

Attitude, Motivation and Commitment among employees of Makerere University  
Hospital

By

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### Declaration

I, Karungi Sandra Tarsha, a third-year student at Makerere university college of humanities and social sciences pursuing a bachelor's degree in industrial and organizational psychology, hereby declare that the information provided in this dissertation is my original work and has never been presented to any academic award to any university.

signature.....

date..28th/July/2023

Karungi Sandra Tarsha

20/U/18144/PS

## Approval

This is to certify that this research dissertation has been carried out under my supervision and is ready for approval and submission to the university

Signature.....

Date..... 28/07/2023

Mr. Gerald Nsereko

University supervisor

## **Acknowledgement**

Heartful thanks and appreciation go to my parents for their financial support and love towards me. You have been very pivotal in my story. my friends and rest of the family members, I am grateful to the emotional, social, spiritual and financial support given unto me.

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## **List of Acronyms**

MUH-Makerere University Hospital

Sims-situational motivation scale

## Table of Contents

|                                     |      |
|-------------------------------------|------|
| Declaration.....                    | i    |
| Approval .....                      | ii   |
| Acknowledgement .....               | iii  |
| List of Acronyms .....              | iv   |
| List of Tables .....                | viii |
| Abstract.....                       | ix   |
| Chapter One:Introduction .....      | 1    |
| Background of the study .....       | 1    |
| Problem.....                        | 3    |
| Study Purpose .....                 | 3    |
| Objectives .....                    | 4    |
| Significance.....                   | 4    |
| Scope.....                          | 5    |
| Conceptual framework.....           | 6    |
| Chapter Two:Literature Review ..... | 7    |
| Commitment .....                    | 7    |
| Motivation.....                     | 8    |
| Attitude .....                      | 10   |
| Attitude and Commitment.....        | 11   |
| Motivation and Commitment.....      | 12   |
| Hypothesis.....                     | 14   |
| Chapter Three:Methodology.....      | 15   |

|  |    |
|--|----|
| Research Design.....   | 15 |
| Population .....   | 15 |
| Sample.....  | 15 |
| Instruments and Measures.....                                  | 16 |
| Attitude: .....  | 16 |
| Motivation.....  | 16 |
| Commitment: .....  | 17 |
| Procedure .....  | 17 |
| Quality Control (reliability and validity) .....               | 17 |
| Data Analysis .....  | 18 |
| Data Management .....  | 19 |
| Chapter Four:Results .....                                     | 20 |
| Hypothesis Testing.....  | 21 |
| Hypothesis 1.....  | 22 |
| Hypothesis 2.....  | 22 |
| Hypothesis 3: .....  | 22 |
| Chapter Five:Discussion, Conclusion and Recommendations .....  | 23 |
| Discussion .....   | 23 |
| The Relationship between Attitude and Employee Commitment..... | 23 |
| Relationship between Motivation and Employee Commitment .....  | 24 |
| Relationship between Attitude and Motivation .....             | 24 |
| Conclusion .....   | 25 |
| Recommendation .....   | 25 |

References..... 27

Appendices:..... 29

    Instrument: A self-administered questionnaire..... 29



**List of Tables**

|   |    |
|---|----|
| Table 1: Showing reliability and validity of items.....           | 18 |
| Table 2: Showing demographic characteristics of respondents ..... | 20 |
| Table 3: Correlations.....  | 21 |

### **Abstract**

The study examined the influence of attitude and motivation on commitment of employees in organizations. The study adopted a cross-sectional research design with attempt to collect data at a specific point in time by using a self-administered questionnaire. The study findings show that attitude significantly relates to employee commitment, motivation significantly relates to employee commitment as well as attitude and motivation interact to influence employee commitment. The researcher concluded that employees with positive attitudes are committed to their work; also highly motivated employees are committed to their work. The organizations should ensure positive attitudes among their employees to ensure higher labor productivity, the organization also should ensure maximum motivation among their employees to instill a sense of hard work in them.

## **Chapter One**

### **Introduction**

#### **Background of the Study**

The concept of commitment gained more and more popularity in the last three decades, during which researchers have turned their attention (Khan, Ziauddin, & Ramay, 2010). According to (Lumley et al. 2011; Guntur, Haerani & Hasan, 2012). Specifically, the concept of commitment has multiple foci, e.g. commitment to the job, to the organization, to the career, to the workgroup (Somers & Birnbaum, 2000). Moreover, the concept of organizational commitment is defined as the psychological attachment of the workers to the organization (Guntur, Haerani & Hasan, 2012). Most of the studies have treated commitment as an independent variable influencing many work outcomes (Suliman 2002), such as lowering turnover and improving job performance (Jaramilloa, Mulki & Marshal, 2005; Al Ahmadi,2009; Khan, Ziauddin, & Ramay, 2010). On the other hand, the main reason why commitment has been a centre of study in the last 30 years is its assumed impact on performance, even when several researchers revealed zero or relatively little influence of commitment on performance (Suliman, 2012), mainly because of the failure in trying to demonstrate the significant relationship between these concepts, (Meyer et al. 1989). Recently, (Buchman,2002) revealed an average 29% of the employees worldwide are engaged and committed in the work place. These differences are notable between countries and continents as shown, it is at 39% in north America, 27% in Europe, 25% in Asia,39% in south America, 39% in Africa and 26% in Oceania and among others.

The ingredients of motivation lie within the internalized drive towards the dominant thought of the moment (Robby, 2001). Motivation directly links to individual commitment that leads to organization performance and as a catalyzer for all individual employees working for an

organization to enhance their working performance or to complete tasks in a much better way than they usually do. Panagiotatopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the last leads to stimulate employee performance. It is important to know that motivation involves two components that is; intrinsic and extrinsic motivation (Bergman, 2006). According to A Gallup study in the year 2022, only 15% of employees countrywide and worldwide feel motivated (Gallup, 2022).

Attitude is a feeling that a person has towards different aspects of work environment, (Carpeter, Talya and Erdogan, 2001). According to Talya and Erdogan (2001), there are some elements which influence the attitude towards work, namely personality, person-environmental fit, job characteristics, psychological construct, work relation and stress. Attitude varies in intensity as it can be positive as well as negative. Individual likes and dislikes for any behavior is attitude. An employee who has a positive attitude towards work is more satisfied and motivated with his job and will result towards organizational commitment (suliman, 2012).

Most workers have high levels of attitude and find meaning in their occupation while others have little or no attitude: globally, 70% of those who are employed say that most of what they do on a typical workday is interesting while only 30% say it is boring (Albert Lincoln and Mary schleps). On average, in Uganda, committed working adults surveyed think that they are willing to work up to the age of 60 before they can retire (gullup,2022).

From the above information, attitude can lead to commitment by shaping an individual's perceptions and beliefs about a situation or task (Allen and Meyer, 2001). A positive attitude can foster motivation, optimism, and a sense of purpose, which in turn can increase an individual's level of commitment to achieving a goal or completing a task, (Bergman,2006). On the other hand,

a negative attitude can lead to feelings of apathy and disengagement, which can decrease an individual's level of commitment. Additionally, when people feel good about their attitude, they will tend to be more committed to their goals, and that will lead to better performance and more successful outcomes, and motivation can lead to employee commitment by providing a driving force that encourages individuals to put in effort and persist in their work. Motivated workers are more likely to feel engaged and invested in their work (Meyer & Allen, 2001), which can increase their level of commitment to achieving organizational goals. A motivated employee is more likely to go above and beyond their job requirements, and to put in extra effort to complete a task or project. Additionally, when employees are motivated, they may be more likely to develop a sense of ownership and pride in their work, which can further increase their level of commitment. In summary, motivated workers will yield much as high production rates and reduced labor turnovers will begin to be witnessed, and we can conclude that motivation to some extent serves as a key driver to employee commitment.

### **Problem**

Many workers lack commitment. Very low production rates and high levels of labor turnover have continued to increase resulting from low commitment. It has been established that there is a significant relationship between motivation and employee commitment. Other researchers found that a positive attitude is associated with high commitment levels among employees. However, in the Ugandan employment fields, it has not been ascertained whether it is attitude or motivation or the interaction of both that greatly correlates with employee commitment.

### **Study Purpose**

The purpose of the study was to investigate the influence of attitude and motivation on commitment of employees in organizations.

## **Objectives**

The objectives of the study are:

- (i) To examine the relationship between attitude and motivation
- (ii) To determine the relationship between motivation and commitment
- (iii) To assess the relationship between attitude and commitments

## **Significance**

The results may show that there is a need to demonstrate a willingness to invest time and energy into the company and to work towards achieving its goals.

The findings of this study are intended to create awareness among employers about the extent to which attitude and motivation influence employee commitment. Ways of developing a positive attitude and making employees motivated maybe identified.

From the findings, researchers may realize that employee commitment at work is still an area that needs continuous research because working conditions change over time. Other factors that influence commitment, such as on-job training and culture may also be identified.

The results may provide information to the government and policy makers about the magnitude of employee commitment. This may help to lay strategies on how to introduce measures to ensure the working conditions of workers that eventually result into employee commitment.

The findings from this study may act as a bench mark from which employees can build trust and loyalty which can lead to lower turnover and better retention of skilled and experienced workers.

## **Scope**

### **Geographical scope**

Geographically, the study area was Makerere University Hospital. This organization is found in Kampala, central Uganda. The study was done at Makerere University Hospital because it is recognized by the government of Uganda and respondents are literate. Respondents included all female and male workers who were on contract with the organization and permanent ones. The study focused on examining the influence of attitude and motivation on employee commitment.

### **Conceptual scope**

According to “Meyer & Herscovitch, 2001” commitment is a force that binds an individual to a course of action of relevance to one or more targets.

Motivation is the internal drive towards a particularly dominating thought at a certain moment (Robby 2001). It is the driving force behind human actions. It is the process that initiates and maintains goal-oriented behaviors. For instance, motivation is what helps one lose extra weight, or pushes one to get that promotion at work.

According to “Meyers,” attitude is a favorable or unfavorable reaction towards something or someone exhibited in one’s beliefs, feelings or intended behavior

## Conceptual Framework

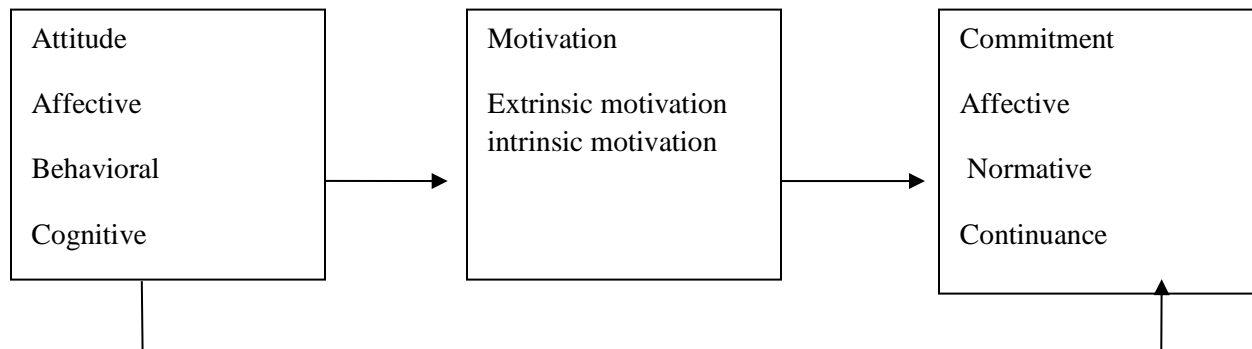


Figure1: Attitude, motivation and commitment

In figure 1, changes in the independent variables (attitude and motivation) may cause change in the dependent variable (commitment).

That is, attitude may have a significant influence on commitment in that employees with a positive or negative attitude are more likely to have either affective, normative or continuance commitment. Likewise, motivation could significantly influence employee commitment in that employees that are extrinsically and intrinsically motivated are more likely to have either affective, normative or continuance commitment. On the other hand, attitude may interact with motivation to influence employee commitment, which could also lead to either employee engagement or disengaged.



## **Chapter Two**

### **Literature Review**

#### **Introduction**

This chapter reviews literature on attitude and motivation in relation to employee commitment. It also reviews attitude interacting with motivation to relate to employee commitment.

#### **Commitment**

Many researchers have talked about commitment and defined it in different ways, but the common definition of Mayor and Allen (2001) which defines commitment as the connection or bond employees have with their employer. This is also based on industrial-organizational psychology and describes the individual's psychological attachment to the organization. Organization commitment is therefore the degree in which an employee is willing to maintain membership due to interest and association with the organization's goals and values. In addition, (Morrow, 1993) describes organization commitment as characterized by attitude and behavior, and according to John Mayor and Natalie Allen, (1990) commitment has 3 distinctive components that is, affective, normative and continuance commitments.

**Affective commitment:** According to Allen and Mayor (1990), affective commitment refers to an individual's emotional attachment to the organization. For example, people with affective commitment have an unusually high level of engagement with their company. They are likely to wear their work gear when not at work. They may attend all work-related events and social functions that take place outside of work hours.

Continuance commitment: This refers to a measure of the willingness of an employee to continue working for the same organization. This type of commitment occurs when one weighs up the pros and cons of leaving his or her organization. For example, when employees feel the need to stay with the organization because their salary and fringe benefits won't improve if they move to another organization.

Normative commitment. Subsequently in the year 1990, Meyer & Allen proposed the third dimension of Organizational Commitment scale, namely, Normative Commitment. Normative commitment stems from the desire to remain a member of the organization due to a feeling of obligation, which includes a sense of debt owed to a superior, a co-worker or the company on the whole

### **Motivation**

Employee motivation is the level of energy, commitment and creativity that a company's workers bring to their jobs. Motivation is an important factor that drives people to take action towards their goals and desires (Paw, 2001). It is a complex psychological state that involves a combination of internal and external factors such as personal values, beliefs, needs, interests, emotions, and social influence. Motivation can come from a variety of sources, such as a desire for achievement, recognition, or personal growth (Robby, 2001). It can also be driven by external factors, such as rewards, punishment, social pressure, or expectations from others (Koob & Moal, 2008). Motivation plays a crucial role in our everyday lives, influencing our behavior, decision-making, and performance. It helps us overcome obstacles and challenges, persevere in the face of setbacks, and stay committed to our goals (Fejes, 2008).

However, motivation can also be affected by various factors that can either enhance or inhibit it. For example, a lack of confidence, fear of failure, or external distractions can decrease motivation, while positive feedback, support from others, or a sense of purpose can increase it. Overall, motivation is a complex and multifaceted construct that is essential for achieving our goals and leading a fulfilling life, and it can be broadly categorized into two types: intrinsic motivation and extrinsic motivation.

**Intrinsic Motivation:** This is the type of motivation that comes from within oneself. It is driven by personal interests, values, and enjoyment derived from the activity itself. Some examples of intrinsic motivation include:

Pursuing a hobby because it brings joy and satisfaction

Studying a subject out of curiosity and personal interest

Volunteering to help others because it aligns with personal values and beliefs

**Extrinsic Motivation:** This is the type of motivation that comes from external factors, such as rewards or punishments. It is driven by external factors that push or pull an individual towards a certain goal. Some examples of extrinsic motivation include:

Working towards a promotion for a higher salary

Studying for a good grade on an exam

Completing a task to avoid negative consequences or punishment

It's important to note that intrinsic and extrinsic motivation can both be present in a person and can interact with each other. In fact, a combination of both intrinsic and extrinsic motivation can lead to optimal performance and satisfaction

### **Attitude**

Attitude is one of the major keys to achievement of employee commitment. Many researchers consider several definitions of attitude which mention different meanings from different contexts and perspectives (Alhmali, 2007). For example; Montana and Kasprzyk state that, "Attitude is determined by the individual's beliefs about outcomes or attributes of performing the behavior weighted by evaluations of those outcomes or attributes. Thus, a person who holds strong beliefs that have positive valued outcomes will result from performing the behavior will have a positive attitude towards the behavior. Conversely, a person who holds strong beliefs that have negative valued outcomes will result from performing the behavior that will have a negative attitude." And Ajzan (1988: 4) considers attitudes as "A disposition to respond favorably or unfavorably to an object, person, institution, or event". One more definition comes from Gardner (1980), who defines the term attitude as "an inference which is made on the basis of a complex of beliefs about the attitude object".

Attitude comprises of three components namely, cognitive, emotional and behavioral (Montane and Kasprzyk, 2011).

The cognitive component of attitude is the way in which people think about their attitudes. This component includes thoughts, feelings and behaviors that are related to how individuals think about their attitude (Gardner, 1980). The cognitive component of an attitude can also mean a statement of belief about something. For example, "My boss is a mean person" reflects a person's

that they believe to be factual. An attitude's affective component is the emotional or feeling part of the attitude. This component can lead to behavioral outcomes. The emotional component of attitude also refers to the emotions and feelings such as excitement, anxiety or sorrow about the attitude object. (Alhmali,2007). The third component of attitude is behavioral (or conative). This means the way the attitude we have influences on how we act or behave. For example, "I will avoid spiders and scream if I see one".

### **Attitude and Commitment**

Numerous studies have explored the relationship between attitudes and employee commitment. For example, a study by Meyer and Allen (1991) proposed that employee commitment comprises three distinct components: affective, continuance, and normative commitment. Affective commitment refers to an employee's emotional attachment to the organization, continuance commitment refers to an employee's perception of the cost of leaving the organization, and normative commitment refers to an employee's sense of obligation to remain with the organization (Meyer & Herscovitch,2001).

Studies have shown that positive attitudes towards the organization, such as job satisfaction and organizational identification, are positively related to all three components of employee commitment (Meyer and Allen, 1991; Som and Basu, 2013). In contrast, negative attitudes towards the organization, such as job dissatisfaction and low organizational identification, are negatively related to employee commitment (Som and Basu, 2013).

Moreover, research has also demonstrated that specific attitudes, such as organizational justice, organizational support, and perceived organizational politics, are significantly related to employee commitment (Eisenberger et al., 1986; Cohen-Charash and Spector, 2001; Joo and Lim,

2016). For example, employees who perceive that they are treated fairly and supported by the organization are more likely to exhibit higher levels of commitment.

In conclusion, the literature suggests that attitudes, particularly job satisfaction, organizational identification, and perceptions of organizational justice and support, are important predictors of employee commitment. Organizations should therefore focus on fostering positive attitudes among their employees to enhance their commitment and ultimately improve organizational performance.

### **Motivation and Commitment**

Motivation and employee commitment are two important factors that influence organizational success. Employee commitment refers to the level of dedication and loyalty that an employee has towards an organization, while motivation refers to the internal and external factors that drive an individual to perform a particular task or job. This literature review aims to examine the relationship between motivation and employee commitment and to identify the factors that contribute to employee commitment (Kheirkhah, 2018).

One of the recent theories of motivation is the expectancy theory, which suggests that individuals are motivated to perform a task or job based on the belief that their efforts will lead to a desired outcome. This theory has been widely studied in relation to employee commitment, with many researchers finding a positive relationship between motivation and employee commitment (Meyer & Allen, 2001). For example, in a study by Steers and Porter (2007), it was found that employees who were highly motivated were more committed to their organization than those who were less motivated.

Another theory that has been used to explain the relationship between motivation and employee commitment is self-determination theory. This theory suggests that individuals are more committed to their organization when they have a sense of autonomy, competence, and relatedness (Johnson, 2010); Autonomy refers to the ability to make decisions and take responsibility for one's work, while competence refers to the ability to perform tasks effectively. Relatedness refers to the sense of connection and belongingness that an individual has with others in the organization. Studies have found that employees who have a high level of autonomy, competence, and relatedness are more committed to their organization (Deci & Ryan, 2000).

In addition to these theories, other factors that have been found to contribute to employee commitment include job satisfaction, organizational culture, and leadership style. Job satisfaction refers to the level of pleasure or contentment that an employee derives from their work. Studies have consistently found a positive relationship between job satisfaction and employee commitment (Hartline & Ferrell, 1996). Organizational culture refers to the shared values, beliefs, and practices that shape the behavior of employees in an organization. A positive organizational culture has been found to be associated with higher levels of employee commitment (Denison, 1990). Finally, leadership style refers to the approach that a manager takes in leading their team. Transformational leadership, which focuses on inspiring and motivating employees to achieve their full potential, has been found to be associated with higher levels of employee commitment (Bass & Riggio, 2006).

In conclusion, there is a significant body of research that supports the positive relationship between motivation and employee commitment. Theories such as expectancy theory and self-determination theory provide a framework for understanding this relationship, while factors such as job satisfaction, organizational culture, and leadership style contribute to employee

commitment. Organizations that invest in strategies to enhance employee motivation and commitment are likely to achieve greater success in achieving their goals (Hartline & Ferrell, 1998).

### **Hypothesis**

This study intends to test the following hypotheses:

- (i) Attitude significantly relates to employee commitment.
- (ii) There is a relationship between motivation and employee commitment.
- (iii) Attitude is significantly related with motivation to influence employee commitment.



## **Chapter Three**

### **Methodology**

#### **Introduction**

Areas that were addressed in this chapter include research design, population sample, instruments and measures, procedure, data collection, data management, sampling and references.

#### **Research Design**

The study used a cross-sectional research design with attempt to collect data at a specific point in time in order to minimize resources and to compare the different variables of attitude, motivation and commitment. It was used to determine whether attitude or motivation relate to employee commitment.

#### **Population**

The study was conducted at, Makerere University Hospital Kampala division, Kampala Uganda. The study population involved workers both males and females that were selected from the organization.

#### **Sample**

Systematic sampling technique was used to determine the sample size to be used. Hence, systematic sampling technique simply means a probability technique used in research to select a sample of individuals from a population. It involves electing every individual from a population size by the desired sample size. For proper use of this technique, the researcher first identified the population from which she wanted to sample, then determined the sample size and calculated the sampling interval by dividing the population size by the sample size. After that, the researcher randomly selected a starting point within the population, and then selected every individual

thereafter until she had her desired sample size. The study used Krejcie & Morgan sample size selection scale to obtain the required sample size (Krejcie & Morgan, 1970). Therefore, in this study a sample size of 70 was used from a population of 100 employees.

### **Instruments and Measures**

Questionnaires and surveys will be used to collect data for all the three variables. They will involve some background information on three personal variables and these are age, sex, and stay period in the organization. Survey items will be used to assess attitude, motivation and employee commitment as follows;

**Attitude:** Employee attitude towards employee commitment will be measured using the Thurstone scale of measurement. The Thurstone scale of measuring attitudes was developed by Louis Thurstone, a psychologist who is best known for his work in psychometrics and measurement theory. The scale was first introduced in his 1928 book "The Measurement of Values. "The source of the Thurstone scale is psychological research, which sought to find a more accurate and reliable method of measuring attitudes.

**Motivation:** Employee motivation towards commitment will be measured using the Situational Motivation Scale. The Situational Motivation Scale (SIMS) is a self-report instrument used to measure situational motivation in a specific context or activity. The SIMS is designed to assess both intrinsic and extrinsic motivation in a given situation. . It was first introduced in an article titled "Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions" by Ryan and Deci, which was published in the journal Contemporary Educational Psychology in 2000. SIMS consists will consist of items that will be divided into two subscales: intrinsic motivation and extrinsic motivation. Participants are asked to rate their agreement with each item on a 7-point

Likert scale, ranging from "not at all true" to "very true. Scores for each subscale are calculated by averaging the responses to the items in that subscale.

**Commitment:** Allen and Meyer (1990) developed a widely used model to measure employee commitment, which consists of three components: affective commitment, continuance commitment, and normative commitment. The tool is measured on a Likert scale ranging from “strongly disagree” to “strongly agree” with items such “I feel a strong sense of belonging to this organization”

### **Procedure**

The researcher first got an introductory letter from the school of psychology so as to carry out her research in the selected organization. The researcher also sought for permission from the organization’s administration from where data was collected.

Before administering the questionnaire, the researcher first established rapport with the respondents and those who never wanted to participate were free not too. More so, confidentiality was emphasized, as the employees were not required to indicate their names on the questionnaires nor allowed to share or peep at the other employee’s answers.

### **Quality Control (reliability and validity)**

The study adopted the use of questionnaire method to collect data on the three variables of attitude, motivation and employee commitment. Many studies used this method before but the most famous one was carried out by Meyer and Allen (1991), in their study titled “A three component conceptualization commitment” which identified three components of organizational commitment that is, affective, continuance and normative commitments. In their research, Meyer and Allen used questionnaires to collect data on employee commitment and measure the three

components. The reliability analysis was carried out to discuss the level at which the tools are reliable.

**Table 1: Showing reliability and validity of items**

| Variable   | Cronbach's Alpha | N of items |
|------------|------------------|------------|
| Attitude   | .587             | 4          |
| Motivation | .708             | 5          |
| Commitment | .857             | 11         |

From table 1 above, it is indicated that Cronbach's alpha (0.587) is closer to the assumed Cronbach's alpha (0.7) thus implying that the items were most likely to be reliable to measure employee attitude. Table 1 also shows that the Cronbach's alpha (0.708) is greater than the assumed Cronbach's alpha (0.7) which indicates that the items were reliable to measure employee motivation. It further indicates that the Cronbach's alpha (0.857) is greater than the assumed Cronbach's alpha (0.7) of measuring reliability of items implying that items were reliable to measure employee commitment.

### **Data Analysis**

Data was analyzed using the PPMCC, which stands for Pearson product-moment correlation coefficient, is a statistical method used to determine the strength and direction of the linear relationship between two variables, and it was developed by Karl Pearson in 1896. In the context of analyzing employee attitude, motivation, and commitment, PPMCC can be used to examine the correlation between these variables.

If the correlation is strong (i.e., close to 1 or -1), then the researcher concluded that there is a strong relationship between the variables. If the correlation is weak (i.e., close to 0), then we shall conclude that there is little or no relationship between the variables.

Overall, using PPMCC to analyze data about employee attitude, motivation, and commitment will help us better understand how these factors are related and how they can work to improve employee commitment in the workplace.

### **Data Management**

After collecting data, it was stored permanently on an internal hard drive such as Google drive. Data backup systems such as backup software was used. Furthermore, data was organized in a systematic and orderly manner, using clean and concise labels to make it easy to identify and retrieve data, creating a filing system that was to allow me to quickly access to my data when needed and finally sharing my data with other researchers in the same field that allowed them to replicate my study or build upon my findings.

## Chapter Four

### Results

#### Introduction

This chapter shows the findings, the analysis, and interpretation of results. The results were presented according to the objectives of the study which were; to examine the relationship between attitude and motivation, to determine the relationship between motivation and commitment, to assess the relationship between attitude and commitment.

**Table 2: Showing demographic characteristics of respondents**

| Variable        | Description | Frequency | Valid Percent |
|-----------------|-------------|-----------|---------------|
| Age             | 18-28       | 27        | 38.6          |
|                 | 29-38       | 22        | 31.4          |
|                 | 39-48       | 12        | 17.1          |
|                 | 49-59       | 9         | 12.9          |
|                 | Total       | 70        | 100.0         |
| Time period     | 1-3yrs      | 36        | 51.4          |
|                 | 4-7yrs      | 15        | 21.4          |
|                 | 8-11yrs     | 11        | 15.7          |
|                 | 12-15yrs    | 8         | 11.4          |
|                 | Total       | 70        | 100.0         |
| Sex             | Male        | 36        | 51.4          |
|                 | Female      | 34        | 48.6          |
|                 | Total       | 70        | 100.0         |
| Marital status  | Single      | 39        | 55.7          |
|                 | Married     | 31        | 44.3          |
|                 | Total       | 70        | 100.0         |
| Education level | UCE         | 3         | 4.3           |
|                 | UACE        | 3         | 4.3           |
|                 | Diploma     | 16        | 22.9          |
|                 | Bachelors   | 48        | 68.6          |
|                 | Total       | 70        | 100.0         |

From table 1, the results show that 38.6% of the respondents were falling in the age bracket of (18-28), 31.4% of the respondents were falling in the age bracket of (29-38), 17,1% of the respondents were falling in the age bracket of (39-48) and 12.9% of the respondents were falling in the age bracket of (49-59). This shows the majority of the respondents were falling in the age bracket of (18-28). The results from table 2 also show that 51.4% of the respondents had spent 1-3years in the organization, 21.4% had spent 4-7years, 15.7% had spent 8-11years, and 11.4% of the respondents had spent 12-15years in the organization. This shows that the majority of the respondents had spent 1-3 years within the organization. The results also indicate that 51.4% of the respondents were males and 48.6% of the respondents were females. This implies that the majority of the respondents were females. The results further show that 55.7% of the respondents were single and 44.3% of the respondents were married. This significantly shows that the majority of the respondents were single. Finally, on the education level, 4.3% of the respondents had attained UCE level of education, 4.3% had attained UACE level of education, 22.9% had attained Diploma level of education and 68.6% had attained bachelor's level of education. This implies that the majority of the respondents had attained bachelor's level of education.

### Hypothesis Testing

**Table 3: Correlations**

|              | 1      | 2      | 3 |
|--------------|--------|--------|---|
| 1 Attitude   | 1      |        |   |
| 2 Motivation | .503** | 1      |   |
| 3 Commitment | .475** | .742** | 1 |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Hypothesis 1:** There is a significant relationship between attitude and employee commitment. Table 3 above shows that there is a positive relationship between attitude and commitment, hence ( $r=.475$ ,  $p<0.01$ ) thus we accept the hypothesis.

**Hypothesis 2:** Motivation significantly relates to employee commitment. Results from table 3 above go further to show that there is a positive relationship between motivation and employee commitment hence ( $r=.742$ ,  $p<0.01$ ) hence we accept the hypothesis.

**Hypothesis 3:** Attitude is significantly related with motivation. Results from the table also show that there is a positive relationship between attitude and motivation hence ( $r=.503$ ,  $p<0.01$ ) thus we accept the hypothesis



## **Chapter Five**

### **Discussion, Conclusion and Recommendations**

#### **Introduction**

The main objective of the study was to investigate the influence of attitude with motivation on employee commitment in organizations. This chapter consists sections of discussion, conclusions and recommendations

#### **Discussion**

##### **The Relationship between Attitude and Employee Commitment**

The first objective of the study was to determine the relationship between attitude and employee commitment. The study found out that there is a positive relationship between attitude and employee commitment hence employees with positive attitudes are either affectively or continuously committed to their jobs. This is also in reference to a study by Meyer and Allen (1991) who proposed that employees with positive attitudes are more likely to be committed to their jobs.

The results are also in agreement with the studies of (Meyer & Allen, 1991, Som and Basu, 2009) which showed that positive attitudes towards the organization such as job satisfaction and organizational identification are positively related to all the three components of employee commitment that is affective, normative and continuous commitments.

The results are also in line with (Eisenberger, 1986) research which demonstrated that specific attitudes, such as organizational support and perceived politics are significantly related to employee commitment.

However, in contrast, negative attitudes towards the organization, such as job dissatisfaction and low organizational identification are negatively related to employee commitment (Cohen and Spector, 2001)

### **Relationship between Motivation and Employee Commitment**

The second objective of the study was to determine the relationship between motivation and employee commitment. The study found out that motivation positively relates to employee commitment thus highly motivated employees are either affectively or normatively committed to their jobs. This is better explained by the expectancy theory of Victor Harold Vroom which suggests that individuals are motivated to perform a task based on the belief that their efforts will lead to a desired outcome.

The results are also in agreement with the findings by, Steers and Porter (2014), which in their study found out that 70% of the employees who were highly motivated were more committed to their organization than those that were less motivated.

Furthermore, the results are also in agreement with the findings of (Johnson, 2010) in his self- identification theory, which suggested that individuals are more committed to their organization when they have a sense of autonomy, competence and relatedness. Autonomy refers to the ability to make decisions and take responsibility for one's work, competence refers to the ability to perform tasks effectively and relatedness is the sense of connection and belongingness that an individual has with others within the organization.

### **Relationship between Attitude and Motivation**

The third objective of the study was to determine the relationship between attitude and motivation. The findings from the study show that attitude significantly relates to motivation. This

means that employees with positive attitudes when intrinsically or extrinsically motivated are more likely to be committed to their roles in organizations. Intrinsic motivation is the type of motivation that comes from within oneself and extrinsic motivation refers to the type of motivation that comes from external factors, such as rewards or punishments

This is also in reference to Meyer and Allen's model (1991) which suggested that when employees have positive attitudes towards their work and are motivated to achieve their goals, they are more likely to develop a strong emotional attachment to the organization.

### **Conclusion**

The findings from the study show that attitude is significantly related to employee commitment, which means that employees with positive attitudes towards their jobs are more likely have either affective or continuous commitment when performing their roles and tasks hence leading to increased production rates in organizations. The findings further show that motivation is significantly related to employee commitment, which means that an employee who is motivated is more likely to have either normative or affective commitment towards their work in an organization which may result into high rates of growth and development of organizations. Last but not least, the findings also show that attitude is significantly related to motivation, signifying that employees with positive attitudes are more likely to be motivated to work hard when performing their duties which could probably lead to attainment of organizational mission, vision, core values and goals.

### **Recommendation**

Organizations should aim at ensuring positive attitudes among their employees because it boosts employees' commitment towards their work hence leading to high productivity, growth and

expansion of organizations. Organizations should also focus on motivating their employees by providing better working conditions and fringe benefits to keep them committed to their jobs since they are the focal point for the growth and expansion of any organization.

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## Appendices:

### Instrument: A self-administered questionnaire

This instrument will measure the variables for the study which include attitude motivation and commitment. It will include structured questions and survey items which will assess the variables as shown below. Please read the instructions well and answer very honestly. Do not write your names on this questionnaire so as to preserve your confidentiality. Please tick or write your answers in the spaces provided.

#### Background information

|  |        |        |         |           |
|--|--------|--------|---------|-----------|
| How old are you?                                 | 18-28  | 29-38  | 39-48   | 49-59     |
| For how long have you been in this organization? | 1-3yrs | 4-7yrs | 8-11yrs | 12-15yrs  |
| Sex  | Male   |        | Female  |           |
| Marital status                                   | Single |        | Married |           |
| What is your level of education?                 | UCE    | UACE   | Diploma | Bachelors |

### Survey items on attitude

This employee attitude survey will help us to determine what's good about your work at the work place and what you think could be improved. We can make positive changes when we have the right information.

Please read each statement below, circle a number to show how much you agree or disagree with each statement.

|  |   |                     |   |   |   |
|--|---|---------------------|---|---|---|
| Circle which is most appropriate   |   |                     |   |   |   |
| Strongly agree=5   |   | strongly disagree=1 |   |   |   |
| On a scale of 1 to 5, how do you feel to the company's goals and objectives? | 5 | 4                   | 3 | 2 | 1 |
| How satisfied are you with your current role and responsibilities?           | 5 | 4                   | 3 | 2 | 1 |
| Do you feel like your contributions are valued by your team and superiors?   | 5 | 4                   | 3 | 2 | 1 |



|   |   |   |   |   |   |
|---|---|---|---|---|---|
| How well do you feel your skills and abilities are being utilized in your current role?             | 5 | 4 | 3 | 2 | 1 |
| Do you feel like you have opportunities for growth and advancement within the company?              | 5 | 4 | 3 | 2 | 1 |
| How satisfied are you with the level of communication and feedback you receive from your superiors? | 5 | 4 | 3 | 2 | 1 |
| How likely are you to recommend the company as a good place to work to a friend or colleague?       | 5 | 4 | 3 | 2 | 1 |
| Do you feel like you are part of a supportive and collaborative team?                               | 5 | 4 | 3 | 2 | 1 |
| How satisfied are you with the company's compensation and benefits packages?                        | 5 | 4 | 3 | 2 | 1 |

### Survey items on motivation

On a 5point scale, tick the most appropriate choice.

| NO | STATEMENT   | SD | D | N | A | SA |
|----|---|----|---|---|---|----|
| 1  | The salary increments given to employees who do their work very well motivates them   |    |   |   |   |    |
| 2  | Financial incentives motivate me more non-financial incentives                        |    |   |   |   |    |
| 3  | I am satisfied with the salary I draw at present                                      |    |   |   |   |    |
| 4  | I am satisfied with the lunch break, rest breaks and leaves given in the organization |    |   |   |   |    |
| 5  | Good physical working conditions are provided in the organization                     |    |   |   |   |    |
| 6  | The employees in the organization secure in their job                                 |    |   |   |   |    |

### Survey items on commitment

Dear Employee,

I am conducting an Employee Satisfaction Survey to measure your satisfaction level at your organization. This information will be used for educational purposes only and we assure that your responses will be held in confidence.

Instructions:

1. Kindly rate your satisfaction level on the questions below.
2. Kindly follow the following categories:

|                      |             |            |          |                   |
|----------------------|-------------|------------|----------|-------------------|
| 1: Strongly Disagree | 2: Disagree | 3: Neutral | 4: Agree | 5: Strongly Agree |
|----------------------|-------------|------------|----------|-------------------|

| NO. | STATEMENT  | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1   | The top management pays careful attention to employee suggestions      |   |   |   |   |   |
| 2   | The organization maintains a competitive pay and benefits packages     |   |   |   |   |   |
| 3   | I am growing a profession in my organization                           |   |   |   |   |   |
| 4   | My workload is reasonable  |   |   |   |   |   |
| 5   | I find that my values and the organization's values are very similar   |   |   |   |   |   |
| 6   | I see myself working for the organization for the next 5 years as well |   |   |   |   |   |
| 7   | I can keep a reasonable balance between work and personal life         |   |   |   |   |   |
| 8   | The organization cares for its employees                               |   |   |   |   |   |
| 9   | My salary is fair for my responsibilities                              |   |   |   |   |   |
| 10  | I can trust what management tells me                                   |   |   |   |   |   |
| 11  | Individuals have adequate personal space                               |   |   |   |   |   |