

An Empirical Study: Relationship between Employee Motivation, Satisfaction and Organizational Commitment

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ABSTRACT:

The study elucidates that the Malaysian retail sector has experienced dramatic changes in the last few decades with the emergence of new retail formats such as hypermarkets, large scale supermarkets, and convenience stores. As a result, it has affected the way employees work and their commitment to their organization. Thus, it is important for the retailers know the reasons for employee motivation, job satisfaction and organizational commitment. The objective of this study is to investigate the various Motivating and De-motivating factors influencing job satisfaction and to identify the relationship between Motivation, job satisfaction and organizational commitment. Further to understand the impact of demographic factors on Retail employees motivation, job satisfaction and organizational commitment.

The study concludes that motivating variables namely Good salary, Monetary benefits, Non-monetary benefits, prospect of promotion, job training and development and Challenging task were the variables that is specifically responsible for overall motivation and satisfaction of employees in the current job. It has also been further concluded that variables responsible for organizational commitment are Good salary, Non-Monetary benefits, Poor relationship with colleagues, career growth, Job training and development, Challenging task, recognition from peers and top management, poor relationship with colleagues and Working long hours, Lack of recognition from top management, Disrespect from top management, Poor working Conditions, Inadequate managerial competence of top management. So, motivation is a psychological trait leading to organizational commitment. This research supports the stated view and proved the hypothesis that there exist a strong relationship between motivation, job-satisfaction and organizational commitment.

Keywords: *Motivation, Job-satisfaction, Organizational commitment, Demographic factors*

INTRODUCTION

Background of the Study

Retail trading is a vital element of most economies, mainly because its acts on large scale, customer requirements felt significant at global levels. The Malaysian retail sector undergone tremendous changes over the last few years and new retail formats and facilities ranging from superstores to retail stores have given scope to widened the retail landscape and it has become one of the most changing areas in

the Malaysian economy and it only represents 20% of the Malaysia's entire population employed in this segment, but this sector considered to be the 2nd largest contributor to the National Gross Domestic product which contributes about US 35 billion in 2009 with a projection of US 58 billion in 2014 (Euro monitor report, 2012). Hence, the retail industry is considered to be biggest contributor to the growth, economy and stability of Malaysia.

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The retailing industry is subject to various problems and challenges and which also facing stiff competition, which has resulted in price wars between foreign and local retailers. The majority of modern retail formats is overseas based and located in metropolitan areas, whereas traditional local store dominate outside metropolitan areas. Foreign retailers in Malaysia include Giant, TESCO, AEON, Parkson, Carrefour and most neighborhood retailers are not geared to meet the challenges of the impact of globalization and have no adequate capability to compete with overseas based retailers. Also, consumers in the present scenario prefer spacious shopping area, attractive and trendy products and ample parking space, required for retailers to fight competition. It is observed that consumer demands and shopping patterns are changing, for which retailers are struggling to change their marketing strategy to suit the preferences of these purchasers. As a matter of fact that now days Malaysian shoppers have now become more knowledgeable and are not easily prejudiced by advertisements and promotions and they are not only price and quality conscious, but they are concern on the service delivered during purchase.

Nielsen (2012), report reveals that 75% of customers decide on their purchase based on the service they receive and with the expansion of the retail industry, the retailers are striving to capture and retain their best employees. Bent and Freathy (1997), said that the effort and contribution of their employees is the major success of the firm and for any institution, either retail or other industries, it is important for the management to increase employees' productivity by allowing them to achieve their greatest potential. As a need of the hour and to overcome competition, keeping retail executives inspired is one of the most difficult tasks faced by retail organizations, where inspiration can be brought through by motivating and satisfying employees, this exercise will hopefully bring a foundation for developing organizational commitment. So that employees will deliver quality service which is considered to be the key to success in winning the global competition.

Statement of the Problem

Normally in the retail sector it seems to be

employees having a direct responsibility on the customer relationship and this is a powerful variable in a retail company's success. Companies spend millions every year in recruiting, training, compensating, encouraging and inspiring their executives to perform well, in order to increase the level of profits of the company. As a matter of fact customer focused empathetic employees, who can deliver excellent customer service and build long term relationship with consumers can be possible only through motivated, satisfied and committed employees.

There has been a lot of study in the area of Motivation, Job Satisfaction and organizational commitment available but still it remains unexplored to some extent and yet a general understanding has not been developed when it comes to studies conducted at different times and in different work environments and retail industry. One of the greatest challenges retail organizations face today is how to manage organizational commitment of workforce that may be deteriorating among employees. Therefore, it has become an important area of research that how to motivate employees which leads to job satisfaction and which ultimately improve organization's commitment. Moreover, it has been observed many times that employees who are satisfied with their jobs are still not good performers. This may be because of their lack of Motivation and commitment to the organization; this point of view emphasizes the importance of the study of Motivation, Job satisfaction and its relationship with Organizational commitment. With this problem statement in the present study is a humble endeavor towards exploring the dynamic relationship between the three very important organizational variables i.e., Motivation, Job Satisfaction and organizational commitment by executing an empirical survey in a retail company located in the Klang Valley region of Malaysia.

Research Objectives

In view of the above, the present study sets the following objectives:

To study the various Motivating and Demotivating factors influencing Job satisfaction and Job commitment.

To study the relationship between Motivation, Job satisfaction and Organizational commitment

To understand the impact of demographic factors on Retail Employees Motivation, Job Satisfaction and Organizational commitment.

Literature Review

In every organization, human resource management is an important duty of every manager. So, the organizations with efficient human resource management consider it as the origin of all existing sources for giving high quality and productivity in the organization. Such organizations don't rely on just capital investments and consider human resources as their own main investment for productivity. Since, organizational efficiency refers to a degree to which an organization meets or approaches its goals; such an organization should assure and achieve job satisfaction, commitment, and motivation among its employees. From the human resource perspective, for having committed and satisfied employees, there must be some degrees of motivation at different aspects of an organization.

Literature Pertaining to Motivation

Luthans (1998), stated motivation as an energetic, driving factor in behavior. It induces the employees to do their jobs and achieve identified goals. A way of stimulating people is using a driving force in them, which leads to satisfaction and commitment in their jobs. The views of the employee about job satisfaction and commitment also depend on organizational behavior and performance of human resource management. On the other hand, job commitment depends on the views of employee about the whole organization. Although there was a significant relation between job satisfaction and commitment in organizations, some studies also showed that job satisfaction leads to higher commitment. In general, it can't be neglected that motivated employees feel more satisfied and consistent and don't incline to leave or change their workplace and also show their commitment towards work.

According to Bauer and Bender (2004), motivation is divided into three sections. The

first part refers to the power of stimulation or the latent energy inside a person. The second part refers to the type of decision making and direction in shaping their behavior. The third part refers to the degree of behavioral consistency for meeting their goals.

Miner et al. (2011) stated that, motivation consists of needs, drives, and incentives and their interactions. On the other hand, management researchers and managers believe that an organizational goal depends on the employees' commitment. Motivation is supposed to be a good factor, leading to a better performance and forming behaviors and it can be in the hands of every manager. It should be noted that motivation can be in internal or external forms. Internal motivation is the drive for just doing an action. For example, job attraction, growth, recognition, and achievement. In external form, employee's actions and concerns are impressed by external incentives like reward, feedback, and punishment Linz (2003). Cornelbin (2006), states that independence and social relations in the work place stimulates motivation.

Carter et al. (2011) stated the three factors affecting motivation include information, reward, and personal elements. He also states that employees should motivated and encouraged by providing some special allowance, fringe benefits referring to their good performance and specific skills, this will increase the job commitment of the employees. Other payments in the organization can be counted as the monetary structure of an organization. Brown and Sheppard (2012) believe that money is the most stimulating strategy for employees in achieving higher productivity. It leads to expressing feelings like safety, power, prestige, social status, reaching goals and achievements.

Broad (2007) said that tangible incentives like rewards and recognition encourages employees to "think smart" and to support both quality and quantity in achieving goals. According to Andrew (2004), rewards and recognition makes the employees to stay committed to the organization. Lawler (2003) argued that the prosperity and survival of the organizations relies on how the human resource is treated. Most of the organizations have gained

the immense progress by fully complying with their business strategy through a well balanced reward and recognition programs for employers.

Reviews Pertaining to Job Satisfaction

Researcher explains the concept of job satisfaction as the self-evaluation of the employee for a job against the discussions that are important for them, connected with organizational humanistic outcomes like the good performance and organizational objectives achievement. Lack of motivation leads to decrease level of job satisfaction and organizational commitment which leads to job quitting MacDonald (1996).

Researchers have confirmed the strong relation between employees' wages, motivation and job satisfaction. There are few studies have identified the relations among job satisfaction, payments, management policies, working conditions, promotion chances and the possibility of using the talents and recognizing them. Managers now feel that high level of job satisfaction among their employee will reduce the absenteeism and staff turnover Arnold & Feldman, (1986).

Elbeyi and Pelit (2011) determined the impact of employee empowerment on job satisfaction. To serve this purpose, empowerment is taken into consideration as two dimensions – i.e. behavioral and psychological – and the effect of employee empowerment on the level of job satisfaction was examined by taking these two dimensions into consideration as a whole and separately. The findings suggest that the most positive aspects related to job satisfaction are relations with the colleagues and physical conditions, while the most negative aspect is the wage issue, i.e. unfair payment.

Literature Pertaining to Organizational Commitment

The job satisfaction attitude has received the most attention over the years and recently the global organizational commitment has emerged out as being important to understand and predict organizational behavior. Organizational commitment is considered to give effective responses or attitudes which link or attach an employee to the organization and as an attitude, organizational commitment is most often defined as a strong desire to retain a member of

a particular organization, a willingness to exert high levels of effort on behalf of the organization and a definite belief in and acceptance of the values and goals of the organization.

Organizational Commitment implies as an intention to persist in a course of action. Therefore, organizations often try to foster commitment in their employees to achieve stability and reduce costly turnover. It is commonly believed that committed employees will also work harder and be more likely to “go the extra mile” to achieve organizational objectives. Research has consistently demonstrated that commitment does indeed contribute to a reduction in turnover. Suliman and Iles (2000) divided fringe benefits into monetary and non-monetary benefits and increasing intrinsic and extrinsic fringe benefits that attract an employee's attention may subsequently increase their performance and induce higher levels of organizational commitment.

When creating a commitment strategy, Armstrong (1999) asserted that "it is difficult to deny that it is desirable for management to have defined strategic goals and values and it is equally desirable from management point of view for employees to behave in a way that support those strategies and values." Creating commitment includes communication, education, training programs and initiatives to increase involvement and ownership and the development of performance and reward management systems.

Meyer and Allen (1991) stated that factors which significantly predict job satisfaction and organizational commitment among blue collar workers were promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards which ultimately brings commitment.

Lee (2005) referred to organizational commitment as reflecting a person's view to loyalty toward the organization and in-progress processes by the members of an organization, concerning about organizational achievements. Organizational commitment is determined by a number of factors like, personal factors (age, gender, internal and external control properties, and service period in the organization), organizational factors (designing the job and leadership style of a supervisor) and non-organizational factors (existence of a

replacement), affecting on organizational commitment

Nowadays, organizational commitment is used along with organizational loyalty. On this basis, 3 components of organizational commitment are as follows: i) based on the accepted goals and values of the organization. ii) The tendency of the person to being belonged to the organization. iii) Tendency to attempting for the organization.

In spite of the multi - dimensional nature of organizational commitment, a 3-component model, suggested by Mayer and Allen (2007), is very popular, leading to a permanent cooperation of employees in an organization. Those three components include: i) Emotional commitment: mental belonging and adjoining to organization. ii) Continuous commitment: allocated costs of leaving the organization. iii) Normative commitment: perceived commitment to remaining in the organization Guest found that high organizational commitment is correlated with less absenteeism and tension at work. But it has an insignificant correlation with personal performance and it implies that organizational commitment can't be used as an effective tool or modifier of the performance. One may be dissatisfied with some aspects of his job, but he may also be committed to the organization as a whole. According to researchers, when a commitment strategy is created, a strategic goal for management is unpleasant. While from management view, following goals and values is pleasant. So, creating organizational commitment includes interactive, educational programs and cooperation-raising programs for the people and rewarding system in organizations. Except for age, Alexander (1998) found a significant correlation between the knowledge and education level of employee and his job commitment.

Relationship between Motivation, Job Satisfaction and Organizational Commitment

A well-managed organization usually sees an average worker as the root source of quality and productivity gains and such organizations do not look for capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals and an effective

organization will make sure that there is a spirit of cooperation between motivation, satisfaction and a sense of commitment within the sphere of its influence. In order to make employees satisfied and committed to their jobs in retail sector, there is a need for strong and effective motivation at the various levels of the organization.

Luthans (1998) asserted that motivation is the process that arouses, energizes, directs, and sustains behavior and performance and it is the process of stimulating individual to action and to achieve a desired task. One way of stimulating employees is to employ effective motivation, which makes them more satisfied with their job and committed to their jobs. Money is not the only motivator and there are other incentives which can also serve as motivators. While job satisfaction and commitment have been the topic of many studies, but the present study presents new information and a new perspective, describing about motivation, job satisfaction and commitment of retail executives in the context of X Japanese retailer located in Kuala Lumpur, Malaysia.

Research Gap

The integral part of any Human resource management process is to manage the people at work and a well managed organization sees worker as the root cause of quality and productivity .An effective organization will always promote a sense of motivation, satisfaction and commitment among its employees. The significance and importance of the concept of organizational commitment in terms of leading to beneficial organizational and desirable outcomes such as increased productivity, reducing absenteeism and turnover, has been documented by many studies. One way to address issues of employee moving out of an organization is to understand the motivation level, job satisfaction level and commitment level of employees. Organizations often try to instill commitment in their employees to achieve stability and reduce employee turnover. It is commonly believed that committed employees will also work harder and be more likely to “go the extra mile” to achieve organizational goals.

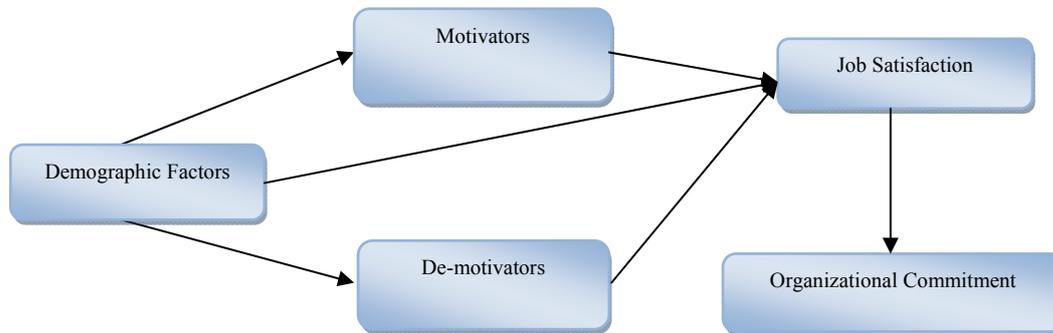


Figure 1: Conceptual model / Research model

Research has consistently demonstrated that commitment does indeed contribute to a reduction in employee turnover. Motivated employees are needed in our consistently changing workplaces and motivated employees to help organizations to survive. Motivated employees are more productive and will be effective for which managers need to understand what motivates employees within the framework of the roles they perform and lot of studies are conducted separately on commitment, satisfaction and motivation but very few studies are there on retail sector linking these three constructs. So it is essential to conduct a study on motivation, job satisfaction and organizational commitment in the retail industry and also to identify the important motivating factors which impacts job satisfaction and commitment which will ultimately help the Human Resource manager to retain the highly competent workforce. The review of related literature on Motivation, Job satisfaction and Organizational commitment, has helped the researcher to identify the gap and has provided an insight to the direction of the current research study (figure 1).

RESEARCH METHOD

Research Design is a quantitative research design was deemed appropriate for this study. This study investigated the relationships between employee motivation, job satisfaction and organizational commitment and also the demographic variables such as age, gender, tenure, education level and departments. Three

instruments were applied to measure the constructs concerned and these included the Motivation Questionnaire which measured the variables of employee motivation level, and same variables used to measure the employee satisfaction, Similarly De-Motivation Questionnaire which measured the variables of employee De-Motivation and the same variables employed to measure the employee dissatisfaction level and the organization commitment construct variables to measure the level of organizational commitment. All the variables explored and identified using the synthesis from literature review. Nominal scale and likert's scale have been used in this study for collecting the responses from the employees.

The validity of a measure refers to whether it actually measures what it claims to measure." Content validity deals with how representative and comprehensive the items were in creating the scale'. In this study, the researcher proposed the definitions of the constructs based on related empirical research literature. All of the instrument variables were derived from the existing research literature. In order to ensure the validity of the survey instrument, experts working in the retail industry, academicians and employees who do critique and refine the instrument. Each expert was given the proposed questionnaire and the expert panel reviewed the content of each item as they validated the instrument for the study, further they made their comments and returned it to the researcher.

Reliability refers to the accuracy or precision of a measuring instrument. The first step in order

Table 1: Shows the Cronbach's Alpha value of the constructs

Construct	Cronbach's Alpha
Motivation and Satisfaction	0.896
De-motivation and Dissatisfaction	0.905
Organizational Commitment	0.827

to examine the reliability is to run the Cronbach's alpha analysis to know the inter item co-relation consistency and to run a factor analysis to assess unidimensionality.

The internal consistency of the instrument was assessed by Cronbach's alpha value depicted in table 1. An alpha value of 0.60 and 0.70 or above is considered to be the criteria for demonstrating internal consistency of new scales and established scales respectively (Nunnally, 1994).

The sample was extracted from the staff establishment of an X Retailer Headquarters in Malaysia, and consisted of 118 employees across top and middle management, as well as general staff levels.

Several preparatory meetings were held with senior staff of the Human Resources division of the company, in order to decide the appropriate respondents for the study. A list of staff that would be participating in the project was compiled. It was decided that all permanent staff in the employ of the organization for at least six months would be invited and encouraged to provide input into the study. The data collection for this study took place over a period of seven weeks. The assessment instruments, each measuring one of the three constructs pertaining to the study, were administered by the researcher to the staff. Each session, to which up to 20 employees were invited, lasted between 50 and 90 minutes. The Statistical techniques used for Data Analysis are chi-square, ANOVA, Multiple regression analysis and the demographic variables are also depicted through frequency analysis.

Hypothesis

H1: There is a correlation between overall Satisfactions vs. Organizational Commitment.

H1: There is a correlation between overall motivations vs. Overall satisfactions.

H1: There is a correlation between overall motivations vs. Organizational Commitment.

RESULTS AND DISCUSSION

The socio-demographic distribution of retail employees are depicted in table 2 and after analysis reveals that the respondents mostly belong to merchandising departments, where this department is considered to be the most important department in retailing business. The analysis also reveals that most of the respondents are having 9 and above years of work experience with X-retailing, which seems to be a competitive advantage for X- Retailing. Also the data highlights the ethnic distribution of respondents who mostly belong to the Chinese, next followed by Malay and Indians which really reflects the rich blend of ethnic diversity.

It is also observed that the educational level of employees shows a greater sign of literacy level with enormous amount of qualified graduates, which highlights X-retailing posses a qualified workforce. The data reveals that most of the respondents are getting a salary range of 3001-4000 which is considered to be a medium salary range which may question the basic motivational needs of employees. The demographic profile analysis also reveals that most of the respondents are in the middle aged group, i.e. between 25- 35 ages, who normally will reflect the mature competent workforce. The data also reveals that most of the respondents are mostly females, it is an understood fact, were the company realize the need for equal employment opportunity for women. The surveyed result analysis highlights the respondents are mostly married who may not move out of the organization and can be considered as the consistent and reliable work force. The statistical analysis explores and confirms the relationship that the age of the employees will be a demographic factor which determines the

Table 2: Shows the demographic profile of employees

Retail Departments	No of respondents	Ethnic/Race	No of respondents
Food line	21	Malay	52
Merchandising	31	Chinese	56
Supply chain	7	Indian	8
Supporting	24	Others	2
Fish	4	Exp in retail(Yrs)	No of respondents
Loss control	6	1-3	25
Hard-line	20	4-6	32
Grocery	5	7-9	37
Exp with X-Retail(Yrs)	No of respondents	10-12	14
1-2	15	13 & above	10
3-4	13	Education	No of respondents
5-6	19	Diploma	24
7-8	29	Degree	86
9& above	42	School education	8
Income Level/RM	No of respondents	Age in Years	No of respondents
Below 2000	27	16-25	20
2001-3000	14	26-35	72
3001-4000	37	36-45	18
4001-5000	24	46-55	8
5000 & above	16	Gender	No of respondents
Marital Status	No of respondents	Male	54
Married	61	Female	64
Unmarried	57		

inadequate understanding of retail executive's expectation from top management which may de-motivates and dissatisfies the employees.

Table 3 depicts that the total work experience of employees, which is also having an association in determining employee opinion about monetary and nonmonetary benefits, prospect of promotion and employee growth prospects, similarly the employees' educational level also considered associated with employee

developing opinion on monetary benefits, growth prospects, job training and development and freedom to do their job. The work experiences of employees with X-retailing are also having association with employees developing opinions about whether top management understands the employees' needs or not. Finally, the employees work experience with X-retailing is having relationship with growth prospects of employees and overall satisfaction level of employees.

Table 3: Shows the Chi-square Analysis

Hypothesis	Pearson Chi Square value/ Asymp.sig	Acceptance of Hypothesis
Significant relationship between work experience of the employees and the monetary benefits which motivates and satisfies the employees.	0.021	Accepted
Significant relationship between work experience of the employees and the non-monetary benefits which motivates and satisfies the employees.	0.038	Accepted
Significant relationship between work experience of the employees and the prospect of promotion which motivates and satisfies the employees.	0.015	Accepted
Significant relationship between work experience of the employees and the growth which motivates and satisfies the employees.	0.019	Accepted
Significant relationship between the education of the employees and the monetary benefits which motivates and satisfies the employees.	0.026	Accepted
Significant relationship between the education of the employees and the growth which motivates and satisfies the employees.	0.002	Accepted
Significant relationship between the education of the employees and the freedom to do your job which motivates and satisfies the employees.	0.019	Accepted
Significant relationship between employee work experience with X-Retailer and the Inadequate understanding of retail executive's expectation from top management which motivates and satisfies the employees.	0.011	Accepted

Table 4: Shows the Analysis of Variance (ANOVA)

Hypothesis	Significance	F	Acceptance of Hypothesis
Significant difference between the work experience of the employees with that of prospect of promotion	0.016	3.196	Accepted
Significant difference between the work experience of the employees with that of employee growth which motivates and satisfies the employee.	0.022	3.022	Accepted
Significant difference between the work experience of the employees and with that of freedom to do your job which motivates and satisfies the employee	0.037	2.668	Accepted
Significant difference between the work experience of the employees with that of lack of recognition from top management	0.010	3.544	Accepted
Significant difference between the work experiences of the employees with that of overall I am satisfied with my job.	0.032	2.761	Accepted
Significant difference between the education of the employees with that of employee growth	0.011	4.690	Accepted
Significant difference between the education of the employees with that of freedom to do your job which motivates and satisfies the employee	0.030	3.630	Accepted

It is confirmed through statistical analysis depicted in the table 4, that significant differences observed between their work experience groups in determining employee opinion about the prospect of promotion, recognition from peers and management, employee growth, freedom to do their job, about

lack of recognition from top management and overall satisfaction level of employees. Similarly, the employees' educational level also considered to have significant differences between the educational level groups with that of employee developing opinion on growth prospects and freedom to do their job.

Table 5: Shows the multiple regression analysis

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.650	0.919		0.707	0.482
1. Good salary	0.680	0.165	0.922	4.126	0.000
2. Monetary benefits	-0.144	0.213	-0.133	-0.679	0.499
3. Non-monetary benefits	-0.062	0.064	-0.091	-0.976	0.332
4. Prospect of promotion	0.147	0.139	0.199	1.057	0.294
5. Job training and development	-0.331	0.149	-0.356	-2.224	0.029
6. Challenging task	0.271	0.102	0.227	2.662	0.009
7. Recognition from peers	-0.437	0.136	-0.529	-3.223	0.002
8. Growth	0.239	0.159	0.194	1.502	0.137
9. Freedom to do your job	-0.080	0.101	-0.069	-0.794	0.430
10. Lack of recognition from top management	0.476	0.116	0.583	4.116	0.000
11. Disrespect from top management	-0.248	0.118	-0.366	-2.109	0.038
12. Poor working conditions	-0.394	0.158	-0.599	-2.486	0.015
14. Strict company policy and administration	0.011	0.079	0.014	0.139	0.890
15. Inadequate understanding of retail executives expectation from top management	0.125	0.094	0.149	0.149	0.187
16. Inadequate managerial competence of top management	-0.439	0.113	-0.516	-3.885	0.000
17. Poor job security	0.087	0.119	0.112	0.727	0.469
18. Personal life interferences	-0.149	0.076	-0.247	-1.954	0.054
19. Poor salary	0.428	0.158	0.599	2.700	0.009
20. Poor relationship with colleagues	0.208	0.133	0.319	1.566	0.121
21. Working long hours	0.056	0.108	0.096	0.521	0.604
Office politics	0.103	0.120	0.148	0.861	0.392

Multiple R=0.873, F value =11.884, d.f (21, 78), p-value<0.01, R square=0.762

$$\hat{Y}=0.650+(0.680)x_1+(-0.144)x_2+(-0.062)x_2+(0.147)x_3+(-0.331)x_4+(0.271)x_5+(-0.437)x_6+(0.239)x_7+(-0.080)x_8+(0.476)x_9+(-0.248)x_{10}+(-0.394)x_{11}+(0.011)x_{12}+(0.125)x_{13}+(-0.439)x_{14}+(0.087)x_{15}+(-0.149)x_{16}+(0.428)x_{17}+(0.208)x_{18}+(0.056)x_{19}+(0.103)x_{20}$$

Where \hat{y} is the estimated employee commitment i.e. employees stays back in the organization due to a sense of obligation towards the employee in it.

The above equation shows the impact of employee reasons to stay back in the organization due to a sense of obligation towards the people in it (Organizational Commitment). The above equation states that, on an average, if the variable (Good salary) changes by one unit, there will be 0.680 unit increases in the employee organizational commitment. The result of the t test reveals that the calculated significance of the partial regression co-efficient 0.680, (-0.144), (-0.062), 0.147, (-0.331), 0.271, (-0.437), 0.239, (-0.080), 0.476, (-0.248), (-0.394), 0.011, 0.125, (-0.439), 0.087, (-0.149), 0.428, 0.208, 0.056 and

0.103 are valid at 1 and 5 percent level respectively.

The multiple R found to be 0.873 which reveals that there is a relationship of 87.3 percent between the variables responsible for employee stay back in the organization due to a sense of obligation towards the people in it. The R square value of 0.762 confirms that the explanatory factors explain only 76.2 percent of variation in the employee stay back in the organization due to a sense of obligation towards the people in it. The f-test shows that the explained variation was highly significant at 1 and 5 percent level. From table 5, it has been concluded that the variables responsible for organizational commitment namely Good salary, Job Training, Challenging task, Recognition from peers, Lack of recognition from top management, Disrespect from top management, poor working Conditions, Inadequate managerial competence of top management and poor salary were the significant dominant variables that will determine the employee commitment to stay back in the organization due to a sense of obligation towards the people in it.

Table 6: Shows the correlation analysis

Correlation /Hypothesis	Pearson Correlation value	Strength of correlation	Positive correlation	Sig. (2tailed)	Acceptance of Hypothesis
There is a correlation between overall motivations vs. Overall satisfaction	0.824**	Strong	1	0.000	Accepted
There is a correlation between overall motivation vs. Organizational Commitment	0.752**	Strong	1	0.000	Accepted
There is correlation between overall Satisfaction vs. Organizational Commitment	0.769**	Strong	1	0.000	Accepted

There is a significant positive correlation exists between motivation, job satisfaction and organizational commitment (table 6).

It is observed from this research study that the work experience and education of the retail employees determines the level of motivation and satisfaction, which ultimately pay way for organizational commitment. Hence, management needs to individualize the human resource strategies rather customizing it.

It has been concluded that variables responsible for organizational commitment are Good salary, Non-Monetary benefits, poor relationship with colleagues and growth were the significant variables that estimate the employee's guilty feeling of quitting the organization now. Also, the variables responsible for organizational commitment namely Good salary, Non-monetary benefits, Job training and development, Challenging task, recognition from peers and top management, poor relationship with colleagues and Working long hours were the significant dominant variables that estimate the employee's organizational commitment through loyalty deserved by the organization.

According to Brown and Sheppard (2012), money is the most stimulating strategy for employees in achieving higher productivity. He believed that reward and payment systems can be used for motivating employees and reaching higher job satisfaction and can bring organizational commitment. The stated findings of their study are clearly supported in this research and got statistically highlighted in table 6.

Herzberg (1968) stated that the way to motivate employees was to enrich their jobs. He reveals that they would perform better and do more if they were challenged intellectually, and they would get more psychological satisfaction from their work, this research has captured and supported the same view that employees should be given challenging task which will support to determine organizational commitment among x-retail company employees.

Promotions, Good salary, career growth, freedom to do their job, recognition from peers and management are also an important aspect of an employee's career and life, affecting other facets of the work experience which ultimately brings job motivation and job satisfaction, which leads to organizational commitment costs

(2009), their findings has been clearly captured and supported in this research study and got statistically highlighted in table 6.

CONCLUSION

It has also been concluded that variables responsible for organizational commitment are Good salary, Non-Monetary benefits, Poor relationship with colleagues, career growth, Job training and development, Challenging task, recognition from peers and top management, Working long hours, Disrespect from top management, Poor working Conditions, Inadequate managerial competence of top management . So, motivation is a psychological trait leading to organizational commitment. This research supports the research objective and proved the hypothesis that there exist a strong relationship between motivation and job satisfaction also shows a stronger relationship between motivation and organizational commitment, similarly with job satisfaction and organizational commitment.

Implication and Contribution of the Research

The strategic planners of this X retailing company need to provide the required motivational factors as captured in the above findings and remove those De-motivational factors in order for the company to enhance the job satisfaction level and to nurture organizational commitment among employees. It has been concluded and contributed by research that individuals who were highly committed towards their jobs are likely to be more productive, have higher motivation and satisfaction level and have less likely to leave than employees with low commitment. Increase in employee commitment will also help retailing companies to retain employees and move ahead to experience global competition.

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