragement and support throughout the period of this research project.

Last but not least, I thank all the people who were involved directly or indirectly in the process of completing this study.

## TABLE OF CONTENTS

	<b>Page</b>
Acknowledgements	i
Table of Contents	ii
List of Tables	vi
List of Figures	viii
Abstract	ix
Abstrak	x

## CHAPTER 1: INTRODUCTION

1.0	Introduction	1
1.1	Background of Study	2
1.2	Problem Statement	3
1.3	Objectives	5
	1.3.1 General Objective	5
	1.3.2 Specific Objectives	5
1.4	conceptual frameworks	6
1.5	Research hypotheses	6
	1.5.1 General hypotheses	6
	1.5.2 Specific hypotheses	7
1.6	Significance of Study	7
1.7	Operational Definitions of Terms	8
	1.7.1 Work Motivation	8
	1.7.2 Organizational Commitment	8
	1.7.3 Job Performance	9
	1.7.4 Affective Commitment	9

1.7.5	Normative Commitment	9
1.7.6	Continuance Commitment	9
1.8	Conclusion	10

## **CHAPTER 2: LITERATURE REVIEW**

2.0	Introduction	11
2.1	Concepts	12
2.1.1	Work Motivation	12
2.1.2	Organizational Commitment	13
2.1.3	Job Performance	13
2.2	Theories	14
2.2.1	Work Motivation	14
	Herzberg Theory	14
2.2.2	Job Performance	15
	a) Goal Setting Theory	15
	b) Campbell Model	16
	c) Reinforcement Theory	17
2.2.3	Organizational Commitment	17
2.3	Empirical Evidence	18

## **CHAPTER 3: RESEARCH METHODOLOGY**

3.0	Introduction	22
3.1	Design of Research	23
3.2	Population and Sample	23
3.3	Research Instruments	24

3.4	Data Collection Technique	26
3.5	Validity and Reliability Test	29
3.6	Data Analysis	33
3.6.1	Data Screening	34
3.6.2	Pearson Correlation	36
3.6.3	Stepwise Regression Analysis	37
3.7	Conclusion	38

## **CHAPTER 4: FINDINGS AND DISCUSSIONS**

4.0	Introduction	39
4.1	Respondent's Background	40
4.2	Pearson Correlation Analysis	43
4.2.1	The Relationship between Work Motivation and job Performance	43
4.3	Testing Mediating Model	45
4.3.1	Interaction between Job Performance and Employee Organizational Commitment towards Work Motivation	46
4.3.2	Interaction between Job Performance and Employee Affective Commitment towards Work Motivation	49
4.3.3	Interaction between Job Performance and Employee Normative Commitment towards Work Motivation	52
4.3.4	Interaction between Job Performance and Employee Continuance Commitment towards Work Motivation	55
4.4	Summary of Findings	47
4.5	Conclusion	48

## **CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

5.0	Introduction	59
5.1	Summary of Study	60
5.2	Implications of the Study	61
	5.2.1 Implications to Herzberg Theory	62
	5.2.2 Implications to Research Methodology	62
	5.2.3 Implication to Human Resource Practitioners	62
5.3	Recommendations	63
	5.3.1 Organization	63
	5.3.2 Human Resource Practitioners	64
	5.3.3 Future Researchers	64
5.4	Limitations of Study	65
5.5	Conclusion	65

## **BIBLIOGRAPHY**

## **APPENDIX**

## LIST OF TABLES

<b>Table 3.1</b> Organization's Population	23
<b>Table 3.2</b> Determining the Random Sample Size from a Determined Population	24
<b>Table 3.3</b> Research Instrument	25
<b>Table 3.4</b> Five Point Likert Scale	26
<b>Table 3.5</b> Cronbach's Alpha Result	27
<b>Table 3.6</b> Questionnaires Distributions	29
<b>Table 3.7</b> Item Validity	30
<b>Table 3.8</b> Goodness of Data	33
<b>Table 3.9</b> Normality Test Results	34
<b>Table 3.10</b> Description of Pearson Correlation Value	35
<b>Table 4.1</b> Respondent's Background	41
<b>Table 4.2</b> Pearson Correlation Analysis	43
<b>Table 4.3</b> Stepwise Regression for Testing Mediating Variable (Organizational Commitment)	45
<b>Table 4.4</b> Stepwise Regression for Testing Mediating (Affective Commitment)	46
<b>Table 4.5</b>	

Stepwise Regression for Testing Mediating (Normative Commitment)	48
<b>Table 4.6</b> Stepwise Regression for Testing Mediating (Continuance Commitment)	51
<b>Table 4.7</b> Summary of Hypotheses Testing	57

## **LIST OF FIGURE**

### **Figure 1**

Conceptual Research Framework

6

## **ABSTRACT**

### **RELATIONSHIP BETWEEN WORK MOTIVATION AND JOB PERFORMANCE: ORGANIZATIONAL COMMITMENT AS A MEDIATOR**

Rosmariansi binti Ab Ghani

This study was conducted to explore the relationship between work motivation and job performance with the involvement of organizational commitment (affective commitment, normative commitment and continuance commitment) as the mediator. In total, 100 usable questionnaires were obtained in two public organization located at Kota Samarahan, Sarawak to determine whether work motivation and job performance affected on organizational commitment. The findings of this study obtained indicated that there were significant relationship between work motivation and job performance. Besides, there was significant relationship indicated that organizational commitment (affective commitment, normative commitment and continuance commitment) did act as mediator in the relationship between work motivation and job performance. This study also discussed the implication of this study to the theory, methodological strength and human resource practitioners. The limitations of this study and recommendations for organization, human resource practitioners and future study were also further discussed.

## **ABSTRAK**

### **HUBUNGAN ANTARA MOTIVASI KERJA DAN PRESTASI KERJA: KOMITMEN TERHADAP ORGANISASI SEBAGAI PERANTARAAN**

*Rosmariansi binti Ab Ghani*

*Kajian ini dijalankan untuk mengenalpasti hubungan antara motivasi kerja dan prestasi kerja dengan melibatkan komitmen terhadap organisasi (komitmen afektif, komitmen normative dan komitmen berterusan) sebagai perantaraan. Satu tinjauan telah dijalankan ke atas 100 pekerja dalam dua organisasi kerajaan di Kota Samarahan, Sarawak untuk mengkaji sama ada motivasi kerja dan prestasi kerja pekerja memberikan kesan kepada komitmen terhadap organisasi. Dapatan kajian menunjukkan bahawa wujud hubungan yang signifikan antara motivasi kerja dan prestasi kerja para pekerja. Di samping itu, kajian ini juga menunjukkan bahawa komitmen terhadap organisasi (komitmen afektif, komitmen normative dan komitmen berterusan) telah wujud sebagai pengantaraan antara motivasi kerja dan prestasi kerja para pekerja. Kajian ini juga membincangkan tentang implikasi kepada teori, kekuatan metodologi dan pengamal sumber manusia. Limitasi dan cadangan untuk organisasi, pengamal sumber manusia dan kajian masa depan juga dibincangkan.*

## **CHAPTER ONE**

### ***INTRODUCTION***

#### **1.0 Introduction**

This chapter divided into nine sections. The first section explains about the title of the study. The second section discusses about the background of the study while the third section states the problem statement of the study. Next, the fourth chapter discussed about the objectives of the study which consist of general objectives and specific objectives and the fifth section explained about the conceptual framework and variables use in this study. The sixth section stated the research hypotheses of this study. The hypotheses of this study also consist of two which is general hypotheses and specific hypotheses and the seventh section will explain the significance of the study. The next section explained the definition of terms use in this study while the last section concluded all the section in this chapter.

## **1.1 Background of Study**

Nowadays, job motivation becomes a very important element in every employee. Job motivation becomes a very important because it can influence employees to perform a good performance in their job. It is because, without the employees' motivation, employees will not have the spirit to work very well in order to achieve the organization goal. In addition, motivation can increase the employee ability and strengthens in their work so that the employee can work properly.

Employees that have the higher organizational commitment usually have the higher job motivation. According to Mayer and Allen (1991), organizational commitment consists of three important components. The three important components are affective commitment, normative commitment and continuance commitment. Eagly and Chaiken (1993) proposed that three important components in organizational commitment as an attitude-behavior model. The affective model can be conclude as the psychological attachment to organization while the normative commitment is a cost associated with leaving the organization and the last component which is continuance commitment can be defined as perceived obligation to remain with the organization. (Eagly & Chaiken, 1993).

The higher motivation in the employees can ensure the best work performance among the employees. With the higher motivation and the higher organizational commitment, the employees will show their best performance in their task. So, the organizational commitment can

influence to get the work motivation among the employees so that employees will show the best job performance.

## **1.2 Problem of Statement**

The more dynamic the environment (rapid changes in market and technology), the more an organization must be concerned with managing the flow of people in the organization whether through and out of the organization. Retaining employees and maintaining their level of performance that can attain the organization goals are important aspects that an organization needs to consider.

According to Nehmeh (2009), organizational Commitment is highly valuable. Studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior.

Employee's motivation is the most factors that can give more impact to the organization itself. The employee's motivation on work will give impact to the organization's productivity and efficiency.

Nowadays, employee's turnover can be seen happen in many organizations. The employee's turnover mostly affected by the work motivation or employee's motivation and also by the affect of the organizational commitment.

In fact, vast numbers of studies have found positive relationships between organizational commitment and employee behaviors such as a greater effort exerted by the employee in performing tasks, higher employee retention, better work attendance, increased willingness to engage in citizenship behavior and higher delivery of service quality. (Nehmeh. R, 2009)

Nehmeh (2009) also stated that some research has found about the organizational commitment and job performance. The research comes to the result that the more committed the employee is to the organization, the greater the effort exerted by the employee in performing tasks.

More organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction among the employees. In order to make employees satisfied and committed to their jobs, there is need for strong and effective motivation at the various levels, departments, and sections of the organizations. Within the sense of commitment and satisfaction among the employees, it can make the employees show their best effort to their work. It means that the commitment and satisfaction can be as factors to the employee's job performance.

There are several researches on the relationship between work motivation and job performance mediate by organizational commitment but most of them only discussed on the specific item in the organizational commitment such as the effect of affective commitment towards work

motivation and job performance. So, this study conducted to determine the effect of all levels in the organizational commitment which are affective, normative and continuance commitment towards work motivation and job performance.

### **1.3 Objectives**

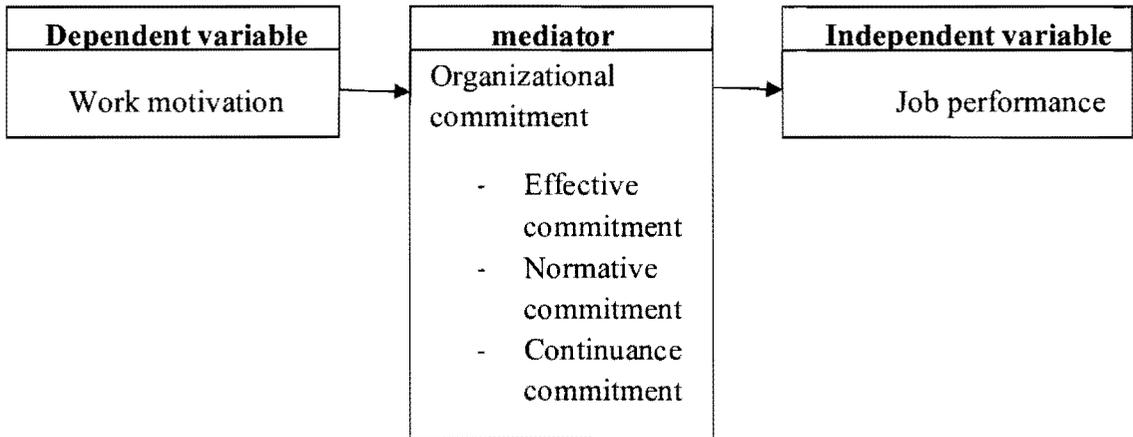
#### **1.3.1 General Objective**

To determine the relationship between work motivation and job performance influence by the organizational commitment.

#### **1.3.2 Specific Objectives**

1. To determine the work motivation affect the employee's job performance.
2. To determine the influences of organizational commitment towards the job performance.
3. To determine the influences of affective commitment towards the work motivation and job performance.
4. To determine the influences of normative commitment towards the work motivation and job performance.
5. To determine the influences of continuance commitment towards the work motivation and job performance.

## 1.4 Conceptual Framework



**Figure 1**

## 1.5 Research Hypotheses

In studying the relationship between work motivation and job performance with the organizational commitment, the researcher created hypotheses to meet the objectives of study. There are several hypotheses to be tested in this study:

### 1.5.1 General Hypotheses

H1: There is significant relationship between work motivation and job performance.

## **1.5.2 Specific Hypotheses**

H2: organizational commitment mediates the effects of work motivation on job performance.

H3: Effective commitment mediates the effect of work motivation on job performance.

H4: Normative commitment mediates the effect of work motivation on job performance.

H5: Continuance commitment mediates the effect of work motivation on job performance.

## **1.6 Significance of Study**

This study is useful to the organization to determine whether relationship exist between the job motivation and job performance. Apart from that, this study has attempts to show the important finding that is, organizational commitment among the employees will increase the effect of the employee's motivation and their job performance.

Besides, within the organizational commitment, it can help the organization to maintain the employee's loyalty towards organization. It also important to help the management in an organization to reduce turnover among employees because of unmotivated and cannot perform the job well.

## **1.7 Operational Definitions of Terms**

### **1.7.1 Work Motivation**

Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration.

It also can be define as a process to energize employee to the work goal through a specific path. Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behavior and performance. That is, it is the process of stimulating people to action and to achieve a desired task. For this paper, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

### **1.7.2 Organizational Commitment**

Organizational commitment is the psychology attachment of an employee to an organization. Salancik (1977) conceives commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behavior are important in binding individuals to act which is visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To Salancik therefore, commitment can be increased and harnessed to obtain support for the organizational ends and interests through such things as participation in decision-making.

### **1.7.3 Job Performance**

Performance is what the organization hires one to do, and do well. Thus, performance is not defined by the action itself but by judge mental and evaluative processes. Moreover, only actions which can be scaled and measured. The scaled and measured are considered to constitute performance.

### **1.7.4 Affective Commitment**

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in, the organization based on positive feelings, or emotions, toward the organization.

### **1.7.5 Normative Commitment**

Normative commitment refers to an employee's feeling of obligation to remain with the organization based on the employee having internalized the values and goals of the organization.

### **1.7.6 Continuance Commitment**

Continuance commitment refers to commitment based on the costs that the employee associates with leaving the organization due to the high cost of leaving.

## **1.8 Conclusion**

The first chapter as a whole is an introduction to the study that will be carried out. From this chapter, the researcher will carry all the research to the next chapter. In the next chapter, the researcher will do the literature review on the studies that had been carried out by the previous researchers and also the relevant theories regarding the fields of study.

## **CHAPTER TWO**

### ***LITERATURE REVIEW***

#### **2.0 Introduction**

In this chapter, review will be done on the theorist and concepts that have been done by theorists, as well as studies and research done by the previous researchers. In the first part, review will be done on the theories and concepts of motivation. In the second part, review will be done on the theories and concept that related to the relationship between motivation, organizational commitment and job performance.

## **2.1 Concepts**

### **2.1.1 Work Motivation**

Many contemporary authors have also defined the concept of motivation. According to Kreitner (1995), Motivation has been defined as the psychological process that gives behavior purpose and direction a predisposition to behave in a purposive manner to achieve specific and unmet needs. Buford, Bedeian, & Lindner (1995) stated that motivation is an internal drive to satisfy an unsatisfied need and the will to achieve (Higgins, 1994, Bedeian, 1993).

There are several reasons that is why the employees need to motivated. According to Smith (1994), employees need to motivate in order as a survival to themselves and also to the organization. Motivated employees are needed in our rapidly changing workplaces. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex due to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991).

According to Gary P. Latham and Craig C. Pinder (2004), Work motivation is a set of energetic forces that originate within as well as beyond an individual's being, to initiate work-related behavior and to determinate form, direction, intensity, and duration (cited from Pinder

1998, p. 11). Thus, motivation is a psychological process resulting from the interaction between the individual and the environment.

### **2.1.2 Organizational Commitment**

The concept of commitment can be define as an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being.

According to Meyer, Becker and Vandenberghe (2003), commitment is a force that binds an individual to a course of action that is of relevance to a particular target. (cited from Meyer & Herscovitch, 2001, p. 301)

### **2.1.3 Job Performance**

Work performance is the degree to which employees are carrying out their jobs in a given work setting. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure.