IMPACT OF WORK MOTIVATION AND PERSONALITY ON ORGANIZATIONAL COMMITMENT: A REVIEW OF FINDINGS AND DIRECTIONS FOR FUTURE RESEARCH

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ABSTRACT

This paper reviewed the previous findings on the impact of work motivation and personality on organizational commitment with emphasis on a critical analysis of the results. The result of the findings in respect of impact of work motivation on organizational commitment has been inconsistent; with some result being significant while others were insignificant. Similarly the results on the impact of personality on organizational commitment have been inconsistent, with some results being significant while others were not. The reasons for these inconsistencies have been traced to a number of factors which included, but not limited to environmental factors, gender, age, tenure, employment status and organizational type. Based on the observed shortcomings of the previous findings, directions for future research has been highlighted which includes the careful control, elimination and holding constant the various variables that had contributed to the inconsistent results.

Key Words: *Motivation, Personality, Organizational Commitment.*

INTRODUCTION

Organizational commitment entails an employee's emotional attachment to, identification with, and involvement in particular jobs and organizational goals (Mowday and Porter 2005). Organizational commitment is the employee's pride and loyalty towards the organization. The issue of organizational commitment is becoming more and more important and there is a need to pay attention to this attitude because loyal employees are less likely to quit their jobs or be absent from work. Morrison and Robinson (1997) posits that a committed employee displays justice and support, meaning employee loyalty is higher in organizations that fulfill their obligations to employees and abide by humanitarian values such as fairness, courtesy, forgiveness, and moral integrity. They further opined that job commitment involves an individual's identification with the organization, and the full exertion of efforts to see that it succeeds.

Review of related literature

Literature shows that several variables have been studied in relation to organizational commitment. Whereas some researchers have established a cause-effect relationship between organizational commitment and other work variables, others have found no effect of such variables on organizational commitment.

In terms of motivation and organizational commitment, Omolayo and Owolabi (2008) investigated the role of monetary reward as a predictor of the commitment of employees in medium-scale organizations in Nigeria. A total of 160 employees comprising 85 males and 75 females participated in the study. The participants were randomly selected from four medium-scale organizations.

The results however revealed that no significant difference existed in the commitment level of more tenured and less tenured employees in terms of monetary reward. This study has suggested two things: that motivation does not have any effect on organizational commitment; secondly that employment status as reflected by tenure does not also have any effect on organizational commitment.

Jermier and Berkes (1989) carried out a study on the relationship between work motivation and organizational commitment. The researchers collected data on organizational commitment from 800 police officers. The findings of the study revealed that employees who were more motivated with their job had higher levels of organizational commitment. This finding appears to be contrary to the previous finding which found that motivation had no effect on organizational commitment.

Decotis and Summers (1987) undertook a study of 367 managers and their employees. The researchers scanned the relationship between organizational commitment and the outcome measures of individual motivation, desire to leave, turnover and job performance. The results of the research showed that organizational commitment was found to be a strong predictor for individual motivation and all the other job outcomes. Thus, this study seems to be in agreement with the study of Jermier & Berkes (1989) that there is a strong relationship between organizational commitment and motivation. Also, Dunham, et al (1994) conducted a study involving 2, 734 participants to examine the impact of motivation and training on organizational commitment. The researchers found out that when employees are trained regularly and are also properly motivated, employees level of affective commitment is enhanced. That is to say, employees that had a high level of motivation were also seen to have more emotional attachment and identification with the organization.

In a study of 238 nurses, Cohen (1996) investigated the relationship between affective commitment and organizational commitment. The findings revealed that there was a high

correlation between affective commitment and organizational commitment. In other words, employees who had the desire to remain with the organization, inspite of no additional motivational incentives exhibited higher levels of commitment. Thus their commitment comes, not as a result of motivation, but as a result of the fact that they love to continue to be members and part of the organization. In this instance, therefore, motivation had no significant influence in the commitment of such employees. Furthermore, Irving, et al (1997) investigated the relationship between motivation and training of employees and the outcome measures of organizational commitment. Total participants for the study were 232 employees drawn from a work organization. Results indicated that motivation was positively related to both affective and normative commitment. However, work motivation was negatively related to continuance commitment. This study holds that those who had high motivation were more dedicated, loyal and committed to the realization of the organizational goals than those who had low motivation.

In another study involving 763 employees, Becker (1992) examined whether motivation, training and employees' commitment to different constituencies or to the overall organization were better predictors of job satisfaction, intention to quit and pro-social behaviours. From the results of the analysis, it was discovered that motivation had a significant influence on overall organizational commitment.

Using a sample of 1, 376 nursing employees, Bycio, et al (1995) studied the effect of training and work motivation on organizational commitment. The data was analyzed with the use of analysis of variance (ANOVA). The outcome of the analysis showed that the result was statistically significant. That meant that training and work motivation had a significant effect on overall organizational commitment.

Angle and Perry (1991) undertook a study to determine the effect of organizational commitment on turnover, turnover intention being one of the indicators of lack of motivation. The participants in the study included 1, 244 bus drivers. The findings of the research revealed a negative relationship between turnover and organizational commitment. In short, employees who intended to leave the job were not committed to the organization.

Furthermore, Scott (1991) conducted a study to assess the effects of organizational commitment on job satisfaction and turnover. Although Scott was not measuring motivation, lack of job satisfaction is actually one of the indices of low motivation. The data for the study came from a sub-sample (N=3, 608) of the 1991 prison social climate survey administered annually since 1988 to employees of the Federal Bureau of prisons. The analysis of data as it relates to job satisfaction showed that the effects of organizational commitment on job satisfaction actually turned out not to be significant. This therefore implies that whether employees were highly satisfied with their jobs or had lower satisfaction, it did not have any significant effect on their commitment to the organization.

Tella et al (2007) studied work motivation, job satisfaction and organizational commitment of library personnel in Academic and Research Libraries in Oyo State, Nigeria. The samples for the study were made up of 200 participants, having two different employment statuses i.e. employees with professional rank and those with non professional rank. The data was analyzed with Pearson Multiple Correlation, and the t-test. The results of the study showed that work motivation had a negative correlation with organizational commitment (r=-.17) meaning that work motivation was not a determinant of organizational commitment among the employees. Work motivation of the employees however correlated positively with their job satisfaction. Another result of this study was that no significant difference was observed in the work motivation of professional and non-professional library employees.

Ogba (2007) carried out a work on organizational commitment in developing countries: the case of Nigeria. The research investigated the effective measurement of employee commitment within the Nigerian banking sector. The samples for the study were 200 participants drawn from the banking industry. Data was analyzed with the use of one-way ANOVA, Pearson's chi-square test, and Spearman's rank order correlation, in measuring employee commitment behaviours using two variables: income and age. The outcome of the research showed that the higher income earning Nigerian employees (employees within the income band 1.1 million and above) and employees within the age group 31-35 years were likely to be less committed to their organizations than their counterparts. From the results of this study, it is inferred that high income and age are not necessarily indicators of commitment, rather some factors associated with culture might have stronger, influence on employee expression of commitment to their organization.

Eisenbeger et al (1990) observed that those employees who feel that they are cared for by their organization and managers also have not only higher levels of commitment, but they are more conscious of their responsibilities, have greater involvement in the organization, and are more innovative.

In relation to personality and organizational commitment, there has equally been mixed findings. Morrow (1983) surmised that work commitment is a function of personal characteristics, including dispositional qualities, and presents a facet design of work commitment which includes work ethnic, organizational commitment and job involvement. Whereas Decotis and Summers (1981) argued that a commitment profile does not exist, therefore there can be no connection between one's personal characteristics and their commitment to an organization. However, Steers (1977) investigated the role of personal characteristics and found that the characteristics and experiences that a person brings to an organization can predict their commitment to the organization.

Some researchers have studied the influence of internal and external locus of control on work. An employee described with an internal locus of control tends to feel able to steer his or

her destiny, while for employee with an external locus of control believes his or her destiny to be controlled by others. Internal locus of control personalities are relatively more involved in work, enjoy high job satisfaction levels and invest higher levels of commitment to the organization than their external locus of control peers. (Spector, 1982); Pierce and Dunham, 1987; Luthans et al 1987).

Sharon and Elwood (2002) in a study of personality, affectivity, and work commitment on motivation found out that the dispositional traits assessed in the study were antecedents of motivation. Extroversion and positive affectivity directly and positively influenced motivation while the effects of conscientiousness and agreeableness were mediated by work commitment. Thus, personality characteristics were found to mediate workers commitment as well as influence their motivation.

Similarly, Costa and McCrea (1991) discovered from their research that there is a suggested relationship between personality and organizational commitment. The conscienciousness dimension of personality was found to influence commitment. Also influencing organizational commitment is the agreeableness dimension of personality. According to Costa and McCrea (1991) an important characteristics of individuals scoring high in this dimension is the willingness to assist others, which when applied to employment situations, the parallel may be that those individuals are willing to assist the organization by improving work, thus being more committed to the organization. Extroversion was also found to have the same effect.

However, Sharon and Elwood (2002) pointed out that the relationship between these dimensions of personality and organizational commitment provides new information because no other studies were located that directly tested these variables. In general, it is observed that there is a dearth of research in this area of personality variables and organizational commitment.

In another study, Naquin et al (2008) examined the degree to which the dimensions of the five factor model of personality, affectivity and organizational commitment influenced the motivation to improve work through learning. Data was obtained from a non-random sample of 239 private sector employees who were participants of an in-house training programme. They hypothesized causal relationships were tested using structural equation modeling. Findings of the study indicated that personality characteristics were significant antecedents of organizational commitment and the motivation to improve work through learning. Also 57% of the variance in motivation was explained by organizational commitment and extroversion.

In a study that investigated the link between personality type and organizational commitment, Erdheim et al (2006) found that extroversion was significantly related to

various aspects of organizational commitment including affective commitment (one's emotional attachment to the organization), continuance commitment (perceived costs and benefits of remaining an employee of the organization), and normative commitment (one's feeling of obligation to remain with the organization). Also, neuroticism, conscienciousness and openness were related to continuance commitment while agreeableness was related to normative commitment.

Joo and Lim (2009) investigated the effects of organizational learning culture, perceived job complexity and proactive personality on organizational commitment and intrinsic motivation. The findings of the study revealed that employees exhibited the highest organizational commitment when they perceived higher learning culture and higher job complexity. Employees were more intrinsically motivated when they showed higher proactive personality and perceived job complexity. The perception of their job complexity partially mediated the relationship between organizational commitment. Overall, organizational learning culture, proactive personality and perceived job complexity accounted for 44% and 54% of the variances in organizational commitment and intrinsic motivation. In addition, proactive personality moderated the relationship between organizational learning culture and organizational commitment.

Furthermore, Passer and Smith (2001) report a study of 200 executives who worked in highly stressful jobs. Part of their findings revealed that introverted people are committed to their work, their families and their other involvements, and they believe that what they are doing is important and should be taken seriously.   Secondly, the introverts view themselves as having control over their outcomes as opposed to feeling powerless to influence events.

Similarly, Friedman et al (1995) in a study on personality and organizational commitment discovered that introverted people are committed and conscientious at work and are less likely to engage in risky behaviours such as absenteeism and lateness and fighting in workplace which are all outcomes of lack of organizational commitment. Introverts are also more likely to obey the rules in contrast to extroverts whose effect of being carefree and careless in workplace can be indicative of lack of commitment and quite harmful in the end.

Kuldeep et al (2010) explored the relationship between five factor model of personality and three component model of organizational commitment proposed by Meyer and Allen using a sample of employees working in a hospital setting. A hierarchical regression analysis was performed for each of the three components of commitment to test the hypothesis. The results of the study indicated that openness to experience negatively predicted continuance and normative commitment. Conscientiousness positively predicted affective and continuance commitment. Extroversion emerged as the most consistent predictor, significantly relating positively to all three forms of organizational commitment. Normative commitment was found to be positively predicted by agreeableness. Neuroticism was found

to have non-significant negative relationship with affective commitment and a positive relationship with continuance commitment, as well as a non-significant positive relationship with normative commitment. Thus, the result of this study is mixed with some personality characteristics showing a significant relationship with organizational commitment and some others showing a non-significant relationship. Moreover some personality variables showing a negative relationship with organizational commitment points to a need for further research in this area as a result of inconsistent findings.

Another work by Jennifer et al (2000) was carried out to examine the moderating effects of employee personality characteristics on organizational commitment during periods of organizational change. Targeted samples included employees of domestic Taiwan Banks that had been merged with or acquired by non-Taiwanese Banks. A total of 303 questionnaires were returned which constituted the sample size, and multiple regression method was employed for data analysis. The results of the work showed that employee personality attributes impacted upon the actual effect that work characteristic change has on an individual employee's organizational commitment. In addition, results found that work characteristics change has a greater effect on organizational commitment in employee's external locus of control personalities than in those with internal locus of control personalities.

Cui Chu (2010) undertook a study on the relationship among personality traits, job design and organizational commitment. The purpose of the research was to identify antecedents that would predict organizational commitment. One category of predictor was the big five personality traits (extroversion, conscienciousness, agreeableness, neuroticism and openness), and the other category was job design. The sample comprised of 142 participants, employees of five Chinese organizations from the health/medical, banking, insurance, international business and construction sectors. The results showed that agreeableness, openness, and job design were significantly correlated with affective commitment, whereas extroversion and agreeableness, neuroticism were related to continuance commitment. Regression analysis showed that agreeableness and openness were salient predictors of affective commitment. Agreeableness and neuroticism contributed significantly to continuance commitment.

Nissim et al (2010) studied accountants' personality types and their commitment to the organization. The study which was based on Holland's theory examined the relationship between accountant's personality types and their commitment to work in various occupational settings and organizational levels. The results revealed that conventional and enterprising types were the most frequent among the 1206 Canadian CAs and 810 CPAs who participated in the study. In addition, a larger proportion of sole practitioners and partners in small firms tended to be of the conventional types, whereas the enterprising types comprised the largest proportion of partners in large firms. Canonical correlations indicated that

accountants' commitment to both the profession and the organization is essentially related to their scores as conventional or enterprising types.

Yuen, Kee and Teck (2011) in their study of 247 academicians from four Malaysian universities discovered that intrinsic motivation is significantly correlated to the three components of organizational commitment namely: affective, continuance and normative commitment.

Van-deng Berg (2011) in a study using 162 university teachers as participants discovered a significant negative relationship between intrinsic motivation and affective organizational commitment. However the relationship of extrinsic motivation to normative and continuance commitment were positive but not significant. The researcher observed that more research is needed.

CRITIQUE OF PREVIOUS STUDIES AND DIRECTIONS FOR FUTURE RESEARCH

The ex-ray of all the empirical studies have revealed that where as some researchers found a positive relationship between motivation and organizational commitment, others found out that there was no link between the two variables. Furthermore, studies of personality and organizational commitment have equally been seen to have mixed findings. Some researchers found a link between the two variables while others did not.

The reasons for these inconsistencies in findings which could be traceable to the weakness observed in previous studies are further highlighted and discussed in preceding paragraphs. This will no doubt throw light into areas of further studies and steps in order to resolve the inconsistencies, settle controversies, and thus fill up the gaps that are observed in previous literature.

Reichers (1985) observed that the antecedents of organizational commitment seem to be much more varied and the previous findings inconsistent due to several factors and the difficulties in operationalizing and identifying whether these factors act alone or in interaction to influence organizational commitment. Further research is necessary therefore to close this gap in literature by combining several antecedent factors all of which previous researchers had studies separately and singularly in order to clearly understand the true nature and interactive effects of these antecedents on organizational commitment.

Secondly, research in the Nigerian context with regard to organizational commitment and its antecedent factors has been quite lacking. The lack of research efforts in this direction is quite surprising in a country where commitment has been an issue of concern due to the incessant strike actions witnessed in the work organizations over decades. Most of the studies on organizational commitment were done in America, Europe and Asian countries with different work culture, expectations, beliefs, attitudes and organizational behaviour from that of Africa in general and Nigeria in particular. Thus data from such work

environments cannot be automatically generalized to African and Nigerian work environments as this could be misleading. This raises the need for further research in order to close this gap in literature by looking at the nature and antecedents of organizational commitment as it affects Nigerian workers.

Thirdly, all the studies examined have studied one variable or the other and its link with organizational commitment. Also most of the studies have been correlational in nature and thus could not explain a causal relationship. No one study was located, foreign or local that was able to integrate or combine the construct of motivation, personality and examine their joint influences on organizational commitment in one single research endeavour. This therefore makes further research imperative and would provide information that would clarify and add to existing knowledge as well as close the gaps in literature arising from conclusion reached by previous researchers based on studying these variables in isolation.

Apart from all the foregoing weaknesses in previous studies which may have contributed to the inconsistencies in previous findings, another plausible reason for these inconsistencies maybe as a result of the inability of previous researchers to control some variables which also had been found to have effect on organizational commitment. These variables include age, gender, job status, tenure and number of years spent in the organization, and type of organization. Further studies should try and close this gap by controlling, eliminating or holding these variables constant in order to understand the actual influence of the various variables under study on organizational commitment.

CONCLUSION
The reports in this paper have shown that the impact of work motivation and personality on organizational commitment have yielded inconsistent results: some significant and others insignificant. The percentage of negative to positive relationship of motivation to organizational commitment was 47%: 53% while that of personality to organization commitment was 38%: 62%. The critical review of these research have revealed the factors responsible for the inconsistencies, and directions for further research that will help streamline and clarify facts, and add to knowledge. The practical use of this review is that it will help researchers to design their future studies in this area by taking note of, and controlling these extraneous variables that influence organizational commitment.

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