

# Impacts of Intrinsic Motivational Tools on Job Commitment of Employees in Selected Private University in South Western Nigeria

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**Abstract:** - This research study seeks to investigate the motivational factors that induce employees' commitment in an organization. Many organizations are facing challenges on motivational factors that will induce their employees to be more committed to their jobs. Employees that are not well motivated will find it difficult to discharge their duties as expected by their employers. The vital predictor of commitment is motivation, which motivates employees to spend time and energy in the organizations. Employees' commitment is a very vital element to boost job performance. Descriptive survey design was adopted for the study. The study used stratified sampling to categorize respondents and ensure that each member of the population was given equal chance of being selected for study. Questionnaire was administered for data collection. In all 374 participants were selected for the study. The data were analyzed using various statistical techniques. Mean, standard deviation, analysis of variance (ANOVA), regression and correlation analysis.

**Keywords:** Motivation, Commitment, Employee, Organization, Performance.

## I. INTRODUCTION

Employee commitment is a crucial element that increases job performance. (Mowday, Steers & Porter, 1979), they went further to say that an important predictor of this type of commitment is motivation, which stimulates employees to spend time and energy in the organisations. Because of this fact, there is a growing interest in understanding the relationship between motivation and commitment. Despite plenty of researches on motivation and commitment, linkages between different forms of motivation and different foci of commitment are hardly investigated. In today's rapidly changing corporate environment, organisations from all around the world want to use maximum potential of their human resources to stay ahead of the fierce competition and survive in the middle of the quest. Great organisations are built on the inherent value of their human resources as motivated and committed employees almost always allow organisations to grow faster than similar competitive organisations.

Several schools of management have defined motivation in various ways, but this study will define it as the willingness to exert high level of effort, to satisfy an individual's needs. The top management who has the responsibility of ensuring the attainment of the organisational goals is usually faced with the

task of how to get the best performance. In order for management to get things done through people, the management must understand what motivates people. Employers want employees who feel passionate about what they are doing. No business can survive for long, except employees have a personal investment in its success. Committed employees do whatever it takes to excel, even if it means taking on extra tasks, or working outside their originally allotted schedule. Savvy employers reward these work habits by offering chances for advancement which reduces turnover, and attracts other applicants who are willing to show the same degree of commitment. It is also important to ask for feedback on job performance from your manager. The more you request this, the better. When you consistently ask for feedback, your manager will more than likely talk with you on a regular basis. This helps to make it a more comfortable conversation. (Robbins & Coulter, 2005).

### 1.1. Statement of the Problem

Generally, it is expected that employees are more likely to stay with their organisation and be highly committed when they can see a strong linkage between the organisation and their work. Most employees do not feel the impact of motivation because money is not the only instrument that motivates and this has attributed to their poor job commitment. There should be a strong correlation between happy employees and increase organisational performance. Against this problem, this study was investigated to the relationship between motivation and job commitment among employees. When employees experience low job satisfaction and organisational commitment, it can be very costly in the sense that, this may be a result of low pay (for lower level positions) and little opportunity for advancement. Absenteeism may also be a very costly issue because it can result in reduced productivity when lowly committed employees do not see any link between the tasks they do and the organisation's profitability.

### 1.2. Objectives of the Study

The general aim of this research is to examine motivation and job commitment of employees in Selected Private Universities in South Western Nigeria.

The specific objectives are to:

1. examine the motivational incentives that make employees to be committed;
2. Determine the needs of employees that will enhance their job commitment; and lastly to
3. Determine how motivational tools improve employees job commitment.

### 1.3. Research Questions

This study set out to answer the following questions:

1. How motivational incentives do makes employees to be committed?
2. What are the employee's needs that will enhance their job commitment?
3. How can motivation tools improve employee's job commitment?
4. What are the relationships between the motivation and job commitment?

### 1.4. Research Hypotheses

For the purpose of this study, the following hypotheses were generated;

**Hypothesis I**, Ho: Motivational incentives cannot make employees' to be committed.

**Hypothesis II**, Ho: There is no significant relationship between motivational incentive techniques and job commitment.

**Hypothesis III**, Ho: Motivation does not significantly improve employee's job commitment.

## II. CONCEPTUAL REVIEW

Motivation is what induces a person to act in particular ways; tenacity to initiate movement or concerned with movement. In other words, motivation has to stimulate the interest of a person in an activity. Management cannot provide all aspects of motivation for the working environment, like community and family pressure. According to Chang, 2007, the three key elements in the definition are effort, organisational goals and needs. The effort elements are a measure of intensity. Efforts that are directed towards organisational goals are consistent with the organisational goals are the kind of effort that should be sought.

### 2.1. Work motivation

Motivation is a psychological process resulting from the arousal, direction and persistency of voluntary action to attain organizational and personal goals (Pool & Pool, 2007). Pinder (1998) states "Work motivation is set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration" (Pinder, 1998). The job motivating factors were examined by some researchers (Mottaz, 1985; Wong et al., 1999; Mahaney & Lederer, 2006; Bakay and Huang, 2010), in two variables are, respectively

intrinsic and extrinsic variables. According to Wong et al. (1999), the intrinsic variables includes feeling of involvement, supervisor's help with personal problems, interesting work, promotion or career development, supervisor's help with personal problems, and appreciation of a job well done. As for the extrinsic variables, they are job security, good salary, tactful discipline, and good working conditions, respectively (Curtis et al., 2009). Deci defines intrinsic motivation as behaviors that "a person engages in to feel competent and self-determining".

For this reason, intrinsic motivation is not ascribed to expectation of any rewards for the individual and so there is no pecuniary or non-pecuniary outcome of the activity but only itself. Furthermore, activity is only executed by the sake of oneself. "Activities are ends in themselves rather than means to an end" (Deci, 1975) clarifies the operational definition of the intrinsic motivation (Bakay & Huang, 2010). Deci & Ryan (1985) declare motivation is gained through rewards, with rewards either intrinsic or external to the activity and whose procurement is enabled by activity performance (Thakor & Joshi, 2005). Intrinsic rewards include issues related to the job itself such as achievement, autonomy, variety, responsibility and personal and professional growth. The other intrinsic motivation tools contain status, recognition, praise from superiors and co-workers, personal satisfaction and feelings of self-esteem (Mahaney & Lederer, 2006). Thakor and Joshi (2005) indicate that the feeling of accomplishment that arises from successful activity performance is regarded as an intrinsic motivator because it is rewarding psychological state that is directly attained through successful activity performance. Compensation taken in exchange for the activity performance provides people to acquire to be of value and so is regarded as an extrinsic motivator (Thakor & Joshi, 2005). On the other hand extrinsic motivation tools are comprise such factors as pay, fringe benefits, job security, promotions, private office space and the social climate. Moreover they involve competitive salaries, pay raises, merit bonuses and such indirect forms of payment as vacation and compensatory time off and external to the job itself (Mahaney & Lederer, 2006).

### 2.2. Intrinsic motivation

From the 1970's several authors studied the concept of intrinsic motivation. The very first is Lawler (1969) who defined this concept 'as the degree to which a job holder is motivated to perform well, because of some subjective rewards or feelings that he expects to receive or experience as a result of performing well.' In this way, an individual performs well in his or her job to satisfy the higher order needs, which will ultimately lead to intrinsic motivation. External rewards play no role with regard to behaviour in this definition of intrinsic motivation.

Although this definition was quite effective in the early 1970's, it did not take into account psychological processes underlying behaviours. To give a comprehensive definition of

intrinsic motivation, Deci (1975) suggested that an individual also has the need to feel competent and self-determining. When an individual is intrinsically motivated, he or she experiences feelings of competence. As can be seen in the preceding paragraph, people feel self-determined when their own choices cause their behaviour. Deci (1971) also suggests that rewards decrease the frequency of behaviour.

The findings led to several studies with regard to the influence of rewards on intrinsic motivation. For instance, Ryan (Deci and Ryan, 1985) developed a research paradigm which indicates that verbal feedback tends to increase intrinsic motivation, whereas expected tangible rewards tend to reduce it. For intrinsic motivation, not the reward but the behaviour itself is important. According to Amabile, Hill, Hennessey and Tighe (1994), intrinsically motivated behaviour is self-initiated: someone undertakes an activity for its own sake. The activity-itself is interesting and results in feelings of accomplishment and self-fulfillment. Someone might go to work because he or she likes to learn new things regarding the job, for instance. They stated that the elements of intrinsic motivation are competence, curiosity, enjoyment, interest, self-determination and task involvement.

### 2.3. Extrinsic motivation

Within the traditional theory regarding psychology, there has been more attention paid to intrinsic rather than extrinsic motivation. Particular behaviours were more explained by the need to explore new things and challenges, which has to do with intrinsic motivation. (White, 1959). Although the theory regarding extrinsic motivation has received less attention, the view is more elaborated. Where extrinsic motivation was only based on external reinforcements formerly, nowadays the theory is more elaborated by the addition of cognitive assessment (Lepper & Green, 1978). Lazarus (1991) argued that people could not have an affective reaction on a stimulus without a cognitive appraisal of the stimulus. This means that a cognitive assessment of a situation precedes extrinsic motivation.

Deci & Ryan (1985) distinguish the following different types of extrinsic motivation which can be aligned along a continuum as follows: a motivation, external, introjected, identified and integrated. On the one end is a motivation, which means that there is no intention to act. A motivation is followed by external regulation in which individuals perform an activity to get a reward. The next type of extrinsic motivation is introjected regulation in which behaviour is regulated through self-worth. Next is identified regulation, which means that someone is performing an activity for the reason of identification with its value.

The last one concerns integrated regulation, in which the identification with the value of an activity becomes part of the sense of self of an individual (Ryan & Connell, 1989). Amabile, (1994) define extrinsic motivation as 'the motivation to work primarily in response to something apart from the work itself, such as reward or recognition or the

dictates of other people'. In short: an activity is performed to attain a certain outcome. For example, when someone only is performing his job for the money (Ryan & Deci, 2000).

### 2.4. Commitment

In the existing literature, there are several definitions of commitment. Commitment in general is defined by Meyer & Herscovitch (2001) as 'a force that binds an individual to a course of action that is of relevance to a particular target'. Shiverick & Janelle (2009) define commitment as 'a measure of the alignment of the employee's motivations with the mission of the organisations; in other words, to what degree does the employee feel that he or she is making a positive contribution to the ultimate outcome?'

In spite of the several definitions, Becker (1960) was one of the first authors who discussed the concept of commitment. He stated that commitment emerges when someone makes a side bet and then links particular interests with activities.

Inferred from his side bets theory in which someone stays within the organizations because of value (e.g. money or time) that would be lost when he or she leaves this organization. Besides the side bets, an employee also takes into account the alternatives. When an employee lacks employment alternatives, he or she is more likely to stay committed to the organization.

Commitment is an important construct in improving employee performance according to Mowday, Porter & Dubin (1974). They opined that high commitment leads to high performance of employees. Moreover, commitment acts as an indicator of organisational effectiveness. (Steers, 1996). Meyer, Allen & Smith (1993) stressed the importance of a multidimensional approach to the concept of commitment and demonstrated the importance of different forms of commitment. These other forms include commitment to the work group, to the manager, to the union and to other entities. Their research showed that 'the prediction of various behaviours (e.g. turnover intention and responses to dissatisfaction) can be improved by considering commitment to both the organisations and the occupation (Meyer, Allen & Smith, 1993). During the end of the 20th century the employee commitment concept has been widely researched, which leads to different foci of this concept. The most widely researched focus of commitment concerns organisational commitment (ORC).

### 2.5. Organisational commitment (ORC)

In the past decade, the effect of the organizational commitment has increased significantly in the field of management development (Pool & Pool, 2007). According to this model, organizational commitment can be conceptualized as consisting of three components: affective, continuance and normative (Chang, 2007). The affective component (AC) means the attachment, identification and involvement in the organization according to Meyer I. (2004) model (Meyer and Allen, 1991). AC is adoption of organizational goals and commitment to them and to have positive emotions related to

identification with it (Wasti, 2004; Erdheim, 2006; Cheng and Stockdale, 2003). In emotional commitment, worker shows the active and voluntary participation in line with organizational objectives and desire to be continuous (Mowday, 1979). As for the continuance component (CC), it means the attachment depending on the accumulation of valued side bets for instance skill transferability, relocation, pension and self-investment co-varying with organizational membership. CC refers to the perceptions of an employee about costs related with the leaving an organization. These costs can either be work-related (for example, wasted time and effort acquiring non-transferable skills) or non-work-related (for example, relocation costs) (Wasti, 2004; Erdheim et al., 2006; Cheng & Stockdale, 2003). Employees believe that they will lose material and spiritual satisfaction elements such as their status, salary and authority with the departure of the organization employees' labor, time and effort spent for organization and this belief provides to employees a mandatory organizational commitment (Obeng & Ugboro, 2003). Lastly, the normative component (NC) connotes the attachment based on motivation to conform to social norms regarding attachment. As for NC, it denotes to employee's feelings of obligation to remain with the organization (Wasti, 2004; Erdheim et al., 2006; Cheng & Stockdale, 2003). Employee commitment arises from the belief that correctly and morally is practiced not personal benefit. Normative commitment (NC) has qualification of psychological contract (Meyer & Herscovitch, 2001). According to Meyer and Allen (1991) common view about these three components, commitment is a psychological state characterizing the employee's relation with organization, and it also glances at decision to continue or discontinue membership in organization (Cheng & Stockdale, 2003). The term commitment can be explained in many ways. Beginning with Becker (1960), there exists some definitions for organizational commitment describing the concept of commitment as, "consistent lines of activity." Organizational commitment acts as a psychological bond to the organization that influences individuals to act in ways consistent with the organization's interests. Similarly Meyer and Herscovitch (2001) state that commitment is "a force that binds an individual to a course of action of relevance to one or more targets". In addition, devoted individuals believe and accept organizational goals and values. They feel willing to remain within their organizations and willing to provide considerable effort on their behalf. Naturally, different reasons underlie on being commitment of employees for example, they may identify with goals reinforced by the organization, or they may value the job security linkage their membership (Johnson, 2010).

## 2.6. *Commitment foci*

Meyer and Allen (1991) noted that the three types of commitment (affective, normative and continuance) consist of three separable psychological manifestations. At first, affective commitment consists a desire, continuance commitment implies a need and normative commitment

contains an obligation. Meyer & Herscovitch (2001) made a distinction between the antecedents of affective, normative and continuance commitment. They propose that these antecedents' variables could be used to examine the development of commitment and recommend conducting research on the influence of motives on multiple commitments. To create the desire which characterizes affective commitment, an individual has to show identification and involvement.

An important aspect of intrinsic motivation includes involvement, which suggests that there is a possible relation between intrinsic motivation and affective commitment. These factors are still more relevant to the study of educational institutions, particularly universities which are the sources of employees and single answer for teaching the mind of states. Instructor is the inner component in instructive system gripping a variety of essential responsibilities (Bodla & Danish, 2009).

The literature recommend that employees become devoted to an establishment for a diversity of reasons, containing an emotional affection to the principles of the institution, a fulfillment of the expenses engage with leaving the institute. (Aydogdu & Asikgil, 2011; Meyer & Allen, 1997; Marginson, 2003). The perceptive of how workers become pleased and devoted to their universities, and to what level a variety of factors contribute to their degree of loyalty is significant in boosting their performances. (Berman, Bowman, West, & Wart, 2010). "Motivation is a goal-directed behaviour which involves taking a course of action which leads to the attainment of a goal or a specific valued reward" (Armstrong, 2006).

According to DeCenzo & Robbins (1996), motivation is the willingness or desire to do something, conditioned by the activity or action's ability to satisfy some need. Robbins and Coulter (1996) described the motivation as the willingness of an employee to exert some effort or action in order to achieve the organisational goals, conditioned by the action's ability to satisfy employee's individual needs. Employees' motivation at work can take place in two ways. First, Intrinsic motivation-people who are intrinsically or internally motivated generally don't need external rewards such as pay or praise to do well in a job.

They are self-motivated because they enjoy performing the actual tasks or enjoy the challenge of successfully completing the tasks. Second, Extrinsic motivation-people, who are externally motivated, generally do not enjoy the tasks but are motivated to perform well by some kind of reward, pay, promotion, praise or avoid any negative consequences. Intrinsic motivation is likely to have a strong and longer-term effect on employees because it is inherent in employees and not imposed from the management, is the best form of motivation (Armstrong, 2006; Herzberg, Mausner, Peterson, & Capwell, 1959; Ekerman, 2006).

The importance of employee motivation is obvious. In fact, it is one of the most important and essential factors for the achievement of employees' and ultimately organisational targets and goals (Berman, Bowman, West, & Wart, 2010). Motivation increases the job involvement and satisfaction of employees by making the work more meaningful and interesting as well as keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Nelson, 1996; Ekerman, 2006).

### 2.7. Determinants of job satisfaction

Factors of job satisfaction: A wide assessment of the literature specifies that the factors conducive to job satisfaction are: pay, work, environment, coworkers (Robbins, 1998). Likewise, having sufficient work tools, capital's, and teaching opportunities and a reasonable workload all considerably affect a worker's job satisfaction (Ellickson and Logsdon, 2001). Other scholars determine job satisfaction on the source of attitude to the work, relationships with member employees, supervision, company strategy and support, salary, promotion and progress (Shah and Jalees, 2004). Luthans (2005) recommends work, pay, promotion, supervision and coworkers as the major determinants of job satisfaction.

(i) *Work/Job*: Job serves several functions. The financial function of work for generating goods and services is its most apparent value. In response for making the employee is paid salaries that enable the buy of food, clothes, refuge, and other lavishness of life. Second objective is; work is the title of social prominence or satisfying the social desires of citizens (Beach, 1998). Employees that carry out tasks that have high proficiency selection, independence, reaction, and job significance skill greater level of job satisfaction than their counterpart who perform responsibilities that are low on those attributes. Expressiveness in job setting is found to relate positively to job satisfaction (Bajpai and Srivastava, 2002).

(ii) *Pay*: Adequate salary structure is linked with job satisfaction (Bajpai and Srivastava, 2002; Marginson, 2003). The characteristic of education depends on the incentive for teaching performance determined by the academia, which, sequentially depends on the marginal dollars of university income produce from education excellence (Marginson, 2003). Worker reward refers to all forms of pay or rewards available to workforce and arising from the service (Dessler, 2005, Fattah, 2010). Money or other monetary incentive in the classic performance exemplar is based broadly on the abstract propositions of reinforcement theory.

Reinforcement theory concentrates on the affiliation between the target behaviour (performance) and its consequences (pay) and is premised on the main beliefs and methods of organisational behaviour adjustment. Organisational behaviour modification is a structure within which worker behaviours are recognized, measured, and analyze in terms of their functional consequences (existing reinforcements) and where interference is developed using values of

reinforcement. Compensation systems have impacts on the job satisfaction in both the public and private sector workers.

(iii) *Supervision*: The outcomes of the affiliation between organisational factors and job satisfaction are, that the greater the perception at people's orientation in supervisory style the greater the job satisfaction (Saiyadain, 1996). From an organisational viewpoint, supervision is a key factor in all performance and behaviour administration systems. Supervision is important component in payment and reward systems, and effectual supervisory behaviour is a basic element in such systems to make sure worker performance and job satisfaction (Kohand Neo, 2000). Worker's job satisfaction is connected to supervisor personality. Public sector (white collar) employees have also been found to be less probably to consider their superiors as cooperative (Marginson, 2003). The research shows that superior's attitude to employees plays an important role to promote self-confidence and, hence, probably productivity, for example, the strongest impact on self-esteem are bring by supervisors' reactions to the ideas that employees proposed.

(iv) *Promotion*: In relation to opportunities for upgrading, Herzberg (1966) proposed that person needs for progress, accountability, appealing and challenging work, safety, vacation and currency are all connected to salary system preference. Individuals high in the first three desires, referred to as "motivator" desires, were establish to favor a pay for performance system more than individuals low in these needs (Bajpai and Srivastava, 2002). Fair upgrading policies and practice provide chances for personal development, more tasks and increased social condition. When a person get fair upgrading which is usually his true evaluation, he gets a type of acknowledgment and hence job satisfaction.

It amplifies worker perception to the excellence of their job and improves both their job satisfaction and organisational commitment (Luthans, 2005). The workers who value opportunity for evolution display a high degree of job participation in the wishes of solicit such compensation. Naturally, if workers do not perceive development chances materialized, this outcome will be lost. Even though condemn for various causes, the hierarchical and insular kind of country civil service systems do give for transparent and expected inner progress.

(v) *Co-workers*: The most attracting areas of organisational science study in recent years has been in the area of organisational citizenship behaviour (OCB), which is explained as the behaviour by an worker planned to help coworkers (Murray, 1999). Researchers state that job satisfaction of individual worker is made of his/her individual as well collective job satisfaction with coworkers. The social relations produce social environment with fellow employees and supervisor are important determinants of an individual's job (Bull, 2005). The social environment of the organisations can influence member of staff job satisfaction, particularly coworker relations (Ellickson and Logsdon, 2001).

A few say that task self-sufficiency, increase in emotion of belongingness and harmonization among workforce increases the level of job satisfaction. Employee's happiness is more strongly associated to the content of their job and the association with colleagues and supervisors. But, there is also a potential negative aspect to creating a strong group culture it can show the way to group think. This can lead to broadmindedness for behaviour that harms performance, including dishonesty or lack of ability, and has been at the heart of some major public administration failures.

(vi) *Work Environment*: Organisational environment is an influential determinant of both output and worker contentment. Its affect is so powerful that it can prevail over the influence of the characteristic of frontline leadership (Beach, 1998). Scholars establish that job satisfaction of civic workers depends more on environmental factors rather than own characteristic thereby demanding a better worker atmosphere fit. Research shows that poor work situations effect job satisfaction negatively.

Exactly, job satisfaction is frequently determined by how well result meet or exceed expectations. Such as, the policies and practices of an institution persuade motivation and satisfaction indirectly. If health and safety programs are strictly imposed, they can give workers and supervisors a great sense of protection from accidents and industrial health risks (Werther and Davis, 1998). Therefore, work environment is measured as one of the most significant job satisfaction factors. It is also broader in its sense and an implication as it is made of both visible and invisible psychological variables (Bodla and Naeem, 2008; Manzoor 2011).

### 2.8. *Empowerment and organisational performance*

Empowerment is defined according to Bennis (1989) as an approach to leadership that empowers subordinates as a main constituent of managerial and organisational effectiveness. Moreover, employees are given authority and the freedom to make decisions, which encourages them to discover and use their full potential. Having more control over their own jobs is the main driving force of empowerment that encourages growth and better productivity. Therefore, the empowerment process focuses on solving the problems of the organisations by people. Furthermore, empowering makes workforce feel appreciated and that their feedback on performance is valuable for the organisation. The contribution of the employees and their participation in designing the organisation are essential for the well-being of the organisation, as individuals should do efforts in the environment where they are responsible for their actions. Empowerment gives people responsibility and authority to act as if they are in control of their own destinies. It is essential for an organisation to recognize the quality and the results of the employees' work, as next time they will be even more efficient to get more recognition.

Employee participation and empowerment is about the contributions of the employees in administration and decision-

making regarding the policies, objectives and the strategies of the organisation. Studies have shown that employees' perception of the goals and the norms of the organisation are positively related to employee motivation. Taking into account that high levels of motivation can be achieved through empowerment, this process also leads to organisational growth. Customer satisfaction can also be achieved through empowerment, as employees can make quick decisions to solve the problems without asking the manager what to do. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them. Proper remuneration and empowerment combined are imperative if an organisation wants to obtain greater dedication and trust from its members. If the employees are loyal to the organisation and highly motivated, superior levels of effectiveness and growth can be achieved by the organisation.

Employee involvement and empowerment are two aspects that should not be overlooked as it increases commitment and understanding. Therefore, employees will be less likely to be resistant to changes and not only feel valued by the organisation, but also come up with important information, as they are in direct contact with the customers or with the operational processes. On the one hand, autocratic leadership and top-down decision-making create a rigid work environment where employees are given orders to achieve certain tasks. In these organisations, innovation is suppressed and motivation decreases, which has in turn a negative impact on performance. On the other hand, satisfied and motivated employees will contribute to enhanced organisational productivity, which leads to better profits.

### 2.9. *Factors affecting employee motivation*

No one works free, nor should they. Employees want to earn reasonable salary and payment, and employers desire their worker to feel that is what they are getting. Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (Sara, 2004, Taylor, 1914). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor (1914) and his scientific management associates describe money as the most fundamental factor in motivating the industrial worker to attain greater productivity (Adeyinka, Ayeni & Popoola, 2007). Money cannot be the panacea of employee motivation as explained earlier because different employees have different motivators. Research has suggested that reward causes satisfaction to an employee which directly influences the performance of the employee. Rewards are management's tools that contribute to firms' effectiveness by influencing individual or group behaviour. All businesses use pay, promotion, bonus or other types of reward to motivate and encourage high-level performances of employees.

To use salaries as a motivator effectively, management must consider salary structures which should include importance

organisation attach to each job, payment according to performance, personal and special allowance, fringe benefits, pension and so on (Adeyinka, 2007). Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. Moreover, if you need them to trust you and do things for you and the organisation, they need to be motivated (Baltoni, 2005). Theories apply that leaders and followers raise one another to higher levels of morality and motivation (Rukahamani, Ramesh & Jaykrishan, 2010).

Motivation is purely and simply a leadership behaviour. It stems from wanting to do what is right for people as well as for the organisation. Leadership and motivation are active process (Baltoni, 2005). Empowerment provides benefits to organisations and makes sense of belonging a pride in the work force. In fact, it built a win-win connection among organisations and employees; which is considered an ideal environment numerous organisations and their employees. Empowering can flourish virtual human capacities.

Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their final novelties and thought with the sense of belonging, enthusiasm and delight, in empowered organisations. Adding up, they work with a sense of responsibility and prefer benefits of the organisation to theirs (Yazdani, Yaghoubi & Giri, 2011). Trust is viewed as the perception of one about others, decision to act based on speech, behaviour and their decision (Hassan, Dollard, & Winefield, 2010). If an organisation wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organisations existence and to enhance employees' motivation (Annamalai, Abudullahi & Alasidiyeen, 2010).

It can make intrapersonal and interpersonal effects and influence on the relations inside and outside the organisation (Hassan, 2010). No matter how automated an organisation may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Adeyinka, 2007).

From the literature gathered from these study, some of the factors that enhance employee motivation are fair pay, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationship, appreciation, chances for growth, loyalty of organisation, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, good working conditions, information availability and communication to perform actions. Once these are applied or put into practice in Nigerian organisations, the issue of employee redundancy,

impassionate dislike for work and the ingenuity in discharging their work will be a thing of history.

### III. THEORETICAL FRAMEWORK

#### 3.1. *Theory X and Theory Y analysis*

According to McGregor (1960), a traditional organisation, which has a centralized decision-making process and a hierarchical pyramid, is based on several assumptions about human nature and motivation. These assumptions are called Theory X by McGregor and consider that most people want to be directed, they do not want to assume responsibility and value safety above all. Moreover, this philosophy assumes that people are motivated by financial means and by the threat of punishment. Managers who embrace this theory are likely to supervise and control their employees, as they feel that external control is needed when dealing with irresponsible people.

Nevertheless, McGregor started to question the validity of Theory X, especially in the context of the contemporary and democratic society. Using Maslow's hierarchy of needs, McGregor concluded that Theory X is not universally applicable, as its assumptions about human nature are in many cases inaccurate. In addition, most of the management practices developed from these assumptions failed to motivate individuals to work for attaining the organisational goals. McGregor highlighted that these methods are not applicable to people whose physiological and safety needs are satisfied, while social esteem and self-actualization needs are becoming more important.

Therefore, people look for any excuse not to go to work, in order to satisfy social and self-actualization needs, especially if they have enough money for the basic needs. Under these circumstances, people do not find work challenging at all and consider it more like a necessary evil. On the other hand, Theory Y practices focus on creating a pleasant work environment and aligning the individuals' goals with the organisational goals.

Nevertheless, we cannot draw the conclusion that Theory X is bad and Theory Y is good. On the contrary, these theories are attitudes towards employees. Although, generally speaking, a manager should base his/her assumptions on Theory Y, there are cases in which a directive and controlling behaviour is required, as to help some people develop, until they become creative and self-directed. One employee may be motivated in his work with higher commissions, whereas other employees may be interested in a better working environment (Tietjen and Myers, 1998).

#### 3.2. *Pattern A and Pattern B*

Chris Argyris has identified and discussed behaviour patterns A and B, in addition to Theory X and Y. On the one hand, Pattern A reflects the interpersonal behaviour, group dynamics and organisational norms that are associated with Theory X, while on the other hand, Pattern B represents the

same phenomena but associated with Theory Y. Pattern A individuals are not open, reject experimenting and do not perform properly in teams. In contrast, Pattern B employees are open, enjoy experimenting and also encourage others to act similarly.

Even if Theory X is usually associated with Pattern A individuals and Theory Y with Pattern B individuals, some managers could be XB or YA. XB managers have negative assumptions about employees, but they usually are supportive and encourage individuals to be creative, as they have learned from experience that in this way they will increase productivity. In addition, XB managers engage in supportive behaviours, as they want to integrate in the organisational environment.

### 3.3. Abraham Maslow's Hierarchy of Need Theory

Maslow (1943) opined that man is a working animal who works towards the satisfaction of his needs. His view was that human unfold in a hierarchical order starting from the lower needs and that once a need is satisfied another one manifests itself. That probably account for the popular name "The Hierarchy of needs" given to the theory. Those needs develop from the very basic needs of life, through a series of level to the more complicated higher level of motives. Maslow graded the needs of man into the following hierarchy:

1. Physiological needs which are necessary to human survival, example food, water, sleep rest etc.
2. Safety needs, example security, order, stability, non-hostility.
3. Social or love needs example belongingness and friendly relationship with fellow citizens, need of

companionship and association with others, affection and identification.

4. Ego or esteem or self-expression need, example self-respect, prestige, success etc.
5. Self-actualization or self-fulfillment needs.

These basic needs are related to one another and one that is satisfied actuates the other higher one, thus making man a perpetually waiting animal. The theory however treats all human being a like, forgetting the individuality of each man and that what motivates one may not motivate another. The differences in background, upbringing, education and aspiration of individuals all have impact on human needs. This is evident in the fact that when every individual hustles for the basic needs of survival and safety, there is a variation henceforth. Others problems the theory did not look into include the problems of values in any definitive motivation theory, the relationship between appetites, desires needs and what is good for the organism, the etiology of the basic needs and their possible derivation in early childhood, the definition of motivational concepts i.e. drives, desire, wish, needs, goals implication of our theory of hedonistic theory, the nature of the uncompleted act, of success and failure and of aspiration level, the role of association, habit and conditioning, relation to the theory of interpersonal relations, implications for psychotherapy, implication for theory of society, the theory of selfishness, the relation between needs and cultural patterns, and the relation between this theory and all part's theory of functional autonomy.

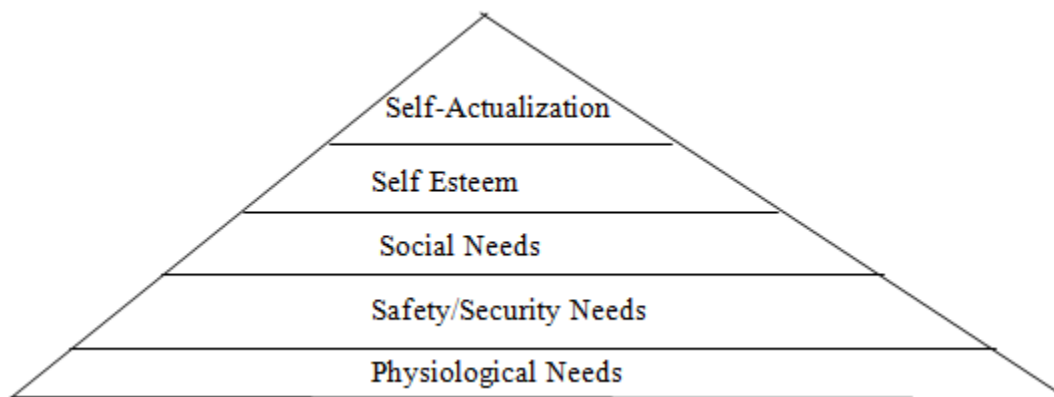


Figure1. Maslow's Hierarchy of Needs.

Maslow's theory has enjoyed great popularity on account of his classification of human needs in a convenient way and also because it has direct implications for managing human behaviour in organisation. Application of the hierarchy of needs to management and the work place are obvious. According to the implications of the hierarchy, individuals must have their lower level needs not by, for example, safe

working condition, adequate pay to take care of one's self and one's family, and job security before they will be motivated by increased job responsibilities, status, and challenging work assignments. Maslow's theory has received several research supports. It is a popular theoretical framework in motivational studies.

#### 2.2.4. Reinforcement theory



This theory can be traced to the work of the pioneering behaviourist Skinner (1938). It is considered a motivation theory as well as a learning theory. Reinforcement theory posits that motivated behaviour occurs as a result of reinforces, which outcomes are resulting from the behaviour that makes it more likely the behaviour will occur again. This theory suggests that it is not necessary to study needs or cognitive processes to understand motivation, but that it is only necessary to examine the consequences of behaviour. Behaviour that is reinforced is likely to continue, but behaviour that is not rewarded or behaviour that is punished is not likely to be repeated. Reinforcement theory suggests to managers that they can improve employees' performance by a process of behaviour modification in which they reinforce desired behaviours and punish undesired behaviours. Motivation is concern with the “why” of human behaviour. It moves one towards a goal. Motivation is that which cause, channels and sustains people’s behaviour, maintains and changes behaviour. Quite often, the interview variables are the internal and psychological processes which account to behaviour.

Motivation is said to be the core of management of human resources. Management has been defined as the act of getting things done through others, which means that management can be rightly said to be personal management. The management of men and women is a challenging task. No two persons have same qualities, feeling and behaviour. Many said Sophocles, is the wonder of wonder, which has infinite capacity to think, to develop, to create, to invent, to feel, to love, to give, to kill, to respect and to hate, to analyze or to destroy. The nature of man is very complex; it is not easy to take care of human beings with such varying characteristics and qualities. Without motivation, industries would not long last. Human resources must be actively trained, developed and above all motivated in order to realize individual and organisational goals. An individual who has ability, skills and knowledge would not do without motivation. However, an

individual with skills, knowledge and ability with added motivation is a sure way to success. Therefore, motivation is the desire and will to excel at work. It is the drive and stimulation which enables individual to perform their work.

### III. METHODOLOGY

This study focuses on Private Universities in South Western Nigeria only. The Six Universities were selected based on the student population. Covenant University, Ogun State; Bowen University, Iwo, Osun State; Caleb University, Lagos State; Ajayi Crowther University, Oyo, Oyo State; AfeBabalola University, Ekiti; Ekiti State and Achievers University, Owo, Ondo State. The research design used was descriptive research using survey method specifically. It seeks to provide information about variables involved in the study. The estimated population of the study was 5450 obtained from the registrars of the various selected universities. The sample size was 374. The sample size was determined using the Sekaran, (2006) method. Six universities were selected from each state in the South Western Nigeria based on student population. When  $n = \text{sample size}$ ,  $N = \text{population}$   $e = \text{desired margin of error (0.05)}$   $n = \frac{N}{1+N(e^2)}$ . A Five point Likert scale method was used, namely: Strongly Agreed (5), Agreed (4), Strongly Disagreed (3), Disagreed (2) and Neutral (1). This study utilized both primary and secondary survey of data. The questionnaire designed for both academics staff and non-academics staffs of the sampled Universities were the main sources of collecting primary data. Copies of the questionnaire were administered by the researcher and with assistance from colleagues in the sample Universities. Data gathered on all variables from the questionnaires was analysed using appropriate instrument and statistical technique. The study used both descriptive and inferential statistics. The descriptive statistics used were tables, percentages, frequencies, while inferential statistics involve the use of linear regression and Chi-square.

Table 3.1: List of Private Universities, sample size and percentage

S/N.	University	Population	No of Respondents	Percentage
1	Caleb University	700	48	13.0%
2	Covenant University	1000	68	18.2%
3	Ajayi Crowther University	800	55	14.7%
4	Bowen University	1200	82	21.9%
5	Achiever University	850	58	16.0%
6	AfeBabalola University	900	63	16.6%
TOTAL		5450	374	100%

Source: Field survey, 2016

### IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with the analysis of all data collected through the questionnaire administration. Questionnaires were distributed to staffs of the six selected Private Universities in

South Western Nigeria. A total of 374 copies of pre-tested questionnaires were administered. The data were analysed using both descriptive and inferential statistics.

#### 4.1. Demographic Distribution of Respondents

This section contains the information of the respondents as it relates to their gender, marital status, age, academic qualifications, position and their working experience.

Table 4.1.1, shows that 167 respondents representing (44.7%) were males, while 207 respondents representing (55.3%) were females. It implies that more female participated in the research study than male because they were available when the questionnaire was distributed.

4.1. Distribution of respondents according to sex

Sex	Frequency	Percentage
Male	167	44.7
Female	207	55.3
Total	374	100.0

Source: Field Survey, 2016

From table 4.2, 330 respondents representing (94.4%) agreed that their colleagues appreciate their work, 29 respondents representing (4.9%) disagreed to the statement, while 15 respondents representing (1.0%) remained indifferent. 338 respondents representing (95.6%) agreed that they believe they have full authority to do their job, 23 respondents representing (3.6%) disagreed to the statement, while 13 respondents representing (0.8%) remained indifferent. 350 respondents representing (96.8 %) agreed that they believe that the work they have done is a respectable job, 15 respondents representing (2.6%) disagreed to the statement, while 9 respondents representing (0.6%) remained indifferent. It implies that the employees work is a respectable job. 306 respondents representing (91.5%) agree that they have right to decide in a subject related to their work, 34 respondents representing (6.3%) disagree to the statement, while 34 respondents representing (2.3%) remained indifferent.

Table 4.2: Analysis of respondents on intrinsic motivation

S/N	Statements	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
1	My colleagues appreciate my work.	155(49.4%)	175(45.0%)	20 (3.8%)	9 (1.1%)	15 (1.0%)
2	I believe that I have full authority to do my job	193(59.7%)	145(35.9%)	13(2.4%)	10(1.2%)	13(0.8%)
3	I believe that the work which I have done is a respectable job	208(62.6%)	142(34.2%)	12 (2.2%)	3 (0.4%)	9 (0.6%)
4	I have the right to decide in a subject related to my work	159(52.6%)	147(38.9%)	26(5.2%)	8(1.1%)	34(2.3%)

Source: Field Survey, 2016

From table 4.3, 313 respondents representing (91.6%) agreed that the physical condition in their work environment is suitable, 40 respondents representing (6.9%) disagree to the statement, while 21 respondents representing (1.4%) remained indifferent. 277 respondents representing (85.0%) agreed that there is opportunity for promotion in their work place, 80 respondents representing (14.1%) disagreed with the statement, while 17 respondents representing (1.2%) remained indifferent. 144 respondents representing (54.7%) agreed that

they get extra pay for high performance, 192 respondents representing (42.1%) disagreed with the statement, while 38 respondents representing (3.3%) remained indifferent. 231 respondents representing (77.5%) agreed that their colleague are always with them in solving personal and familiar problems, 98 respondents representing (19.0%) disagreed to the statement, while 45 respondents representing (3.5%) remained indifferent.

Table 4.3: Analysis of respondents on extrinsic motivation

S/N	Statements	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
1	The physical conditions in the environment of work is suitable	114(38.2%)	199(53.4%)	24(4.8%)	16(2.1%)	21(1.4%)
2	There is opportunity for promotion in my work place	102(36.0%)	175(49.0%)	41(8.6%)	39(5.5%)	17(1.2%)
3	I get extra pay for high performance	60(25.8%)	84(28.9%)	104(27.0%)	88(15.1%)	38(3.3%)
4	My colleagues are always with me in solving personal and familiar problems	86(33.0%)	145(44.5%)	51(11.8%)	47(7.2%)	45(3.5%)

Source: Field Survey, 2016

From table 4.4, 190 respondents representing (70.3%) agreed that they would be happy to spend the rest of their career with their organisation, 117 respondents representing (23.9%) disagreed with the statement, while 67 respondents representing (5.6%) remained indifferent. 257 respondents representing (81.6%) agreed that they enjoyed discussing

about their organisation with people outside, 83 respondents representing (15.9%) disagreed with the statement, while 34 respondents representing (2.5%) remained indifferent. 290 respondents representing (88.7%) agreed that they really felt is if the organisation’s problems are their own, 52 respondents representing (9.1%) disagreed with the statement, 31

respondents representing (2.2%) remained indifferent. 313 respondents representing (90.2%) agreed that their organisation has a great deal of personal meaning to them, 51

respondents representing (9.0%) disagreed with the statement, while 10 respondents representing (0.7%) remained indifferent.

Table 4.4: Statements on Affective Commitment

S/N	Statements	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
1	I would be very happy to spend the rest of my career with this organization	78(32.7%)	112(37.6%)	52(13.0%)	65(10.9%)	67(5.6%)
2	I enjoy discussing about my organisation with people outside it.	84(30.8%)	173(50.8%)	51(11.2%)	32(4.7%)	34(2.5%)
3	I really feel as if this organisation’s problem is my own.	82(29.3%)	208(59.4%)	22(4.7%)	31(4.4%)	31(2.2%)
4	This organisation has a great deal of personal meaning to me	90(30.3%)	223(59.9%)	33(6.6%)	18(2.4%)	10(0.7%)

Source: Field Survey, 2016

From table 4.5, 264 respondents representing (83.6%) agreed that it would be very hard for them to leave their organisation right now, even if they wanted to do, 76 respondents representing (13.9%) disagreed with the statement, while 34 respondents representing (2.3%) remained indifferent. 248 respondents representing (80.2%) agreed that staying with their organisation is a matter of necessity as much as they desire, 94 respondents representing (17.2%) disagreed with the statement, while 32 respondents representing (2.4%) remained indifferent.

223 respondents representing (74.5%) agreed that it wouldn’t be too costly for them to leave their organisation, 112 respondents represent (22.5%) disagreed to the statement, while 39 respondents representing (2.9%) remained indifferent. 213 respondents representing (73.9%) agreed that they have very few option to consider leaving their organisation, 99 respondents representing (21.0%) disagreed with the statement, while 62 respondents representing (5.1%) remained indifferent.

Table 4.5: Analysis of respondents on Continuance Commitment

S/N	Statements	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
1	It would be very hard for me to leave my organisation right now, even if I wanted to.	89(32.5%)	175(51.1%)	39(8.5%)	37(5.4%)	34(2.3%)
2	Right now, staying with my organisation is a matter of necessity as much as desire	80(29.8%)	168(50.4%)	42(9.4%)	52(7.8%)	32(2.4%)
3	It wouldn’t be too costly for me to leave my organization	87(33.1%)	136(41.4%)	72(16.4%)	40(6.1%)	39(2.9%)
4	I feel that I have very few options to consider leaving this organization	47(19.3%)	166(54.6%)	57(14.1%)	42(6.9%)	62(5.1%)

From table 4.6, 259 respondents representing (82.7%) agreed that jumping from organisation to organisation seem unethical to them, 81 respondents representing (14.9%) disagreed with the statement, while 34 respondents representing (2.4%) remained indifferent. 289 respondents representing (87.6%) agreed that their organisation deserves their loyalty because of its treatment towards them, 60 respondents representing (10.6%) disagreed with the statement, while 25 respondents representing (1.7%) remained indifferent. 295 respondents

representing (88.2%) agreed that they owe their organisation quite a bit because of what it has done for them, 57 respondents representing (10.3%) disagreed with the statement, while 22 respondents representing (1.5%) remained indifferent. 323 respondents representing (92.0%) agreed that they feel it is morally correct to dedicate themselves to their organisation, 41 respondents represent (7.3%) disagreed with the statement, while 10 respondents representing (0.6%) remained indifferent.

Table 4.6: Analysis of respondents on Normative Commitment

S/N	Statements	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
26	Jumping from organisation to organisation seem unethical to me	115(41.3%)	144(41.4%)	45(9.7%)	36(5.2%)	34(2.4%)
27	My organisation deserves my loyalty because of its treatment towards me	133(45.2%)	156(42.4%)	38(4.7%)	22(2.9%)	25(1.7%)
28	I feel that I owe this organisation quite a bit because of what it has done for me	128(43.2%)	167(45.0%)	39(7.9%)	18(2.4%)	22(1.5%)
29	I feel it is ‘morally correct’ to dedicate myself to this organization.	143(45.8%)	180(46.2%)	33(6.3%)	8(1.0%)	10(0.6%)

Source: Field Survey, 2016.

Table 4.7: Descriptive Statistics

Model	Mean	Std. Deviation	N
Intrinsic	4.2445	.65708	374
Affective	3.6298	.78136	374
Continuance	3.4924	.86609	374
Normative	3.9434	.73230	374

Source: Field Survey, 2016

The ANOVA result in Table 4.8, shows that the regression sum of squares value is 34.858, the F statistics value of 34.376

have a significant probability value ( $p < 0.000$ ). This means that the p value is less than 0.05 and is significant to the study.

Table 4.8: ANOVA Result

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	34.858	3	11.619	34.376	.000 <sup>a</sup>
Residual	121.006	368	.338		
Total	155.864	371			

Source: Field Survey, 2016

a. Predictors: (Constant), Normative, Continuance, Affective

b. Dependent Variable: Intrinsic

From Table 4.9, the variable coefficients are given. All parameters used to measure the independent variable showed values Affective Commitment (0.210), Continuance Commitment (0.005) and normative Commitment (0.264). That is, the p value are significant to the dependent variable ( $p < 0.05$ ). Moreover, the standardized Coefficient can be used

to formulate the regression equation, that is, Affective Commitment, Continuance Commitment and Normative Commitment will affect Intrinsic Motivation by 21%, 0.5% and 26.4% respectively.

$$EI_i = 2.43 + 0.210(\text{Affective}) + 0.005(\text{Continuance}) + 0.264(\text{Normative})$$

Table 4.9: Variable Coefficients Summary

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
Constant	2.426	.191		12.718	.000
Affective	.210	.046	.249	4.552	.000
Continuance	.005	.038	.006	.121	.904
Normative	.264	.049	.294	5.371	.000

Source: Field Survey, 2016

a. Dependent Variable: Intrinsic

The ANOVA result in Table 4.10, shows that the regression sum of square value is 35.336 for Affective Commitment, 46.489 for Continuance Commitment and 50.161 for Normative Commitment. The F statistics values of 75.217,

52.826 and 38.794 respectively have a significant value of p (0.000). That means that p value is less than 0.05 and is significant to the study.

Table 8: ANOVA Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1. Regression	35.336	1		75.217	.000 <sup>a</sup>
Residual	169.122	360	35.336		
Total	204.458	361	.470		
2. Regression	46.489	2		52.826	.000 <sup>b</sup>
Residual	157.969	359	23.245		
Total	204.458	361	.440		
3. Regression	50.161	3		38.794	.000 <sup>c</sup>
Residual	154.297	368	16.720		
Total	204.458	371	.431		

Source: Field Survey, 2016

- a. Predictors: (Constant), Affective
- b. Predictors: (Constant), Affective, Normative
- c. Predictors: (Constant), Affective, Normative, Continuance

## V. DISCUSSION OF FINDINGS

The finding shows that 68.8% of the respondent agreed that they have full authority on their job and this also made their morale high. The result shows that 90.2% of the respondents agreed that organisation has a great deal of personal meaning to them and also brings about sense of belongingness. Also, 90.2% respondent agreed that it would be very hard for them to leave their organisation right now, even if I wanted to because they are well satisfied. Moreso, 87.6% agreed that their organisation deserves my loyalty because of its treatment towards me All parameters used to measure the independent variable showed significant values (Affective 0.004, Affective and Normative 0.272, 0.276 and Affective, Normative and Continuance 0.241, 0.242 and 0.127 respectively). That is, p values are significant to the dependent variable ( $p < 0.05$ ).

As the results of testing the hypothesis Intrinsic motivated employees show more affective commitment to their occupation. The hypothesis had to be rejected. The result of the finding, it was discovered that, (94.4%) of the respondents agreed that “My colleagues appreciate my work” (95.6%), “I believe that they have full authority to do my job” (96.8%), “I believe that the work which I have done is a respectable job”, (91.6%), “I have right to decide in a subject related to my work” (81.8%). All the respondents in analysis related to intrinsic motivation agreed with the statements.

## VI. CONCLUSION

Employees are the real assets of the organisations. Building a committed and motivated workforce is considered the main objective and a key to success in the competitive environment of today. This goal if achieved could serve as a competitive edge of the organisation and has a potential to boost the profitability of the organisation. The employee involvement in the job also has productive implications. All these job related behaviours seem to be interrelated. Present study found a positive and significant relationship between employee motivation and job commitment. The relationship although is weak but significant for all variables.

These findings indicate that if HR manager device some strategy to improve one of these employee job related behaviours, the other behaviours would automatically improve. This also implies that factors affecting one of these behaviours would also have an impact on the other job related behaviours as well.

## VII. RECOMMENDATIONS

This research explored the relationship between motivation and commitment, which has implications for the management of universities. Besides that, the results of this research will form an occasion for other scientists to further investigate the

impact of motivation on commitment. The following are the recommendations which are found useful and if rationally adopted, will go a long way in enhancing the effectiveness and the usefulness of motivation in achieving employee’s job commitment to the organisation:

1. Since motivation is very effective towards achieving organisational goals, there is need for the management of the aforementioned Selected Private Universities in South Western Nigeria to regularly motivate their employees in order to benefit from its effectiveness.
2. Good remuneration and welfare services should be provided for by the employers for their employees to boost their morale to be well committed to job.
3. Promotion at regular interval will enhance employee’s commitment to job. Employee that is being deprived of their promotion will be less concern with their job and this will affect the organisational goals and productivity.

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