

# Work motivation, locus of control and organisational commitment of executives

**P.Jaya Kumar**

<sup>1</sup> Assistant Professor, P.G. and Research Department of Social Work,  
Madurai Institute of Social Sciences(Autonomous),  
Madurai, Tamil Nadu, India

## **Abstract**

Work motivation is often searched, discussed and research too is carried out in many organisations. The prime motive is to identify the factors in it so as to carry the same strategies or benchmark it, to achieve the goals of the organisation. The organisations are competing with one another, to have an edge upon another committed and self motivated employees are needed. To study the level of work motivation and organisational commitment, to identify the personal variables associated with them and to study the relationship with work motivation and organisational commitment an attempt is made by the researcher. This study was conducted among the executives and it has been found that there is moderate level of work motivation, organisational commitment and Locus of control - internal. Personal variables are associated the two key variables and there exist a positive relationship between them.

**Key words:** *Work motivation, Organisational commitment, and Locus of Control- Internal and External.*

## **1.Introduction:**

It is an established fact that individuals require motivation for their living. Likewise the performance of people in organizations also depends on their motivation. Sometimes it is internal with some employees and external for others. Besides these the job itself may motivate the persons who perform it. Beyond this work motivation, the involvement of employees in the job also influences their performance. The nature of job, the organizational climate and the employees' commitment may decide their job involvement.

The executives in organizations are also employees and they are also prone to the influence of work motivation in rendering their performance. Organizations can reach their vision and can perform their mission effectively if executives are working with commitment. They are of course role models for

other employees in organizations. In the competitive scenario, the role of the executives is vital to organizational development. It is the duty of the HR Department to understand the executive and plan for the development in both the aspects, i.e., individual and organizational. So an attempt is made to study the work motivation of the executives in the purview of HRD. There may be many factors (personal and organizational factors) influencing work motivation of the executives.

## **2.1.Work Motivation**

Work Motivation has emerged as a topic of concern among psychologists and behavioral scientist, due to the heightened interest towards the productivity. The demographic changes in the work forces had identified the need for innovative approaches to develop, motivate and retain the human resources. Work motivation have been defined by various researchers such as,

Work motivation is defined as a broad construct pertaining to the conditions and process that account for the arousal, direction, magnitude and maintenance of effort in a person's job. Katzell et al(1990)

Work motivation is a set of energetic forces that originate within and beyond an individual's being. It is a psychological process resulting from the interaction between the individual and the environment that affects a person's effort and persistence.

## **2.2. Organizational Commitment**

This is another variable used in this study as a factor influencing work motivation, Salancik(1977) gives two approaches to understand commitment- Prospective and Retrospective. In prospective view, commitment is conceived as an individual's psychological bond to the organization or social system as reflected in his involvement with, loyalty for and belief in the value of the organization. In the

retrospective view, commitment results as the individual becomes bound to the behavioral acts that are chosen voluntarily.

### 2.3. Locus Of Control

Locus of control is also an important factor that determines the behavior or the activities of an individual in an organization. In this study locus of control is studied as a personal factor, to know its influence upon the work motivation and job involvement of the executives.

Locus of control is the term used to describe a person's perception of his control/ contribution towards happenings in his life. Some believe that they are masters of their fate, while others see themselves as victims of fate, at the mercy of external forces they are powerless to control, and believing that what happens to them is due to the influence of others, luck/chance. The first type, who believe that they have control over their own destinies are known as "internals", whereas the latter, who see their lives as being controlled by outside forces are called "externals".

Rotter's (1966) has defined it as, individuals who are internals believe that job performance and events that occur in the work setting are contingent on their own behavior and are, therefore, under personal control. Externals believe that work outcomes are beyond personal control and therefore, attribute the cause for work outcomes to luck, fate, or actions of others.

## 3. Material and methods used :

### 3.1. Research Design:

The researcher had adopted the descriptive research design for carrying out the study.

### 3.2. Objectives of The Study

1. To study the profile of the Executives
2. To find out the level of Work Motivation of the Executives as well as their Locus of Control and perception of Organizational Commitment.
3. To study the personal and organizational factors influencing their Work Motivation.

### 3.3. Sample

The sample adopted by the researcher is non-probability. The list of the textile and Engineering industries situated in Coimbatore was collected from SIMA (South India Mill Owners Association) and CII (Confederation of Indian Industries). Based on the list, the researcher sought permission for data collection in all the industries. The data was collected from the executives of the organization which accorded permission for data collection. Hence the sampling is Accidental Sampling. Two Hundred and Sixteen executives constitute the sample.

### 3.4 Tools For Data Collection

The researcher used structured questionnaire to collect the necessary data from the respondents. The first part of the questionnaire includes the personal data of the respondents and the second part consists of five standardized scales. The tool to measure the level of work motivation was developed by Agarwal, K.G. (1988). The organizational commitment scale was developed by Balaji.C (1982). The scale to identify the locus of control was by Pareek. (1982).

## 4.Results And Discussion

The analysis of the data shows that the 21.1% of the respondents were in the age group 31- 35years and majority of the respondents (94.4%) were male. It is found also that 32.9% of the respondent's educational qualification is B.E\ B.Tech and their nature of job (49.5%) is technical. Most of the respondents (43.1%) are designated as Officer \Assistant Manager. 41.2% of the respondents experience is below 5years. Among the total respondents 64.4% previous experience is below 5 years. They draw a salary between Rs.10, 001 to 15,000/-Most of the respondents (89.4) were married. It is observed that 43.5% of the respondents are having two dependents. 52.8% of the respondents have not attended any training programme within three months (Duration during the data collection).

It has been found that 38.9 per cent of the respondents are having high level of work motivation, 31.0 per cent have low level and 30.1 per cent of the respondents were having moderate level of work motivation. The analysis of locus of control shows that 36.6 per cent of the respondent were having high level of internal – Locus of control, 32.9 per cent were having low level and 30.6 per cent are having moderate level of internal – Locus of control. In terms of organisational commitment 48.1 per cent of the respondents were having moderate level of organizational commitment, 30.6 per cent were having low level and 21.3 per cent were having high level of organizational climate.

In order to find out the personal and organisational factors influencing work motivation ANOVA, Post hoc and "Z" test were used. The findings shows that the mean Work Motivation scores of the married respondents are higher than the unmarried respondents. Work Motivation differ significantly between those respondents who attended the training programme than others. Organizational Commitment has significant effect on Work Motivation of the respondents. It is found that Locus of Control – Internality has an influence on the Work Motivation of the respondents. It can be inferred that Locus of Control – Externality has significant effect on the Work Motivation of the respondents.

Multiple regression analysis was used to find out the effect of several socio economic variables like age, sex, educational qualification, years of experience, monthly income, marital status, type of family, number of dependants, training attended, Locus of control and organizational variables like organizational commitment on overall work motivation.

The regression coefficient gives the effect of each of the independent variable separately on work motivation. Among the selected variables sex, type of family and LOC-externality (others) have negative effect on work motivation. Monthly income, Organizational Commitment and LOC-internality have positive effect on work motivation.

Hence among the personal variables monthly income, Locus of control – internality are chosen to be the predictor variables for work motivation. Similarly organizational variables and organizational commitment are assumed as predictor variables for work motivation.

#### Discussion:

The executives play a crucial role in the organizations; they implement and achieve the goals of the organizations. So their level of work motivation is an important factor which contributes for the development of the organization and to the individual. In this study, the executives are having high level of work motivation. In the study of Morse and Weiss (1955), managers tend to rate achievement and accomplishment in their jobs as more important than members of most other occupational group.

In this study it is established that marital status and the training attended are the personal variables influencing work motivation.

Locus of control is a dimension of the personality. People are differentiated as having internal or external locus of control on the basis of the extent to which individual thinks he has control over the environment and his own destiny. Luthan (2000) defines, locus of control as whether employees perceive their outcome as internally or externally controlled. Even though the above mentioned variables are associated with work motivation of the executives, the multiple regression worked out indicated that monthly income and Locus of Control – Internality can be considered as predictor variables for work motivation of executives. So the executives are also like other employees who are concerned with monthly income.

In this study the executives with internal locus of control have a significant association with work motivation. It is established that Internals tend to be active, believe that their own actions determine

outcomes and their preference is for persuasive rather than coercive forms of power. These make them to create a good climate, ability to deal with stress situations influence the level of work motivation to a greater level.

In this study, organizational commitment is associated with work motivation and it influences the level of work motivation among the executives. Similar kind of positive relationship was established in the studies of Bhattacharya (1989). There are others like Decotiis and Summers (1987) and Mohanraju and Srivasta (1986) have found significant relationship between intrinsic motivation and organizational commitment. Positive relationship exists between them because of the loyalty and acceptance of the organization and its goals by its employees.

#### IMPLICATIONS FOR HR PRACTICE:

The world of work has changed dramatically and every organization is striving hard to attain its goal through their work force. The work force is characterized by increased diversity of needs and demands. The information technology has changed the manner and the working locations too. . It has been identified that the Social Workers with HRM specialization (HR Managers/ Officers) are needed in every organization for the development of the human resources.

In this study it has been found that organizational factors such as organizational commitment and the personal factor internal – Locus of Control are influencing the work motivation of the executives. So the HRD manager has to carry out programmes such as performance counseling\ employee counselling for the development of their favourable perception on organizational commitment which leads to increase the performance and effort of the executives, which in turn leads to work motivation. As a personal factor, LOC-internality alone influences work motivation. So the HR Managers or the Social workers in the organization has to administer personality assessment test during the selection of the candidate for the organization, to determine the Locus of control which prompts the organization to have a team of executives with internal-LOC, a highly work motivated individuals.

#### 5.Conclusion:

The main aim of this study is to find the influence of personal and organizational variables on work motivation of executives. An overview of the findings makes it clear that the work motivation of the executives is influenced very much by organizational variable organizational commitment. It can be concluded that job Work Motivation is very much concerned with organizational factors.

**References:**

- [1] Agarwal, K. G. "Manual of work motivation questionnaire". Agra: National Psychological Corporation. (1988).
- [2] Balaji. C. 'Organizational Commitment and Human Resource Management: A Study of Managers in Co-operatives'. FPM Thesis, IIMA, Ahmedabad, 1984, P.20.
- [3] Bhattacharya. P.K. and Bhattacharya R . "Job satisfaction and organisational commitment as the determinants of work motivation", Paper Presented at the first international seminar of C.G.L on people in organisation: culture, Environment and mental health, Bhubaneswar, India, Feb, pp 24-27. (1989)
- [4] Decoitis . T.A., and Summers. "A path analysis of a model of the antecedents and consequences of organisational commitment", Human Relations, 40 pp 455-470. (1987)
- [5] Katzell, R. & Thompson, D. "An integrative model of work attitudes, motivation, and performance", Human Performance, 3, 63-85(1990).
- [6] Mohanraju.P. and Srivasta . R.C.. "Organisational commitment in relation to certain job attitudes", Indian Journal of Industrial Relations, Vol.21(4), pp 462-471.( 1986)
- [7] Morse and Weiss., "The Function and Meaning of Work and the Job", American Sociological Review, 191-198(1955)
- [8] Pareek Udai., "Training Instruments in HRD and OD", Tata Mcgraw Hill Publishing Company Limited, New Delhi, pp 146-157(1982)
- [9] Porter, Lyman W. "A Study of Perceived Need Satisfactions In Bottom and Middle Management Jobs." Journal of Applied Psychology. 43. pp. 1-10, (1961)
- [10] Porter, Lyman W. "Job Attitudes In Management: I. Perceived Deficiencies In Need Fulfillment as a Function of Job Level." Journal of Applied Psychology. 46, No. 6, pp. 373-384. (1962)
- [11] Porter, Lyman W. "Job Attitudes In Management: II. Perceived Importance of Needs as a Function of Job Level." Journal of Applied Psychology. 47, pp. 141-148. (1963)
- [12] Rotter, J. B. "Generalized Expectancies for Internal versus External control of locus of reinforcement", Psychology Monographs, 80 (1966)
- Salancik., C.R., " Commitment and the Control of Organisational Belief". In B.M.Straw and Salanci (eds), Nw Directions in Organisational Behaviour, Chicago:St.Clair Press (1977)