

## EVALUATION OF WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT LEVELS OF EMPLOYEES IN TRNC

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### ABSTRACT

The purpose of this study is to evaluate the levels of work motivation and organizational commitment of individuals working in different sectors in the Turkish Republic of Northern Cyprus (TRNC). The research was carried out with a quantitative method and the study population consists of private sector employees working in various sectors in TRNC. Considering the population size and the accepted margin of error, the sample size was determined as 360 people. The data were collected through demographic information form, work motivation scale and organizational commitment scale. The analysis of the data was carried out using SPSS 26.0 package program, so that the statistical results were systematically evaluated.

At the end of the study, it was determined that intrinsic motivation was high and had positive effects on organizational commitment. While intrinsic motivation showed a positive relationship with affective and normative commitment, no significant relationship was found with continuance commitment. Extrinsic motivation, on the other hand, was found to be at a moderate level, and while it had positive effects on affective and normative commitment, it showed a negative relationship with continuance commitment. Although it is seen that general work motivation increases organizational commitment, the low explanatory power of the model reveals that other factors are also effective on commitment. These findings suggest that motivational enhancement strategies are critical for improving organizational commitment.

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

### 1. INTRODUCTION

Global economic and social changes create significant and multidimensional effects on the motivation and organizational commitment levels of employees in the business world. Economic fluctuations, uncertainties in the labor market, and characteristics specific to the social structure are among the main factors that directly affect the work motivation and organizational commitment of employees. Increasing job insecurity, especially during periods of economic crisis, can negatively affect the motivation of employees and increase stress and anxiety within the organization. Similarly, social and cultural changes are seen to have significant effects on the perceptions and commitment levels of employees towards the workplace (Küçük and Yıldız, 2020).

Low job motivation of employees can cause negative results such as job dissatisfaction, loss of productivity, low performance and increase in turnover rates ( Herzberg et al., 1959; Deci and Ryan , 1985). Low motivated employees not only perform their jobs at a minimum level, but also make insufficient contributions to achieving organizational goals. In addition, employees who lack motivation may lose their tendency to produce innovative ideas in the work environment, develop creative solutions, actively participate in decision-making processes and demonstrate long-term commitment to strategic goals (Amabile, 1993). This situation can negatively affect not only individual performance but also productivity and innovation processes at the team and organizational level ( Schaufeli and Bakker , 2004) .

The decline in employee motivation can cause a general feeling of dissatisfaction to spread throughout the workplace atmosphere. This can create a negative domino effect among other employees, damaging the spirit of organizational commitment and cooperation . In order to eliminate such negativities, it is critical that managers make an effort to understand the individual needs of employees, implement strategies that increase motivational factors, and provide a safe work environment. In this context, policies aimed at increasing employee motivation stand out as an important strategic element not only for individual but also for the sustainability of organizational success ( Peker, 2013).

Organizational commitment is related to the emotional bond that employees establish with their organization, their belief in the organization's goals, and their desire to continue as a part of the organization ( Meyer and Allen , 1991). Inadequate organizational commitment levels of employees threaten not only individual performance but also the sustainability of organizations. In cases where organizational commitment is low, it is observed that absenteeism rates increase, intention to leave increases, and general job satisfaction decreases ( Mowday et al., 1982). Especially in an economy with limited economic resources and high external dependency such as the TRNC, employee commitment and motivation are of vital importance for organizations to maintain their competitive power.

Current economic difficulties, reduced job security, and lack of social support further weaken employees' motivation and commitment levels (Şahin and Akın, 2021). The literature emphasizes the strong effects of factors

such as leadership style, reward systems, and organizational justice on employee motivation and commitment ( Bass and Riggio , 2006). At the same time, failure to meet the individual needs and expectations of employees in the work environment can create a negative relationship between these two important concepts ( Schaufeli and Bakker , 2004). In this context, comprehensive research needs to be conducted to understand why and how the work motivation and organizational commitment levels of employees in the TRNC are affected. It is expected that such research will not only enable understanding of the current situation, but also the development of strategies that will increase employee commitment and motivation.

### 1.2. Purpose and Importance of the Research

The aim of this research is to evaluate the work motivation and organizational commitment levels of individuals working in different sectors in TRNC. The study aims to examine the relationship between work motivation and organizational commitment. In addition, the effects of demographic variables (e.g. age, gender, educational status and sectoral differences) on these two concepts will be analyzed. The study aims to shed light on the development of motivation and commitment enhancing strategies at individual and organizational levels.

Work motivation and organizational commitment have a decisive effect on the overall success of organizations as well as the individual performance of employees ( Deci and Ryan , 1985). In small-scale economies such as the TRNC, preserving talented labor and increasing job satisfaction are of great importance for the competitiveness of organizations (Küçük and Yıldız, 2020). This research will make a significant contribution to understanding the workforce dynamics in the TRNC. It is thought that the findings of the research will enable the development of management strategies to increase the levels of work motivation and organizational commitment and to offer suggestions to increase the job satisfaction of employees .

### 1.3. Hypotheses

The hypotheses of the research are as follows:

**H0:** There is no significant relationship between work motivation and organizational commitment.

**H1:** There is a significant relationship between work motivation and organizational commitment.

**H0:** Work motivation does not have a significant effect on organizational commitment.

**H2:** Work motivation has a significant effect on organizational commitment

### 1.4. Limitations

The research limitations are listed below:

1. The research is limited only to private sector employees working in various sectors in the Turkish Republic of Northern Cyprus (TRNC).
2. It is limited to the scales used in the study and the participant statements.
3. The research focused only on the concepts of work motivation and organizational commitment.
4. The sample size is limited to 360 people.

### 1.5. Definitions

**Work Motivation :** Work motivation is the effort individuals exhibit to achieve a specific goal at work and the internal and external factors that direct this effort ( Schaufeli & Bakker , 2004) .

**Organizational Commitment :** Organizational commitment is a combination of the emotional, continuity and normative commitment an individual feels towards the institution he works for, and the set of attitudes and behaviors that sustain his desire to work in that institution ( Bass and Riggio , 2006) .

## 2. CONCEPTUAL FRAMEWORK

### 2.1. Work Motivation

The concept of motivation emerges as a phenomenon whose roots date back to the industrial revolution and which is becoming increasingly important in business life. With the industrial revolution, employers took various steps to meet the basic needs of their employees and their families and linked the satisfaction of these needs to the success performances of their employees. While successful employees were rewarded, those who could not achieve the expected success were punished or forced ( Peker, 2013) . In today's world, with rapidly changing conditions, increasing competition and innovations, motivation has become a critical key for individuals to achieve the expected success both at work and in their daily lives. It is important to understand why and how motivation occurs, to examine its effects in the business world and its relationship with emotional intelligence . While motivation in the work environment is supported by various methods to increase the productivity of employees, the emotional intelligence of individuals stands out as an important factor in determining their motivation levels ( Öztuna, 2010) .

The effect of motivation on individuals is not limited to job success, but also reflects on individuals' job satisfaction, commitment levels and overall quality of life. While practices that motivate employees in the workplace include reward systems, career opportunities, open communication and task distribution appropriate to

employees' abilities, negative practices include unfair sharing of workload, poor management style and perception of injustice ( Obiekwe , 2016) . A detailed examination of the concept of motivation not only helps understand the effects of these practices, but also sheds light on the development of methods that can be used to support employees more effectively. The relationship between emotional intelligence and motivation plays a critical role, especially in today's working life, in terms of individuals' ability to both maintain their own motivation and motivate their teammates. Encouraging emotional intelligence training by businesses is considered a strategic step that will increase both individual and corporate success. Studies show that individuals with high emotional intelligence not only have higher motivation, but are also more competent in spreading this motivation to the team environment in a sustainable way ( Wasti , 2000) .

## **2.2. Organizational Commitment**

Organizational commitment is an indicator of an employee's emotional, cognitive, and behavioral relationship with his/her workplace. This concept is related to the employee's adoption of the organization's goals, their efforts to achieve these goals, and their desire to be a part of the organization in the long term. The three-dimensional model proposed by Meyer and Allen (1991) is widely used to understand organizational commitment. In this model, commitment consists of the following dimensions: affective commitment (an emotional bond to the organization and a sense of belonging), continuance commitment (awareness of the costs of leaving the organization), and normative commitment (feeling an obligation or responsibility to remain in the organization). Organizational commitment plays a critical role in both individual and organizational success by affecting important outcomes such as employees' job performance, job satisfaction, and intention to leave ( Hofstede , 2001).

### **2.2.1. Types of Organizational Commitment**

#### **2.2.1.1. Emotional Commitment**

Affective commitment is one of the types of organizational commitment expressed by the sense of belonging, loyalty and emotional bond that an employee feels towards his/her organization. This commitment is related to the individual's internalization of the organization's goals and values, identification with the organization and the desire to voluntarily become a part of the organization. Employees with a high level of emotional commitment see staying in the organization as a personal choice rather than an obligation or economic necessity ( Hofstede , 2001). These employees are pleased to contribute to the success of their organization and exhibit a more enthusiastic attitude towards their jobs. The three-component organizational commitment model developed by Meyer and Allen (1991) defines emotional commitment as the most desirable and strongest dimension of organizational commitment. It shows that emotional commitment produces positive results for both employees and organizations ( Meyer and Allen , 1991).

Emotional commitment positively affects various behaviors of the individual such as job satisfaction, motivation, performance and the tendency to stay in the organization for a long time. Employees see their organizations as a family and have a mutual trust and commitment relationship. Especially factors such as leadership support, justice in the workplace, open communication and valuing employees increase the emotional commitment levels of employees. The harmony between the values and culture of the organization and the personal values of the employee plays an important role. As the emotional bonds of employees to their organizations increase, cooperation, commitment and a positive work environment are created within the organization ( Meyer and Allen , 1991).

#### **2.2.1.2. Continuity Commitment**

Continuance commitment is a type of organizational commitment that relates an employee's decision to remain in the organization to the costs of leaving the organization and the limited alternatives. Continuance commitment, a dimension of the tripartite commitment model developed by Meyer and Allen (1991), occurs when an individual realizes the financial, social, or psychological costs of leaving the organization. In this type of commitment, employees act on the assumption that current conditions require them to remain in the organization rather than developing an emotional bond with the organization. For example, the fact that the employee has been working in an organization for many years and the social rights accumulated during this period or the negative effects of leaving the job on their career are among the important factors that increase continuance commitment ( Meyer and Allen , 1991).

Continuity commitment differs from other types of commitment because it is mostly based on an economic and rational basis. This type of commitment occurs when employees evaluate staying with the organization as a more advantageous option for themselves. In this case, the individual compares the costs of staying with the organization with the potential losses he or she will face in the event of leaving. For example, losing severance pay, limited alternative job opportunities, or uncertainties that may be experienced during the transition to another job may increase continuance commitment. Continuity commitment also has the risk of causing negative consequences such as low motivation and reluctance within the organization, because this type of commitment is more related to the feeling of obligation than to the emotional satisfaction of employees (Allen and Meyer, 1990).

### 2.2.1.3. Normative commitment

Normative commitment is a concept that refers to employees' commitment to the organization with a sense of obligation. This type of commitment is affected by the individual's ethical, social and cultural values and emerges when the individual perceives staying in the organization as an obligation. Normative commitment, a dimension of the organizational commitment model defined by Meyer and Allen (1990), is based on the employee's belief that staying in the organization is "the right thing to do." Individuals may develop a sense of indebtedness as a result of the opportunities, training and other supports provided by the organization and may act with this feeling. Normative commitment is closely related not only to the individual's personal norms but also to the opportunities provided by the organization (Meyer and Smith, 2000). This type of commitment is affected by the individual's socialization processes and past experiences. For example, individuals may develop a sense of commitment due to familial, social or cultural values. Education, financial support or social aid provided by the organization may increase the employee's sense of obligation towards the organization. Employees feel obliged to contribute to the success of the organization and may perceive leaving as an ethical violation. It may lead the individual to combine personal values with organizational goals (Allen & Meyer, 1996).

Normative commitment, similar to emotional commitment, increases the individual's intention to stay in the organization and is based more on a sense of obligation. The employee's stay in the organization is shaped not by his own will, but by the expectations of the society or the organization. It can strengthen the individual's relationship with the organization, and if the commitment is excessive, it can lead to the individual's dissatisfaction and loss of motivation (Afşar, 2011). Normative commitment can have both positive and negative consequences for organizations. On the positive side, this type of commitment can increase the retention of employees in the workplace and the stability within the organization. On the other hand, when the individual continues to stay in the organization despite low job satisfaction, productivity and innovation potential may decrease. It is important for organizations to develop strategies to increase employees' job satisfaction and emotional commitment while encouraging normative commitment (Wasti, 2000).

## 3. METHOD

### 3.1. Research Method

This study is a quantitative study. Quantitative research is research conducted in different fields such as social, science or health sciences using numerical data. In this type of research, measurement, statistical analysis and objective data are at the forefront. The aim is to collect and analyze data objectively and systematically to obtain generalizable results. In quantitative research, data collection methods such as surveys, tests, measuring devices or observations are generally used. The results are evaluated with the help of statistical analysis (Akbaş and Koğar, 2020).

### 3.2. Universe and Sample

The universe of this research consists of private sector employees working in various sectors in the Turkish Republic of Northern Cyprus (TRNC). The sample of the research includes 360 employees selected from this universe using the convenience sampling method. The convenience sampling method is a sampling technique that allows the researcher to collect data from participants who can be easily reached and reached. This method is especially advantageous in terms of saving time and cost (Yagar and Dökme, 2018). In the research, the sample size was determined as 360 people, considering the universe size and the accepted margin of error. This size allows reliable and generalizable results to be obtained that have the power to represent the universe. Yamane's method is a calculation technique that is widely used in social science research and has proven validity.

### 3.3. Data Collection Tools

In this study, data were collected using a demographic information form, work motivation and organizational commitment scale:

**Demographic Information Form** : The demographic information form was prepared to determine the basic characteristics of the individuals participating in the study. In this section, participants were asked questions including personal information such as gender, age, marital status, education level, length of service in the institution and income level. The form was designed to understand the socio-demographic structure of the participants and to examine the effects of these variables in the analysis.

**Work Motivation Scale** : Another tool used in the study is the Work Motivation Scale, which was developed by Mottaz (1985) and consists of a total of 22 items. The scale is divided into two sub-dimensions as intrinsic motivation (items 1-9) and extrinsic motivation (items 10-22). Participants evaluated the scale using a 5-point Likert-type format: A rating ranging from "1: Strongly Disagree" to "5: Strongly Agree" was made. The scale was adapted to Turkish by Ensari and Naktiyok (2012) and the reliability coefficient was determined as 0.92. In this study, the reliability coefficient was calculated as 0.96 and it was confirmed that the scale had high consistency.

**Organizational Commitment Scale** : Another measurement tool used in the survey is the Organizational Commitment Scale , which was developed by Allen and Meyer (1990) and consists of 18 items . The scale consists of three sub-dimensions: affective commitment (items 1-6), continuance commitment (items 7-12), and normative commitment (items 13-18). Participants evaluated the statements again with a 5-point Likert- type rating system. The scale was adapted to Turkish by Wasti (2000), and the reliability coefficient was measured as 0.90. In this study, the reliability coefficient was calculated as 0.88, and it was once again confirmed that the scale is a reliable tool.

Cronbach's Alpha coefficient is a reliability measure that evaluates the fit of the items in a scale with each other. Cronbach's Alpha value for the Work Motivation Scale was calculated as 0.878 and the scale consists of a total of 22 items. This shows that the scale has a high reliability. Cronbach's Alpha value for the Organizational Commitment Scale was found to be 0.750 and it was determined that this 18-item scale had an acceptable level of reliability .

### 3.4. Analysis of Data

In the study, the data were analyzed with SPSS 26.00 package program. In order to determine which test should be performed, first of all, normality analysis was performed. When the normality analysis results were examined, it was seen that the skewness and kurtosis values for the Work Motivation Scale and Organizational Commitment Scale were within acceptable ranges. The skewness value for the Work Motivation Scale was calculated as -0.170 and the kurtosis value as 1.386. These values show that the data are close to symmetry and normal distribution. Similarly, the skewness value for the Organizational Commitment Scale was determined as 0.126 and the kurtosis value as 0.196. These values also indicate a distribution that is quite suitable in terms of normal distribution.

Parametric tests were preferred in the study because the normality analysis results and skewness and kurtosis values were within acceptable limits. Parametric tests provide strong and reliable analyses on data that meet the normal distribution assumption. In this direction, t-test , ANOVA test , correlation analysis and regression analysis were applied in the study. t -test was used to examine the mean differences between two groups; for example, work motivation levels were compared according to gender. ANOVA test was applied to analyze the mean differences between three or more groups; in this context, organizational commitment levels were evaluated according to education level. Correlation analysis was performed to determine the direction and strength of the relationship between two continuous variables; the relationship between work motivation and organizational commitment was examined with this method. Finally, regression analysis was used to analyze how much a dependent variable was explained by one or more independent variables and the effect of work motivation level on organizational commitment was evaluated. These parametric tests contributed to obtaining more meaningful and reliable results from the data obtained in the study.

## 4. FINDINGS OF THE STUDY

### 4.1. Demographic Features

**Table 1.**Demographic Variables of Employees

		n	%
Gender	Woman	171	47.5
	Male	189	52.5
Age	18-24 years old	23	6.4
	25-34 years old	128	35.6
	35-44 years old	128	35.6
	45-54 years old	68	18.9
	55 and over	13	3.6
Marital status	Married	212	58.9
	Single	115	31.9
	Divorced	33	9.2
Level of education	Primary/Secondary School Graduate	18	5.0
	High school graduate	84	23.3
	Associate's degree graduate	28	7.8
	Bachelor's degree	148	41.1
	Master's/PhD graduate	82	22.8
	Less than 1 year	23	6.4

Professional seniority	1-3 years	53	14.7
	4-6 years	67	18.6
	7-10 years	51	14.2
	11 years and above	166	46.1
Total		360	100.0

When the demographic characteristics of the 360 people who participated in the research are examined, it is seen that 47.5% of the participants are female (171 people) and 52.5% are male (189 people). In the distribution by age groups, the largest proportion is in the 25-34 age range (128 people) and 35-44 age range (128 people) with 35.6%. This is followed by the 45-54 age group (68 people) with 18.9% and the 18-24 age group (23 people) with 6.4%. The proportion of participants who are 55 years of age and over is 3.6% (13 people). In terms of marital status, 58.9% of the participants are married (212 people), 31.9% are single (115 people), and 9.2% are divorced (33 people). In terms of level of education, the highest proportion belongs to bachelor's degree graduates (148 people) with 41.1%. 22.8% of the participants have a master's or doctorate degree (82 people), 23.3% have a high school degree (84 people), and 7.8% have an associate degree (28 people). The rate of primary/secondary school graduates is 5.0% (18 people). When the distribution of professional seniority is examined, 46.1% of the participants (166 people) have 11 years of experience or more. This is followed by 14.7% with 1-3 years (53 people), 14.2% with 7-10 years (51 people), 13.9% with 4-6 years (50 people), and 6.4% with less than 1 year (23 people).

**Table 2.** Descriptive Statistics of Work Motivation Scale and Organizational Commitment Scale

	Min.	Max .	Avg.	Ps .
Intrinsic motivation	1.00	5.00	4,1710	0.65965
Extrinsic motivation	1.23	5.00	3,2861	0.67255
Work motivation	1.12	5.00	3.7285	0.56312
Emotional attachment	1.67	5.00	3.1231	0.53747
Continuity commitment	1.00	5.00	3,1894	0.79520
Normative commitment	1.00	5.00	3,1194	0.62430
Organizational commitment	1.94	5.00	3,1440	0.44942

In the intrinsic motivation sub-dimension, the minimum value was determined as 1 and the maximum value was determined as 5, with a mean value of 4.1710 and a standard deviation of 0.65965. This shows that the intrinsic motivation level of the participants was high and the dispersion between the groups was low. For extrinsic motivation, the minimum value was 1.23, the maximum value was 5, the mean was 3.2861 and the standard deviation was 0.67255. This shows that extrinsic motivation was lower compared to intrinsic motivation but still at a moderate level. Work motivation generally varied between 1.12 and 5, with a mean of 3.7285 and a standard deviation of 0.56312. This shows that general work motivation was at a positive level. When we look at the organizational commitment sub-dimensions, the minimum value of the affective commitment sub-dimension was 1.67, the maximum value was 5, the mean was 3.1231 and the standard deviation was 0.53747. For continuance commitment, these values were determined as 1.00 (minimum), 5 (maximum), 3.1894 (mean) and 0.79520 (standard deviation), respectively. In the normative commitment dimension, the minimum value is 1, the maximum is 5, the mean is 3.1194 and the standard deviation is 0.62430. Finally, when the general organizational commitment level is examined, it is seen that the minimum value is 1.94, the maximum value is 5, the mean value is 3.1440 and the standard deviation is 0.44942. In general, it can be said that the organizational commitment level of the participants is at a medium level and the distribution between the groups is low.

**Table 3.** Work Motivation and Organizational Commitment

	1	2	3	4	5	6	7
Intrinsic motivation (1)	1	,429 **	,842 **	,187 **	-0.001	,154 **	,145 **
r							
p.		0,000	0,000	0,000	0.982	0.003	0.006

Extrinsic motivation (2)	r	1	,849 **	,319 **	-,179 **	,377 **	,197 **
	p.		0,000	0,000	0.001	0,000	0,000
Work motivation (3)	r		1	,300 **	-,107 *	,316 **	,203 **
	p.			0,000	0.042	0,000	0,000
Emotional attachment (4)	r			1	,128 *	,283 **	,605 **
	p.				0.015	0,000	0,000
Continuity commitment (5)	r				1	,209 **	,738 **
	p.					0,000	0,000
Normative commitment (6)	r					1	,699 **
	p.						0,000
Organizational commitment (7)	r						1
	p.						

The table shows the relationships between work motivation and organizational commitment and its sub-dimensions. According to the results, there are generally positive and significant relationships between work motivation and organizational commitment. Intrinsic motivation has a positive and significant relationship with affective commitment ( $r = 0.187$ ,  $p = 0.000$ ), normative commitment ( $r = 0.154$ ,  $p = 0.003$ ) and general organizational commitment ( $r = 0.145$ ,  $p = 0.006$ ). However, no significant relationship was found between continuance commitment and intrinsic motivation ( $r = -0.001$ ,  $p = 0.982$ ).

Extrinsic motivation has a positive and significant relationship with affective commitment ( $r = 0.319$ ,  $p = 0.000$ ), normative commitment ( $r = 0.377$ ,  $p = 0.000$ ) and general organizational commitment ( $r = 0.197$ ,  $p = 0.000$ ). However, there is a negative and significant relationship between extrinsic motivation and continuance commitment ( $r = -0.179$ ,  $p = 0.001$ ). This shows that as extrinsic motivation increases, continuance commitment decreases.

General work motivation has a positive and significant relationship with affective commitment ( $r = 0.300$ ,  $p = 0.000$ ), normative commitment ( $r = 0.316$ ,  $p = 0.000$ ) and general organizational commitment ( $r = 0.203$ ,  $p = 0.000$ ). However, there is a weak and negative relationship between general work motivation and continuance commitment ( $r = -0.107$ ,  $p = 0.042$ ).

These findings show that work motivation sub-dimensions have different effects on organizational commitment. While intrinsic and extrinsic motivation have positive effects on emotional and normative commitment, extrinsic motivation has a negative relationship with continuance commitment. In general, it can be said that there are significant and positive relationships between work motivation and organizational commitment.

**Table 4.** The Effect of Work Motivation on Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	p.
Still	2,541	0.156		16,316	0,000
Work motivation	0.162	0.041	0.203	3,913	0,000
	F	p.	R	R2	
	15,310	,000 <sup>b</sup>	,203 <sup>a</sup>	0.041	

The regression analysis results show that work motivation has a positive and significant effect on organizational commitment. The constant coefficient was calculated as 2.541 and was found to be significant ( $p = 0.000$ ). This value expresses the initial level of organizational commitment when work motivation is zero. The unstandardized coefficient of work motivation on organizational commitment is 0.162 and is significant ( $p = 0.000$ ). This shows that a one-unit increase in work motivation causes a 0.162-unit increase in organizational commitment. In addition, the standardized beta coefficient is 0.203 and this value reveals that work motivation has a positive and significant effect on organizational commitment.

The F value testing the significance of the model is 15.310 and was found to be significant ( $p = 0.000$ ). This shows that the regression model is generally significant and that work motivation is an effective variable in explaining organizational commitment. The R value is 0.203, indicating a positive relationship between work motivation and

organizational commitment, and the  $R^2$  value is calculated as 0.041. This indicates that work motivation explains 4.1% of the total variance in organizational commitment.

These findings show that work motivation has a significant effect on organizational commitment. However, the low  $R^2$  value indicates that other factors are also effective on organizational commitment. Therefore, it is recommended to examine other factors on organizational commitment.

## 5. CONCLUSION AND RECOMMENDATIONS

In this study, the relationships between the job motivation and organizational commitment levels of employees were examined. The results showed that intrinsic motivation was high among employees and this motivation had a positive effect on organizational commitment. Intrinsic motivation was particularly positively related to emotional and normative commitment, but it did not show a significant relationship with continuance commitment. Extrinsic motivation was generally found to be at a moderate level and had positive effects on emotional and normative commitment. However, it was determined that extrinsic motivation had an inverse relationship with continuance commitment. This situation reveals that extrinsic rewards should be carefully considered on commitment.

It was found that general work motivation has a positive effect on organizational commitment and its sub-dimensions, but it has a weak and negative relationship with continuance commitment. Regression analysis confirmed that work motivation has a significant effect on organizational commitment. However, the low explanatory power of the model indicates that other factors may also have an effect on organizational commitment. Therefore, it is recommended to evaluate other variables such as leadership, working conditions and cultural factors on organizational commitment. In general, increasing employee motivation plays a critical role in improving commitment levels.

According to the results of this research, high levels of intrinsic motivation of employees have positive effects on organizational commitment. Therefore, practices that make the tasks of employees more meaningful should be encouraged. In particular, feedback mechanisms that appreciate individual contributions, training programs that support personal development and systems that reward success should be established. Considering that extrinsic motivation has positive effects on emotional and normative commitment but has an inverse relationship with continuance commitment, material and social rewards should be planned carefully. It is important to present these rewards in a balanced structure that will not create dependency.

the regression analysis results show that other factors are also effective on organizational commitment requires a more detailed evaluation of elements such as leadership styles, work environment and cultural factors. In this direction, teamwork, open communication policies and practices that encourage participation should be included, which strengthen the sense of belonging among employees. While long-term development opportunities such as career planning and mentoring are offered to young employees, practices such as seniority awards and leadership roles should be put into practice in order to increase the commitment of senior employees. All these suggestions will provide an important basis for improving organizational commitment levels by increasing work motivation.

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