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Work Motivation and Organizational Commitment among IT Employees

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Abstract: ***This study explores the dynamics of work motivation and organizational commitment among IT employees, focusing on gender differences. Contrary to common beliefs, the analysis reveals no significant correlation between work motivation and organizational commitment among IT employees. Moreover, significant gender disparities are observed in both organization commitment and work motivation levels. Male employees demonstrate higherlevels of organization commitment but lower work motivation compared to their female counterparts. These findings underscore the complexity of workplace dynamics and highlight the need for a nuanced understanding of motivational factors within the IT sector. Factors such as societal norms, organizational culture, and individual characteristics contribute tothese observed differences, necessitating further exploration in future research.***

Keywords: work motivation, organizational commitment, IT employees, genderdifference

I. INTRODUCTION

A. Work Motivation

Work motivation is considered "a set of energetic forces that originate both within as well asbeyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration" (Vo et al., 2022). It is an essential catalyst for the success of organizations, as it promotes employees' effective performance. Employers rely on themotivation of their employees to achieve organizational objectives (Wiley, 1997).

Therefore, it is crucial for employers to ensure that their employees are fully motivated, rather than just showing up at their workplaces (Mamun et al., 2020).

The Significance of Work Motivation in Organizational Psychology: Work motivation remains a vital factor in organizational psychology, helping to explain the causes of individual conduct in organizations (Donavan & Hocutt, 2001). Nicolescu and Verboncu (2008) argued that work motivation contributes directly and indirectly to employees' performance. They suggested that work motivation could be seen as a source of positive energy that leads to employees' self-recognition and self-fulfilment. The study by Nicolescu and Verboncu (2008) categorizes motivation into four pairs: positive-negative, intrinsic-extrinsic, cognitive-affective, and economic-moral spiritual. In contrast, Ryan and Deci primarily focused on intrinsic and extrinsic motivation (Ryan & Deci, 2000).

The study by Nicolescu and Verboncu (2008) categorizes motivation into four pairs: positive-negative, intrinsic-extrinsic, cognitive-affective, and economic-moral spiritual. In contrast, Ryan and Deci primarily focused on intrinsic and extrinsic motivation (Ryan & Deci, 2000).There are two types of motivation: extrinsic and intrinsic. Intrinsic motivation drives individuals to pursue challenges and interests for personal satisfaction, without the needfor external rewards or punishments. Extrinsic motivation, on the other hand, involves engaging in activities to earn rewards or avoid punishments, with less emphasis on the inherent enjoyment of the task. Some psychologists view motivation as a trait or individualcharacteristic, while others see it as a temporary state influenced by external factors such as rewards , punishments, and social pressure. However, recent perspectives suggest that motivation can include both intrinsic and extrinsic factors simultaneously, with individuals motivated by a combination of internal and external forces.

B. Organizational Commitment

Organizational commitment is essential for predicting employee satisfaction, engagement, and performance. It refers to an employee's psychological attachment to the organization. This commitment plays a vital role in determining whether an employee will stay with the organization long-term and work passionately toward its goals (Bhat, 2023).

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The Three- Component Model (TCM) of organizational commitment provides a comprehensive framework for understanding the different aspects of employees' commitment to their organizations. Affective commitment, the first component, reflects employees' emotional attachment to the organization. This aspect is crucial because it indicates not only satisfaction but also active engagement in organizational activities. Employees with high affective commitment are likely to stay with the organization longer and contribute more effectively (Bhat, 2023). Continuance commitment, the second component, is related to the perceived costs of leaving the organization. Employees with high continuance commitment may stay notout of a strong emotional bond but because they feel they have invested too much to leave. This form of commitment is more about the fear of losing the benefits and comforts associated with the job rather than a genuine desire to stay (Bhat, 2023). Normative commitment, the final component, is driven by a sense of obligation or duty to remain with the organization. This could be due to moral reasons, a belief in the organization's values, a feeling of indebtedness for past opportunities. While normative commitment may not be as strong as affective commitment, it can still significantly influence employees' decisions to stay or leave. Understanding these components of organizational commitment is essential for management to create strategies that foster stronger employee engagement and retention. By addressing factors that contribute to each component, organizations can cultivate a more committed and motivated workforce (Bhat, 2023).

The significance of organisational commitment stems from its correlation with specific behavioural and attitudinal outcomes in the workplace. . For example, organizational commitment is moderately related to less turnover and higher job performance in the workplace (Eisenberger et al., 2019; Rubenstein et al., 2014). Research on organizationalcommitment has focused on assessing the factors associated with organizational commitment, rather than testing for causality. Thus, we know that a wide variety of factors in the workplace are related to organizational commitment, but not exactly how they relate. Job involvement, occupational commitment, employee engagement, perceived organisational support, positive forms of leadership (e.g., transformational leadership, leader-member exchange),and components of job design (Kurtessis et al., 2017). Commitment represents something beyond more passive loyalty to an organization

Every corporate organisation needs information technology since it is a vital and ever- changing component.. Research in the IT industry has consistently shown that work-related factors such as trust, work-involvement, and work experience significantly influence organizational commitment (Tezergil et al., 2014). Previous studies have highlighted a significant relationship between motivation and organizational commitment. Pitaloka & Sofia (2014) noted that organizational commitment significantly influences the behavior of internal auditors, encouraging their voluntary engagement and long-term membership intention. This commitment fosters the emergence of organization- oriented OCB (Organizational CitizenshipBehavior) and binds employees to loyalty. Joo & Lim, (2009) found that when employees perceive a better organizational learning culture, they are more likely to recognize job complexity, thus affecting their organizational commitment. Altindis (2011) found that intrinsic motivation in health professionals is mainly explained by affective and normative commitment, with affective and normative commitment having a greater impact on intrinsic motivation than continuance commitment. Normative commitment was found to be the most effective factor on extrinsic motivation, with continuance commitment having a lesser effect. Affective commitment had the lowest impact on external motivation. Al-Madi et al. (2017) found that employees considered "Tactful discipline" as their primary source of motivation, indicating the importance of positive treatment and behavior from colleagues for organizational commitment. "Supervisor's help with personal problems" was the second preferred factor, highlighting the significance of strong relationships between employees for organizational commitment. Manzoor (2012) emphasized that an internally satisfied, delighted, and motivated worker is a productive employee contributing to organizational efficiency and effectiveness, leading to profit maximization. Rahim & Jam'an (2018) found that motivation positively and significantly affects employee performance through the variables of media and organizational commitment, indicating that better organizational commitment leads to increased motivation. Consequently, improved employee motivation affects employee performance, ultimately impacting the overall performance of the organization.

Different sources of motivation and other characteristics among IT professionals, such as IT managers generally, indicate that they have greater growth requirements and fewer social needs than other managers were identified (Cougar et al.,1979). Any organization's ability to grow depends heavily on its level of motivation. Understanding motivation is crucial to comprehending behaviour. The concept of "commitment" is very important in practically everyaspect of our lives, and it has long been understood that employee dedication in the job is crucial. This study will provide support for administrators to have better understanding about motivation and its effect on organizational behavior and will make more information available about the study variables. (Rao,2020) This study explores the relationship between work motivation and organizational commitment among IT employees, a group known for its high- demand roles and unique challenges. Understanding this relationship is crucial for organizational success in today's competitive business environment. By examining how work motivation influences employees' commitment to the organization, we aim to provide valuable insights that can inform HR practices and strategies within the IT industry.

II. REVIEW OF LITERATURE

1) A Study on Employees' Commitment and Work Motivation - A Psychological Perspective as a Determinant of Organizational and Professional Commitment explores the influence of motivating front-line employees of retail stores in Hyderabad on organizational commitment. This research aims to assess existing literature, construct a conceptual framework, and test hypotheses. The findings reveal a significant impact ofemployee motivation on organizational commitment (including affective, normative, and continuance commitment). The study concludes with recommendations to improve organizational commitment through employee motivation. (Rao et al., 2020)
2) The research focuses on the relationship between job satisfaction, work motivation, organizational commitment, and organizational citizenship behavior (OCB)among employees at BNI in the working area of Bank Indonesia Lhokseumawe. The study utilizes structural equation modeling (SEM) to analyze the data, with a quantitative descriptive explanatory survey approach. The findings suggest that job satisfaction influences work motivation, which in turn affects organizational commitment. However, work motivation does not have a direct effect on organizational commitment. The study provides valuable insights into the factors influencing OCB among BNI employees, highlighting the importance of job satisfaction and work motivation in enhancing organizational commitment and citizenship behavior. (Apridar, 2019).
3) The study compares the motivational and organizational commitment factors of tippedand nontipped restaurant employees, with a focus on gender differences. Data was collected from employees of a nationally-known, branded restaurant chain and analyzed using the ANOVA procedure to determine significant differences between tipped and nontipped employees in terms of motivation and organizational commitment. The results indicated limited differences in certain motivational and organizational commitment factors based on employee classification (tipped vs. nontipped) and gender. The study suggests management implications and recommendations for future research, including the implementation of operational systems, policies, and procedures that address these differences. (Curtis et al., 2009).
4) The two poles of an organizational temporariness scale are permanent organizations and transient organizations, like initiatives. According to the literature, organizational temporariness can affect both organizational results and employee behavior. We study work satisfaction and organizational commitment in a permanent organization and person-job fit in a temporary organization as antecedents of employeeperformance using a sample of 341 members of temporary organizations. We also lookat how these correlations are moderated by the organizational temporariness level. Theresults demonstrate that, contrary to their recognized impacts in permanent organizations, job satisfaction and organizational commitment have a negative impact on employee performance in a work environment mounded by the cohabitation of a permanent organization and a temporary organization. (Goetz & Wald, 2022)
5) A Study on Employees' Commitment and Work Motivation - A Psychological Perspective as a Determinant of Organizational and Professional Commitment explores the influence of motivating front-line employees of retail stores in Hyderabad on organizational commitment. This research aims to assess existing literature, construct a conceptual framework, and test hypotheses. The findings reveal a significant impact ofemployee motivation on organizational commitment (including affective, normative, and continuance commitment). The study concludes with recommendations to improve organizational commitment through employee motivation. (Rao et al., 2020)

III. METHODOLOGY

A. *Aim*

To assess the relationship between work motivation and Organisational commitmentamong IT Employees.

B. *Objectives*

1) To assess the work motivation and Organizational commitment among IT Employees.
2) To determine if there is a difference in work motivation and organizational commitment between male and female IT employees.
3) To investigate the impact of work environment and job satisfaction on the relationship between work motivation and organizational commitment among IT employees.

C. *Hypotheses*

1) H01- There is no significant Relationship between work motivation and organisationcommitment.
2) H02- There is no significant difference between organization commitment and gender.
3) HO3- There is no significant difference between work motivation and gender.Variables

D. Socio Demographic Details

The socio-demographic details of the participants included their age, gender, occupation inthe IT sector, and years of professional experience.

E. Research design

The study will employ a correlational research approach. It involves examining the statistical relationship between variables without any manipulation of those variables,aiming to determine the extent of association between them.

F. Sample and Sampling Technique

The sample comprises of 200 IT employees aged 21 and above. The sample was selectedusing the snowball sampling technique.

G. Tools Used

1) Work Motivation Questionnaire by Dr K G Agrawal.

Work Motivation was constructed Dr. KG Agrawal. This questionnaire aims to assess the factors that drive employees' motivation in the workplace, including intrinsic and extrinsicmotivators, job satisfaction, and engagement. With a total of 26 questions. The Cronbach'salpha coefficient for the Work Motivation Questionnaire developed by Dr. K G Agrawal is0.82, indicating good internal consistency reliability.Work Motivation and Organizational Commitment among IT Employees

2) Organizational Commitment Scale by Upinder Dhar , Prashant Mishra , D.K. Srivastava.

"Organizational Commitment" by Upinder Dhar is a concept within organizational psychology that explores the degree to which employees identify with and are dedicated to their organization. It encompasses their emotional attachment, loyalty, and belief in the organization's goals and values with a total of 8 questions. The scale demonstrates a demonstrates strong internal consistency reliability, with a Cronbach's alpha coefficient of0.87.

H. Procedure

The Procedure of data collection was done in one phase. The sampling technique used is Snow ball sampling technique. The Questionnaire was sent through google form tothe employees around South India. The Employees were provided with the consent before the assessment. The were asked to report honestly and fill the questionnaire and submit thegoogle form. 200 data were collected and the scoring was done according to the respectivemanual. The data is analysed using Excel and SPSS.

I. Statistical Analysis

The analysis of the data included tests for normality, Pearson correlation, andregression.

J. Ethical Considerations

1) Anonymity of the participant was maintained.
2) Informed consent of the participantwas taken.
3) Confidentiality maintained.
4) No monetary benefits provided to the participants.

K. Inclusion Criteria

1) Participants must be aged 21 years or older.
2) Participants must be currently employed in the IT sector.
3) Participants were included if they were referred by existing participants in the study.

L. Exclusion Criteria

1) Participants under the age of 21 were excluded from the study.
2) Individuals not employed in the IT sector were excluded from the sample.
3) Individuals not referred by existing participants were excluded fromparticipation.

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IV. RESULTS AND DISCUSSION

Table 1 *Showing the results of correlation between Work motivation and OrganizationCommitment*

Variable	N	Mean	SD	1	2
1.Work Motivation	199	93.79	14.67	-	
2.Organizational Commitment	199	32.96	2.99	-0.31	-

Table 1 illustrates that there is no significant relationship between work motivation and organization commitment (P = -0.31) among IT employees. This finding stands in contrast to the belief that motivated employees will show higher levels of organizational commitment (Salleh et al, 2016; Mmakola et al, 2016; Alimohammadi, 2012; Fauziyah, 2020). This might be because of various other factors like the individuality and complexity of human behavior and also because of the multifaceted nature of the dynamics that exists in organizations (Kheirkhah, 1997). While previous literature has documented extensively between the positive association between work motivation and organizational commitment across diversecontexts and industries, the current findings of this research highlight the need for a nuanced understanding of this relationship. Many contextual factors like organizational culture, leadership style, job design, and external market forces may interact with individual-level motivational factors to shape employees' commitment levels. These findings underscore the importance of considering unique characteristics with respect to IT sector while examining the dynamics in workplace.

The non-significant correlation observed here in this study questions the traditional motivation theories like Maslow's hierarchy of needs, and McClelland's Theory of Needs and their application to current evolving technological advances in workplace, hence it needs further scrutiny.

Table 2- Showing the difference between Gender and Organization Commitment amongIT employees

Variable	**N**	**Mean**	**S.D**	**t**	**Mean Difference**	**Sig.**
Organizational Commitment						
Male	98	33.81	3.699	4.047	1.658	0.000*
Female	101	32.15	1.780			

**Significance at 0.05 level (2-tailed)*

Table 2 shows the significant mean difference between organization commitment and Gender among the IT employees. The results indicate notable distinctions in organizationcommitment levels between male and female employees within the IT sector. Male employees, with a mean organization commitment score of 33.81 (SD = 3.699), demonstrate significantly higher levels of commitment compared to their female counterparts, who have a mean score of 32.15 (SD = 1.780). The t-test statistic of 4.047 indicates a significant difference between the two groups ($p < 0.05$).

The observed difference in organization commitment levels between male and female ITemployees highlights potential disparities in how individuals of different genders perceive and engage with their organizational roles. While both male and female employees contribute to the workforce, the findings suggest that male employees may exhibit a stronger psychological attachment and alignment with the goals and values of their organization compared to females.

Several factors could contribute to the observed gender disparity in organization commitment. Societal norms and cultural expectations may shape individuals' attitudes and behaviors in the workplace, influencing their levels of commitment to their organizations. Additionally, organizational factors such as leadership style, career advancement opportunities, and workplace dynamics may impact how male and female employees perceive their roles within the organization (Eagly, 2012).

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Table 3- Showing the difference between Gender and Work Motivation among ITemployees

	N	Mean	S.D	t	Mean Difference	Sig.
Work Motivation						
Male	98	85.43	13.699			
				-9.564	-16.482	0.000*
Female	101	101.91	10.440			

**Significance at 0.05 level (2-tailed)*

Table 3 presents the results of the analysis examining the difference between gender andwork motivation among IT employees. The findings reveal significant disparities in work motivation levels between male and female employees within the IT sector. Male employees exhibit a mean work motivation score of 85.43 (SD = 13.699), significantly lower than the mean score of female employees, which is 101.91 (SD = 10.440). The t- test statistic of -9.564 indicates a significant difference between the two groups ($p < 0.05$),with a mean difference of -16.482.

The observed gender difference in work motivation levels among IT employees suggests variations in the factors influencing motivation between male and female workers. Whileboth genders contribute to the IT workforce, the findings imply that female employees may display a higher level of drive, enthusiasm, and commitment toward their work compared to their male counterparts. Several factors could contribute to the observed gender disparity in work motivation within the IT sector. Societal expectations, cultural norms, and organizational dynamicsmay shape individuals' perceptions of their roles and responsibilities in the workplace. Additionally, personal factors such as career aspirations, job satisfaction, and intrinsic motivation may vary between male and female employees, influencing their levels of work motivation (Eagly, 2007).

V. CONCLUSION

In conclusion, while this study did not find a direct relationship between work motivation and organizational commitment among IT employees, it highlighted significant gender differences in these aspects. Male employees showed higher organizational commitment but lower work motivation compared to females. These findings underscore the importance of understanding the nuanced dynamics of motivationand commitment in the IT sector, particularly concerning gender differences.

VI. LIMITATIONS

One limitation of this study is its focus on a specific geographic region, which may limit the generalizability of the findings. Additionally, the cross-sectional design restricts the ability to establish causality. Future research could address these limitationsby conducting longitudinal studies with a more diverse sample to enhance the study's external validity.

VII. FUTURE IMPLICATIONS

Future research could explore additional factors that may influence the relationship between work motivation and organizational commitment, such as organizational culture and leadership styles. Longitudinal studies could provide insightsinto how these factors evolve over time and their impact on employee behaviour and performance.

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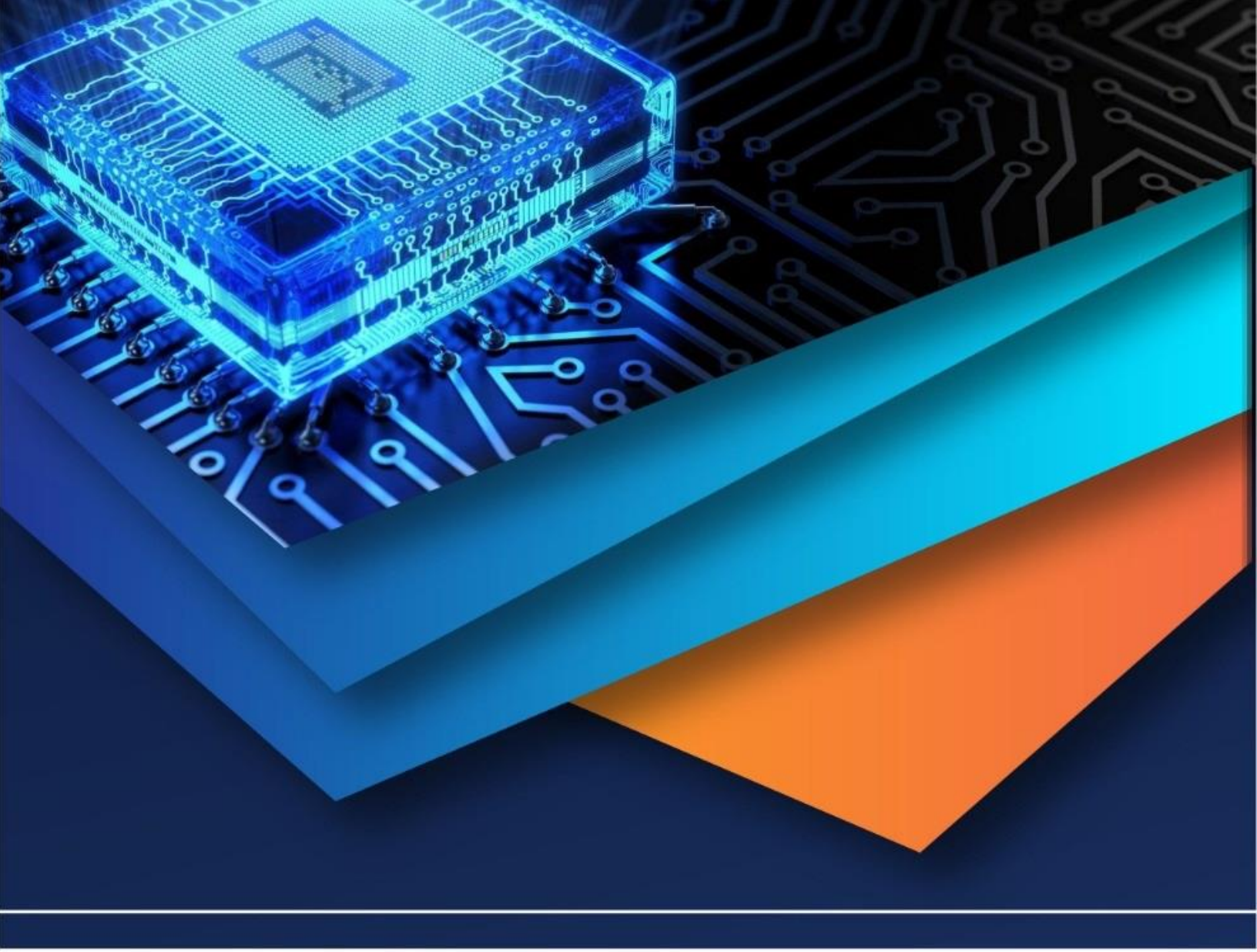
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