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RESEARCH ARTICLE

SATISFACTION ON MOTIVATIONS AND ORGANIZATIONAL COMMITMENT IN THE PUBLIC UNIVERSITIES OF TIGRAY REGIONAL STATE, ETHIOPIA

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Abstract

Motivating the employees both intrinsically and extrinsically in order to enhance the commitment of the employees is appreciable and the need of the day. However the satisfaction level of employees especially the teachers towards the motivation and its contribution to build the commitment have not yet been studied in Public Universities in Tigray Regional State. In an attempt to bridge the gap, the study attempts to find the satisfaction of the employees towards the intrinsic and extrinsic motivation existing at their universities. The study has also found the commitment level of the employees and its relationship with the motivation. Required primary cross sectional data has been collected from 371 employees of the Public Universities in Tigray regional state of Ethiopia. Using SPSS software the collected data is analyzed. Descriptive statistical tools such as mean, standard deviation and variance have been applied to describe the level of satisfaction among the employees towards the intrinsic and extrinsic motivation. The correlation statistics has also been applied to find the relationship between motivation and organizational commitment. The study has found an apparent positive correlation between motivation and organizational commitment. The results on the satisfaction level of the employees highlights that the intrinsic motivation is at the upper level. There is a scope to enrich extrinsic motivation. Hence the universities should focus more on the extrinsic motivation to have better committed employees.

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Introduction:-

Motivation is the fuel that drives people towards accomplishing their goals and objectives. In fact, without this fuel human beings would be inactive, leading to a routine and unproductive life. Motivational factors are enhancing employee's Commitment to their organization for organizational growth and development. Public higher education is a rapidly expanding part of Ethiopia's higher education system. Public higher institutions in Ethiopia are growing at a faster rate. Higher education has faced a remarkable growth in Ethiopia in the last two decades. However there are issues in terms of quality and improvement in higher education. In other words, the quality of higher education is the one among the challenges of higher education in Ethiopia, which may be caused by many factors. The one important factor for that is according to Ayenachew A. Woldegiyorgis (2013) motivational level of the academicians. In today's competitive environment employers can make a competitive advantage only by means of employees. Employers do

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understand a motivated employee will contribute more to the organizations significantly to the organizations betterment. This is more so in the case of developing countries like Ethiopia). In this scenario a study towards the satisfaction of employees toward the motivation presented to them and to find their organizational commitment has got its own importance to trigger up the performance of the organizations. Motivation is an important factor that builds the commitment (Hanke Korpershoek, 2016). Though motivation is of two ways such as intrinsic and extrinsic, it is not so clear to say to an individual which kind of motivation highly influences his/her commitment. And also it is observed by Ryan & Deci (2000) that all individuals cannot be motivated by the same activities since the needs and wants of individuals in terms of motivation differ significantly. When assessing the effectiveness of these motivations towards the commitment and work outcomes many researchers favor intrinsic motivation (Nasri & Charfeddine, 2012). However when a separable outcome is focused, extrinsic motivation pertains (Ryan & Deci, 2000). Hence to build the commitment among the employees, it is important for an organization to understand whether their employees are satisfied with their intrinsic and extrinsic motivations practiced in their organizations. Investigating the factors either intrinsic or extrinsic motivation does contribute to the commitment of employees is also essential to an organization for their action plans. Satisfied and committed employees contribute their full potential to the betterment of the organization. Organizations may attain competitive advantage by means of committed employees. According to Meyer and Allen (1993) organizational commitment is a leading factor in the achievement of many organizations. With regard to the commitment level of the teachers in the public Universities of Tigray regional state in Ethiopia is yet to be explored. Though there are many factors lead to organizational commitment this study among the factors studied exclusively focuses on the satisfaction of employees towards the organisations' motivations both in intrinsic and extrinsic dimensions, Further it studies the commitment level of the employees (teachers) and its relationship with the employees' satisfaction in the motivations at their workplaces in case of Public Universities in Tigray Regional State of Ethiopia.

Literature Review:-

In 1998 Pinder explained motivation as a set of energetic forces which might originate from an individual inner mind as well as by the external forces. In fact motivation is essential to initiate a work. For some people it comes from themselves whereas for some others external forces are required to do that. It is not only required to initial stages of any work but it prolongs its importance during the process to in all the aspects of a work such as determining and giving direction to the work. It also influences in determining the quality and output of the work and duration of the work execution process (Pinder, 1998). Deci and Ryan (1980) developed Self-determination theory of motivation in which they identified three important kinds of motivations such as amotivation (absence of intentional regulation), extrinsic motivation and intrinsic motivation.. Amotivationas occurs in the absence of internal regulations. Extrinsic and intrinsic motivations respectively come for external and internal mind sources. Ryan and Deci (2000) differentiated intrinsic and extrinsic motivations in such a way that intrinsic motivation originates from doing inherently interesting things and extrinsic motivation originates from targeting a separable outcome. Thomas & Velthouse (1990) stated that positively valued experiences which are arised directly out of the work tasks by an individual employee are termed as intrinsic motivations. Intrinsic motivation comes from an individual's own commitment and intrinsic motivation does not anticipate any specific external outcomes Ryan and Deci (2000). According to Giancola (2014) intrinsic motivation originated from the work task which is inherent by its nature whereas external motivation originated from the other persons related to the work. Interesting works, feeling of involvement, supervisors help with personal problems, appreciation and career development are some of the sources that build intrinsic motivations (Wong S, Siu V &T sang N, 1999). . Extrinsic motivation can be explained as the motivations that are apart from the work itself such as reward, recognition, and benefits (Amabile, Hill, Hennessey & Tighe, 1994). Mahaney and Lederer (2006) advocated that status, recognition, praise from superiors and co-workers, personal satisfaction and feelings of self esteem are the tools of intrinsic motivations. According to Upchurch and Severt (2009) the variables that stimulate external motivations are job security, salary, tactful discipline and good working conditions. Mahaney and Lederer (2006) advocated that tools such as pay, fringe benefits, job security, promotions, private office space and the social climate are the tools for external motivations. The motivations used vary according to the nature of the employees. According to Ryan and Deci (2000) employees who are open and cognitive intrinsic motivation are suitable. Many scholars indicated that employees' behaviour can be influenced by intrinsic motivations (Grabner and Speckbacher, 2009; Asha and Uma Warriar, 2017; & Yundong H, 2015). External motivation can also lead to employees' behavioral changes. Dwivedula, Ravikiran, & Müller, R. (2011) advocated that external motivation is a good tool to bring in the expected behavioral changes among the employees. However Suhaiel Amdan et al (2016) in their research found that extrinsic motivation did not moderate the relationship between office environments.

According to Anderson and Weitz (1992), “Commitment is a long term relational perspective that encourages parties to resist the short term benefits offered by other companies in favor of the benefits associated with remaining in a relationship”, Meyer and Herscovitch (2001) stated that commitment is “a force that binds an individual to a course of action of relevance to one or more targets”. According to Biljana Dordevic (2004) commitment of employees is crucial since it is a predictor of employee’s performance, absenteeism and other behaviors. According to Balfour DL, Wechsler B (1996) to focus on organisational performance, organizational commitment is an appropriate tool. Employee commitment is one predominating factor of organizational performance (Shirashetti, 2012). Kim WG, Leong JK & Lee YK (2005) have stated that companies that pay more attention towards commitment may recognize long-term benefits of corporate success, loyalty, productivity, and employee retention. The relationship between commitment of employees and high performance is studied and ensured by Edralin (2008), Savaneviciene & Stankeviciute (2011). Amir Sohail, Robina Safdar, Salma Saleem, Samara Ansar & M. Azeem (2014) have found a positive relationship between Work Motivation and Organizational Commitment. Salim, M., Kamarudin, H., & Kadir, have found (2010) the contributing factors in building organizational commitment. They found job satisfaction; job involvement and perceived organizational support are the factors affecting organizational commitment. Lida Gholizade, Irvan Masoudi, Mohammad Reza Maleki , Afsoon Aeenparast , Mehdi Barzegar (2014) have also found positive relationships between job satisfaction, job motivation and organizational commitment. Hanke Korpershoek (2016) found motivation builds the commitment of the employees significantly. Yeni Rahmawati and Norhasni Zainal Abiddin (2015) have found a moderate positive correlation between overall motivation and organizational commitment. Selma Altindis (2011) has found Continuance commitment had a remarkable effect on extrinsic motivation. Meyer J, Becker T, Vandenberghe C (2004) have also signified that commitment is one component of motivation. According to Johnson RE, Chang CH & Yang LQ (2010) commitment is a motivational phenomenon. Kim et al. (2005) have also explored that job satisfaction; motivation, morale and organisational commitment are interrelated. De Silva and Yamao (2006) stated that motivation level and creativity of the employees can be improved by organizational commitment. Mong-Chien Hsu and Kao-Mao Chen (2012) have found higher the level of job satisfaction with the higher organization commitment level. Though motivation and commitment are considered distinct, the similarities between them were highlighted by Meyer et al. (2004). Hence motivation, job satisfaction and organisational commitment are inter related and interdependent. Motivation being an essential part of management can not be generalised. Mullins (2007) indicates that multiple motivation systems are being practiced in organizations to satisfy the employees. Fauziah Wan, Y. & Tan Shen, K. (2013) have found significant differences between Gen X and Gen Y employees in intrinsic motivations. Yet in terms of both intrinsic and extrinsic motivation factors, Asli Beyhan Acar (2014) did not find any significant differences between Gen X and Gen Y employees. Vincent, Nithila & Paul, Anjali (2018) argued that organizations face problems with regard to motivations. The literature reviewed indicated that clarity is required in terms of the focal point of the organisations motivational practices and commitment i.e. whether the intrinsic motivation or the extrinsic motivation does contribute more to the organizational commitment of the employees is not studied yet. Specifically the relationship between satisfaction of employees on motivations and their organisational commitment among the employees of public universities in Tigray region of Ethiopia has got the attention and interest of the researchers since it will give clear directions to the universities towards the focal point of their motivation. Hence this study attempts to decipher the relationship of intrinsic, extrinsic motivation and overall motivation level with the organizational commitment of the employees.

Conceptual Framework

The researchers attempt to bring out the relationship between intrinsic, extrinsic motivation and overall motivation level with the organizational commitment of the employees. Hence it is hypothesized that the satisfaction of employees towards the motivations presented to them has a positive co relationship with their organizational commitment. The variables derived from the vast reviews of literatures to measure the satisfaction of the employees towards the intrinsic motivations are Type of work, Autonomy in the work, Scope for competition and achievement, Recognition of the work, Contribution to the stakeholders, Pride in the work, Opportunities to learn and grow, Relationship with supervisors, Relationship with co workers and Equity in treatment. The variables derived from the vast reviews of literatures to measure the satisfaction of the employees towards the extrinsic motivations are salary offered, fringe benefits, job security, employee’s welfare, in house training opportunities, post-employment security, compensation at par with the industries, grants, rewards for work excellence and new forms of motivation like tour packages. The model of Allen and Meyer (1999) has been adapted to measure organisational commitment of the employees. Accordingly the variables included to measure the organisational commitment are Affective Component, Continuance Component and Normative Component of the organisational Commitment.

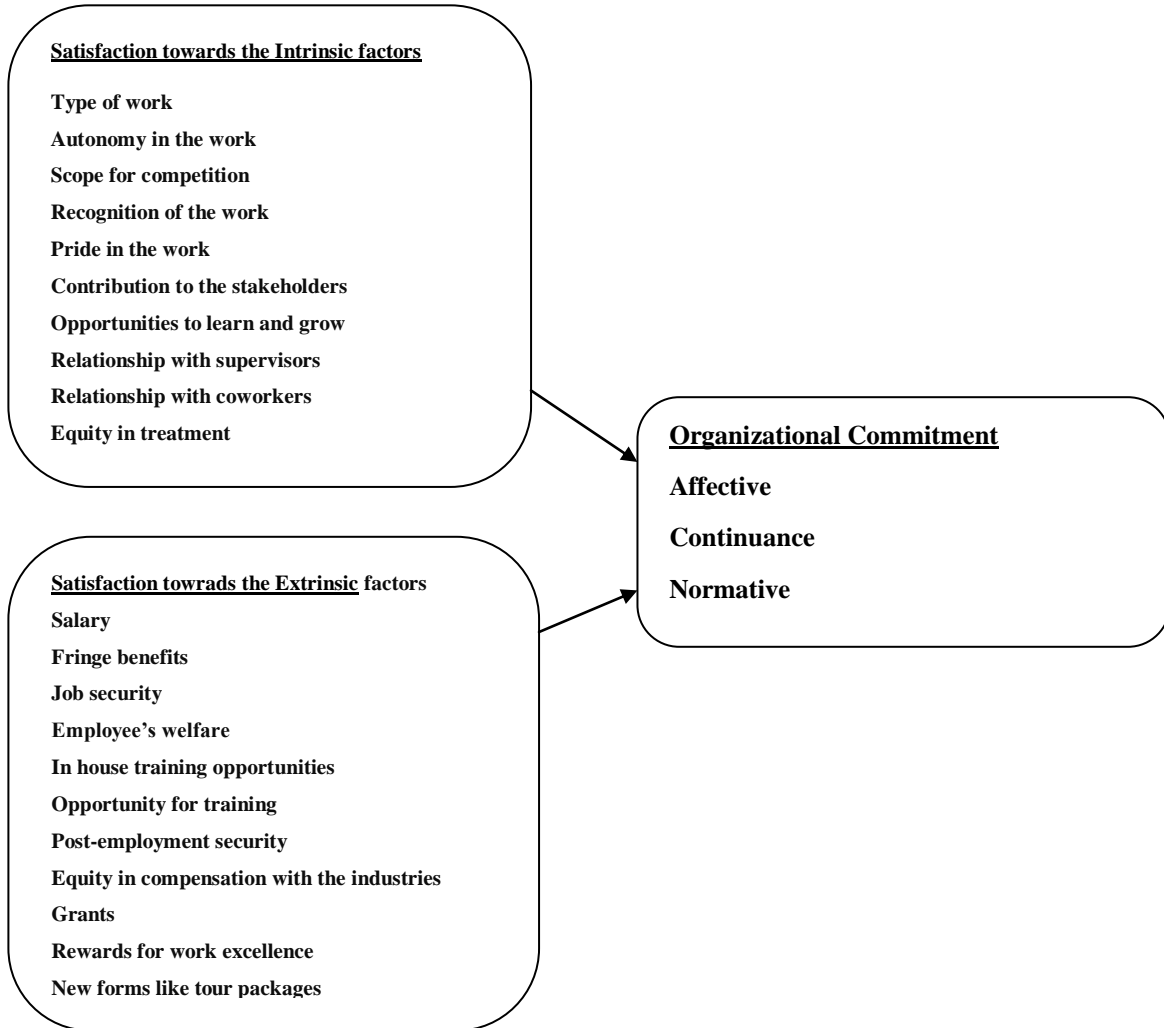


Figure 1:- Satisfaction in motivation and Organisational Commitment.

Objectives of study:-

1. To assess the satisfaction level of employees towards intrinsic motivation
2. To assess the satisfaction level of employees towards extrinsic motivation
3. To assess the employees’ commitment towards the organization
4. To investigate the relationship between satisfaction in motivation and organizational commitment

Methodology:-

The study has applied descriptive research design to describe the variables under study. The target population of the study is academic staff of a public university in Ethiopia. The total population of this study is 4266. i.e the total number of academic staff in the public universities of Tigray Regional State of Ethiopia namely Mekelle university, Axum university and Adigrat University. The sample was determined by using the formula derived by Wotson J (2001). The formulae is

$$n = \frac{\left(\frac{P[1 - P]}{\frac{A^2}{Z^2} + \frac{P[1 - P]}{N}} \right)}{R}$$

Where : n = sample size
 N = number of people in the population

P = estimated variance in population, as a decimal

A = Precision desired, expressed as a decimal

Z = confidence level

R = Estimated Response rate, as a decimal

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Results:-

The demographic characteristics of the respondents are exhibited in the table 1.

Table 1:- Demographic characteristics of the respondents.

S.N0	Characteristics	Frequency	Percentage
1	Gender		
	Male	232	64.5
	Female	129	35.5
2	Age		
	26-35 Years	283	78.4
	More than 35 years	78	21.6
3	Academic Rank		
	Lecturer	279	77
	Assistant Professor	66	18
	Associate Professor	16	5
4	Experience in the current University		
	2-5 years	246	68.1
	6-10 years	99	27.4
	More than 10 years	11	4.4
	Total	361	100

The table indicating the demographic characteristics of the respondents reveals interesting facts about the respondents. The universities in Tigray regional state of Ethiopia have more male members (64.5 percent). 78.4 percent of the respondents are at the age between 26 -35 years which indicates the workforce of the universities is young. Many of them are lecturers (77 percent). Most (68.1 percent) of the respondents have less experience (less than five years).

Intrinsic motivational factors and satisfaction

As mentioned in the methodology, on Likert five point scale the satisfaction of the employees towards the intrinsic motivational factors are measured. The results show that the employees are satisfied (mean score 3.17) with the

type of the work they engage. However the high standard deviation (1.41) depicts the inconsistency with the data. It is a fact that all different kinds of jobs may not be interesting. There is a scope for competition and the employees enjoy the completion since it leads to achievement which is deduced from the mean score 3.02. The environment regarding the relationship of employees with the supervisor and the coworkers is not bad which can be deduced from mean scores 2.89 and 2.85 respectively. The equity treatment on the employees is ensured by the mean score 3.06. There is autonomy in the work (mean score 2.6) and the employees pride themselves on their work. (Mean score 2.56). The employees do not feel their work is recognized (deduced from the mean score 2.45) and they do not feel their contribution towards the stakeholders is not recognized (deduced from the mean score). There are less opportunities to grow which can be understood from the lowest mean score 2.41.

Table 2:- Intrinsic motivational factors and satisfaction of the employees.

Descriptions	Mean	Std. Error	Std. Deviation	Variance
Type of work	3.1676	.07396	1.41107	1.991
Autonomy in the work	2.6044	.05342	1.01915	1.039
Scope for competition and achievement	3.0220	.06715	1.28117	1.641
Recognition of the work	2.4588	.05573	1.06326	1.131
Contribution to the stakeholders	2.4423	.05950	1.13520	1.289
Pride in the work	2.5604	.05924	1.13019	1.277
Opportunities to learn and grow	2.4148	.06263	1.19498	1.428
Relationship with supervisor	2.8984	.06269	1.19600	1.430
Relationship with co workers	2.8599	.06544	1.24853	1.559
Equity in treatment	3.0604	.06456	1.23166	1.517

Extrinsic Motivational factors and satisfaction

With regard to the satisfaction of the employees towards the extrinsic motivational factors of the employees, it is relatively less than the intrinsic motion since all the mean scores of the factors of extrinsic motivation under study is less than 2.5 out of 5 except the variable salary. This indicates the employees are moderately satisfied with the salary. However the compensation provided is not at par with the other institutions which is deduced from the mean score 1.98. They are not motivated highly by the variables such as employees' welfare, in house training opportunities, post-employment security and the grants which are inferred from the mean scores which are all around 1.9. Yet the organizations try to satisfy the employees by means of fringe benefits, job security, rewards and other new forms of extrinsic motivation which can be inferred from the scores of the factors ranging from 2 to 2.5. Yet in overall inference it can be said that the employees are not satisfied by the extrinsic factors of motivation.

Table 3:- Extrinsic Motivational factors and satisfaction of the employees.

Descriptions	Mean	Std. Error	Std. Deviation	Variance
Salary	2.5247	.05802	1.10692	1.225
Fringe benefits	2.4643	.05628	1.07377	1.153
Job security	2.3874	.05380	1.02635	1.053
Employee's welfare	1.9011	.04388	.83722	.701
In house training opportunities	1.9945	.04701	.89687	.804
Post-employment security	1.9176	.04665	.88999	.792
Equity in compensation with the industries	1.9890	.06959	1.32777	1.763
Grants	1.8462	.04886	.93211	.869
Rewards for work excellence	2.2005	.06288	1.19959	1.439
New forms like tour packages	2.2500	.06116	1.16686	1.362

Satisfaction towards Intrinsic and Extrinsic motivations

To compare the level of satisfaction of employees towards the intrinsic and extrinsic motivations of the universities, t' test has been conducted and the results are tabulated in table 4.

Table 4:- Satisfaction towards Intrinsic and Extrinsic motivations.

Descriptions	Mean	Std.	Levene's Test	t-test for Equality of Means
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		Deviation	for Equality of Variances		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
			F	Sig.					
Intrinsic Motivation	2.65	.537	50.622	.000	15.717	728	.000	.519	.033
Extrinsic Motivation	2.13	.332							

The results clearly imply that the employees of public universities of Tigray regional state are highly motivated by intrinsic factors than the extrinsic factors which can easily be inferred from the mean statistics of the two factors studied which are 2.65 and 2.13 respectively. Statistically the difference is observed by the t test conducted to check the equality for the means. The mean difference is found as 0.513 which is statistically significant which is ensured by the significant value 0.00. Hence it can be said that the extrinsic motivation for the employees is not equal with that of intrinsic motivation. Though intrinsic motivation is at optimum level care should be taken to motivate the employees in terms of extrinsic factors.

Organizational commitment of the employees

The organizational commitment of the employees has been measured with three components such as Affective Commitment, Continuance Commitment and Normative Commitment as indicated by Allen and Meyer (1999). Three statements for each component are selected from the Allen and Meyer (1999) scale of organizational commitment measurement instrument and measured on a five point Likert scale. The results of the descriptive statistics of the statements of are tabled in Table 5.

Table 5:- Organizational commitment of the employees.

Organizational commitment Components	Descriptions	Mean	Std. Error	Std. Deviation	Variance
Affective Component	I would be very happy to spend the rest of my career in this organization.	2.6758	.05683	1.08426	1.176
	I really feel as if this organization's problems are my own.	2.0165	.04469	.85264	.727
	This organization has a great deal of personal meaning for me.	2.0165	.04732	.90286	.815
Continuance Component	It would be very hard for me to leave my job at this organization right now even if I wanted to.	3.0879	.06171	1.17737	1.386
	I believe I have too few options to consider leaving this organization.	3.4010	.05757	1.09828	1.206
	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	4.4038	.05962	1.13744	1.294
Normative Component	I would feel guilty if I left this organization now.	2.0577	.05319	1.01475	1.030
	This organization deserves my loyalty.	2.2885	.06290	1.19999	1.440
	I would not leave my organization right now because of my sense of obligation to it.	2.3984	.06966	1.32910	1.766
Mean Organizational Commitment					2.705

The results depict clearly that the employees have commitment to the work due to the continuance component of the commitment. I.e they are committed to the work due to not having other options which can be inferred from the mean scores observed for the continuance component which are considerably high (all the scores are more than three). The affective and normative components of organizational commitment of the employees is at less than the moderate level which can be understood easily from the mean scores which do range from 2 to 2.5 for all the statements of the components. Overall the organizational commitment of the employees is at moderate level which is realized by the mean of the mean scores 2.705.

Relationship among Motivational Factors and Employee commitment

This section presents results of the multiple correlations analysis. The correlation test has been done to find the correlations among the variables satisfaction on intrinsic factors of motivation, satisfaction on extrinsic factors of motivation, overall satisfaction and organisational commitment.

Table 6:- Relationship among Motivational Factors and Organizational Commitment.

Descriptions		Satisfaction in Extrinsic Factors	Satisfaction in Intrinsic Factors	Overall satisfaction in Motivation	Organizational Commitment
Satisfaction in Extrinsic Factors	Pearson Correlation	1			
	Sig. (2-tailed)				
Satisfaction in Intrinsic Factors	Pearson Correlation	-0.078			
	Sig. (2-tailed)	0.343			
Employee Commitment	Pearson Correlation	0.467**	0.216**	0.153	1
	Sig. (2-tailed)	0.001	0.008	0.003	

Table 6 shows the results of a correlation test which concerns the relationship between employee commitment and the motivational factors such as extrinsic factor and intrinsic factor. A significant positive correlation 0.467 (Sig= 0.001, $P < 0.05$) has been observed between satisfaction in extrinsic factors of motivation and overall employee commitment. Suhail Amdan et al (2016) also found considerable impact of extrinsic factors on employees' commitment. Though positive correlations have been observed between satisfaction in intrinsic factors and employee commitment (0.216), when comparing the correlation statistics extrinsic factors play a dominant and significant role in establishing the employee commitment. There is a slight negative correlation between (-.078) satisfaction level of employees in intrinsic and extrinsic factors of motivation. It reflects the fact those who are materialistic may not be influenced highly by the intrinsic factors of motivation. Here a less positive correlation exists (0.153) between satisfaction of employees in overall motivation and the employee's commitment towards the organization. Hence the results depict motivation play a minimal role in establishing organizational commitment. In other words though the employees are not satisfied much with the motivations they are committed to their work.

Discussions:-

The study is to find the relationship between satisfaction of employees towards the motivation received and their organisational commitment in the public universities in Tigray region of Ethiopia. It is obvious that motivation is one among the instruments that are applied by the organisations to improve organisational commitment and performance. Highly motivated employees are the sources of success in many organizations. The motivation comes from self (internally) either by intrinsic motivations or by extrinsic motivations depending on individual employees, situations and the organisational culture. The results of this study also reveal the same fact. Extrinsic motivational factors are dominant in building the organisational commitment which has moderate positive correlation with the organisational commitment. Though the results show high intrinsic motivations exists in the universities under study it has only less relationship with organisational commitment. It is due to the fact from the results that the employees (teachers) do not feel that their work is recognized and they do not feel their contributions to the stakeholders of the Universities. Especially in teaching career only less opportunities exists to grow exponentially. But they are highly attracted towards extrinsic motivation and hence it builds organisational commitment. The inconsistent data (high standard deviations) in case of many variables also highlights the fact the same kind of motivation can not be suitable to all individuals since individuals are unique by nature. The study has also found a minimum positive correlation between satisfaction towards the motivation and organizational commitment. It shows the satisfied

employees in terms of the motivations received will be committed to their work and organisations. Introspection of the results obtained show clear directions to the universities under study. The Universities must focus on strengthening the extrinsic motivations through which the Universities can build highly committed teachers. The results also bring out the need for new research to explore the tools that build organisational commitment among the employees. I, e though motivation is a tool for establishing organisational commitment there other unexplored factors do exist and to be answered.

Limitations:-

This study finds the relationship between satisfaction of employees towards the motivation and their organisational commitment. The variables considered to measure the satisfaction of employees towards the intrinsic and extrinsic motivations are limited and there may be some extraneous motivations which may also cause this result. Moderating factors which may affect the relationship have not been considered. This may also affect the results. Since the study is limited to the Universities in Tigray region of Ethiopia, the results can not be generalised.

Conclusion:-

Due to the contributions of teachers to the society they are highly recognised. Yet the focus on how they can be motivated to build the organisational commitment has not got its importance as well. This study explores extrinsic factors of motivation play a dominant role among them in building organisational commitment. Hence more focus should be made on this issue to have a better society.

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