

Job Motivation and Organizational Commitment of NGO Employees: Inputs for an Improved Employee Retention

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Abstract

This study aimed to assess the intrinsic and extrinsic motivational factors affecting job satisfaction and organizational commitment among employees of Tinig ng Silangan Inc. A survey questionnaire served as the primary data collection instrument, with 33 employees selected as respondents through purposive sampling. The collected data were encoded and subjected to statistical analysis, utilizing mean calculations, T-tests, and ANOVA to evaluate significant differences in responses. Additionally, Pearson r was employed to examine the relationship between variables related to remote work and employee engagement. The findings indicate that respondents expressed general satisfaction with both intrinsic and extrinsic factors influencing their job motivation, along with a high level of organizational commitment. However, no significant relationships were found between intrinsic or extrinsic factors and affective or continuance commitment. Notably, normative commitment demonstrated a significant relationship with the intrinsic factor "achievement." Significant correlations were also observed between "recognition" and all dimensions of organizational commitment, as well as between "work itself" and "development potential." Affective commitment was significantly associated with the "responsibility" factor, while no significance was noted for continuance or normative commitment. Furthermore, a strong link emerged between "advancement" and affective commitment. Despite the generally positive assessment of motivational factors, respondents highlighted challenges, including insufficient funding, lack of job security, minimal financial support, and an unclear career progression due to the organization's non-governmental status. Overall, while respondents showed a commitment to the organization, priorities included improving financial stability, salary, and personnel standards.

Keywords: job motivation, organizational commitment, non-governmental organization (NGO), employee retention



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INTRODUCTION

According to Anwar (2017), motivation and job satisfaction are two distinct concepts that share some similarities. They were aware that finding joy in one's work was an essential part of the process of motivating others. Motivation is primarily concerned with both goal-directed conduct, and job satisfaction. Thus, it is tied to fulfillment that can be achieved through various

job-related rewards and activities. Furthermore, motivation is primarily concerned with goal-directed behavior. Job satisfaction is linked to job fulfillment. It is also conceivable for a worker to feel satisfied with all of the responsibilities associated with their position. Despite this, the individual continues to have a low level of motivation.

A variety of intrinsic rewards may be provided to employees to increase their productivity and overall job happiness. Some advantages are participation on the job, the opportunity to make decisions, autonomy, the significance of the activity, and recognition. One of these benefits is the development of a contented workforce. Considering how vital human resources are to a company's success (Stefurak et al., 2020). An organization's overall performance can be improved by creating a collaborative and healthy work environment and offering

employees a competitive compensation package.

Creative, conscientious, and initiative-driven employees possess all of the traits that contribute to the success of corporate operations and the attainment of strategic objectives. Reward systems relate to creating and implementing strategies and policies to routinely and equitably recompense employees in accordance with the basic principles of an organization. It also includes planning, implementing, controlling, and communicating reward processes to help the organization carry out the strategy (Demir, 2020).

In general, it is thought that transparency helps organizations better tackle challenging issues. According to Peterssons (2020), civil society actors such as NGOs promoting nonprofit public interests are frequently seen as essential elements and drivers of openness. Non-governmental organizations (NGOs) became important players in the development landscape after the 2004 tsunami, thanks to reconstruction projects in Indonesia, India, Thailand, and Sri Lanka, as well as global relief and trade reform campaigns like "Make Poverty History" (Lewis & Kanji, 2009). Due to their employees' efforts to participate in activities that benefit societies and the world, NGOs are seen as providing unique benefits in the delivery of social services and community development (Peterssons, 2020).

Undoubtedly, employees play a crucial part in the success of every organization since they carry out daily operations. Unlike the profit businesses, NGOs consist primarily of volunteers and salaried employees. People have said that a successful NGO knows how important people are to organizational performance and considers how committed they are to reaching their goals.

In the context of non-governmental organizations, there is little, or no emphasis placed on the active use of human resource management (HRM) principles, such as worker commitment. Non-governmental organizations (NGOs) are not exempted from this clause

because employees' commitment is crucial to an organization's success. However, say that more research has been done on commitment issues in non-profit organizations than in for-profit companies.

The management literature for non-governmental organizations (NGOs) "has acknowledged that volunteers are a unique and valuable human resource," and as a result, "has created market-oriented recruitment and retention techniques" (Zollo et al., 2017). According to Zollo et al. (2019), the issue emerges when volunteers disassociate themselves from the organization since the volunteer's reward is a series of fun activities related to their work; if the number of these activities decreases, the volunteer loses interest and leaves the organization.

Compensation and benefits are essential components of human resource management in all organizations. When retaining employees and gauging their dedication to an enterprise, the manner of compensation for the workforce is one of the most important elements to analyze. Offering competitive perks and compensation packages is one strategy for employers to retain their workforces (Anwar & Qadir, 2017). A company's retention strategy can only be successful if it offers to pay and benefits those that are competitive with the market. Such incentives encourage employees to remain loyal to the organization. Employees will remain with a company as long as they are compensated sufficiently for their labor. However, they may leave if they are not compensated sufficiently. When workers think their bosses appreciate their skills, accomplishments, and hard work, they are likelier to stay in their jobs. This study's chosen data source is Tinig ng Silangan Incorporated. or TNS which is a SEC- registered, non-stock, non-profit corporation. It is a local organization that is "made for the people, imbued with purpose, dedicated to progress."

Tinig ng Silangan Incorporated (TNS) has always been focused in helping out minorities and the marginalized sectors of the society. It has been their goal to advocate for the

underrepresented through immersing oneself within his culture. Consequently, the researcher aims to evaluate the job motivation and organizational commitment of the Tinig ng Silangan (TNS) employees with the end view of giving inputs for improved employee retention.

LITERATURES

Work Motivation and Compensation. Research consistently shows that work motivation and compensation significantly influence employee performance. Multiple studies found positive effects of both factors on performance (Pangastuti et al., 2020; Rismawati et al., 2021). Financial compensation, in particular, demonstrated a significant impact on work motivation (Mahathir et al., 2020). However, one study reported that compensation and motivation alone did not directly affect performance, but rather indirectly through job satisfaction as a mediating variable (Rifa'i et al., 2021). The combined effect of compensation and motivation on employee performance ranged from 33.7% to 59.4% across studies (Pangastuti et al., 2020; Rismawati et al., 2021). While non-financial compensation showed some influence, its effect was not as significant as financial compensation (Mahathir et al., 2020). These findings highlight the importance of both motivation and compensation in enhancing employee performance, with job satisfaction potentially playing a crucial intermediary role in this relationship.

The Role of Recognition and Compensation as Motivators. Recognition and compensation play crucial roles in motivating employees and enhancing job satisfaction. Studies have shown that rewards and recognition positively impact employee motivation, leading to increased self-esteem, confidence, and innovation (Joshi, 2021). Compensation satisfaction and recognition are significant factors in employee retention, with research indicating a direct relationship between these elements and job satisfaction (Aggarwal, 2022). Total rewards and compensation strategies have been found to improve employee motivation, which in turn positively affects organizational performance and workplace culture (Bhakuni & Saxena,

2023). While both extrinsic (pay and promotion) and intrinsic (recognition) motivators significantly influence job satisfaction, recognition has been identified as the most impactful factor, particularly in the banking sector (Ali & Ahmad, 2018). These findings underscore the importance of balancing extrinsic and intrinsic rewards in organizational compensation strategies to enhance employee motivation, satisfaction, and retention.

Impact of Organization Commitment in Organizations. Organizational commitment significantly impacts organizational performance and success (Đorđević et al., 2020; Chayomchai et al., 2023). Key factors influencing commitment include job satisfaction, work environment, leadership, and job experience (Chayomchai et al., 2023). Organizational culture also plays a crucial role in shaping commitment (Wambui, 2018). From an employer's perspective, factors such as role clarity, job control, career advancement, and performance appraisal affect commitment, while from an employee's perspective, locus of control, age, tenure, and self-efficacy are influential (Suryani, 2018). Different types of commitment (affective, normative, and continuous) have varying impacts on organizational productivity, with normative commitment showing the strongest effect in a Serbian study (Đorđević et al., 2020). Fostering organizational commitment can lead to reduced turnover rates, lower human resource management costs, and more sustainable organizational growth (Chayomchai et al., 2023). Understanding these factors can help organizations design strategies to enhance employee commitment and improve overall performance.

The Impact of Motivation on Organizational Commitment. Research consistently demonstrates a positive relationship between motivation and organizational commitment. Motivation significantly influences organizational commitment, explaining 36% of its variance in a study of Kosovar employees (Bytyqi, 2020). Similarly, a study in Vietnam found that normative and continuance commitment directly impact employee

motivation, while affective commitment has an indirect effect through mediating factors like opportunistic behavior and knowledge sharing (Nguyen et al., 2020). In Indonesia, motivation was shown to positively affect employee performance, with organizational commitment serving as a mediator (Manajemen et al., 2022). This finding is corroborated by research on lecturers in Bandung, which revealed a positive and significant influence of motivation on organizational commitment (Rahayu, 2020). These studies collectively highlight the crucial role of motivation in fostering organizational commitment across various contexts and industries, emphasizing its importance for employee performance and organizational success.

METHODOLOGY

Population, Samples, and Sampling Technique. Purposive sampling was used to determine the respondents of this study. This method, which falls under the category of non-probability sampling techniques, selects sample members based on their knowledge, relationships, and abilities related to the objectives of this study (Tongco, 2007).

In this study, thirty-three (33) respondents, out of 50 personnel, were selected from the organization of the Tinig ng Silangan Inc. Moreover, only the active employees of the organization were selected for this study. Given that they have the relevant data needed to conduct this research.

Research Instrument. The main tool that was utilized to gather the data from the respondents is a survey-questionnaire form. The questionnaire has three parts consists of the following: first part is the demographic profile of the respondents, second part includes the assessment of extrinsic and intrinsic factors of employees' job motivation with five (5) variables for intrinsic factors (achievement, recognition, work itself, responsibility and advancement and six (6) variables for extrinsic factors, i.e., (compensation and benefits, company policy and procedures, relationship with co-workers, physical environment, job security and working

condition) The last part is an adapted survey questionnaire based on Allen and Meyer's Three Component Model (TCM) which is Organizational Commitment based on Affective, Continuance and Normative questionnaire. Prior to data gathering, a random sample of 15 respondents were asked to answer the instrument for test of internal consistency of the items included in the instrument. Results showed an overall Cronbach's alpha of 0.93 (Very good and very acceptable).

Data Gathering Procedure. A letter of intent to request permission was submitted to the office of the Tinig ng Silangan Inc. to conduct survey. The organization's permission served as consent in the involvement of their either employee or employees to participate in this study. The actual gathering of data started after the researcher has explained the purpose of the study, the risk and benefit, the assurance of confidentiality of the information they will provide and its contribution to the academe.

Statistical Techniques. This research utilized the following statistical techniques:

1. Percentage distribution was used to determine the frequency counts and percentage distribution of the employee respondents. The weighted mean was calculated to summarize data when using interval or ratio level data.
2. Mann-Whitney U test and Kruskal-Wallis H test was used to assess organizational commitment and job motivation among employees of Tinig ng Silangan. The Mann-Whitney U test is a non-parametric method used to compare two sample means from the same population, assessing whether the means are equal. The Kruskal-Wallis test, also a non-parametric method, is utilized for comparing two or more independent samples of varying sizes to determine if they originate from the same distribution.
3. Kendall's Tau was used to measure the strength and direction of the association between two variables on at least an ordinal scale. A correlation is considered significant

at the 0.05 level (two-tailed), with various ranges indicating the strength of the correlation, from perfect positive to negligible correlation.

RESULTS

Table 1
Mean Scores of the Respondents in Terms of Intrinsic Motivation

	Mean	Interpretation	SD
Achievement	3.20	Agree	0.70
Recognition	3.01	Agree	0.77
Work Itself	2.95	Agree	0.77
Responsibility	3.11	Agree	0.74
Advancement	3.05	Agree	0.71

The table presents the mean scores and interpretations for five motivational factors: Achievement, Recognition, Work Itself, Responsibility, and Advancement. The mean score for Achievement is 3.20, indicating that respondents generally agree with the importance of this factor. Recognition has a mean score of 3.01, reflecting agreement among respondents. The factor Work Itself has a mean score of 2.95, which signifies agreement as well. Responsibility shows a mean score of 3.11, indicating agreement, and Advancement has a mean score of 3.05, also reflecting agreement. These results suggest that employees value Achievement, Recognition, Responsibility, and Advancement in their work, with slightly less emphasis on Work Itself.

Table 2
Mean Scores of the Respondents in Terms of Extrinsic Motivation

	Mean	Interpretation	SD
Compensation and Benefits	2.69	Agree	0.96
Policy and Procedures	2.94	Agree	0.72
Relationship with Co-workers	3.16	Agree	0.66
Physical environment	2.97	Agree	0.76
Job Security	2.93	Agree	0.80
Working Condition	3.12	Agree	0.61

Table 2 presents the mean scores and interpretations for various extrinsic motivation factors. The mean score for Compensation and Benefits is 2.69, indicating that respondents generally agree with its importance. Policy and Procedures has a mean score of 2.94, reflecting agreement among respondents as well. The

factor Relationship with Co-workers shows a higher mean score of 3.16, suggesting strong agreement on its significance. Physical Environment has a mean score of 2.97, indicating agreement, while Job Security stands at 2.93, also reflecting agreement. Lastly, Working Condition has a mean score of 3.12, suggesting strong agreement. These results imply that respondents value Relationship with Co-workers while Working Conditions is the most among the extrinsic motivation factors, with all factors receiving generally positive assessment.

Table 3
Mean Scores of the Respondents in Terms of Commitment on their Organization

	Mean	Interpretation	SD
Affective Commitment	3.01	Agree	0.73
Continuance Commitment	3.01	Agree	0.73
Normative Commitment	3.06	Agree	0.70

Table 3 displays the mean scores and interpretations regarding the respondents' commitment to their organization. Affective Commitment has a mean score of 3.01, indicating that respondents generally agree with this aspect of commitment. Similarly, Continuance Commitment also scores 3.01, reflecting the same level of agreement. Normative Commitment has a slightly higher mean score of 3.06, suggesting a stronger agreement among respondents regarding this type of commitment. Overall, these findings indicate that respondents express a positive commitment to their organization across all three dimensions.

Table 4
Relationship between the intrinsic factors and organizational commitment

	Organizational Commitment					
	Affective Commitment		Continuance Commitment		Normative Commitment	
	Pearson's r	p-value	Pearson's r	p-value	Pearson's r	p-value
Achievement	0.293	0.098	0.193	0.281	0.399	0.021
	Weak Positive	Not Significant	Negligible	Not Significant	Moderate positive	Significant
Recognition	0.374	0.032	0.368	0.035	0.615	< .001
	Moderate positive	Significant	Moderate positive	Significant	Strong positive	Significant
Work Itself	0.483	0.004	0.378	0.03	0.559	< .001
	Strong positive	Significant	Moderate positive	Significant	Strong positive	Significant
Responsibility	0.479	0.005	0.292	0.099	0.33	0.06
	Strong positive	Significant	Weak Positive	Not Significant	Moderate positive	Not Significant
	0.448	0.009	0.325	0.065	0.39	0.025

In terms of achievement, there is no significant relationship with the affective and continuance dimensions, as their p-values of 0.098 and 0.281 are greater than the 0.001 level of significance. However, regarding normative commitment, a significant relationship exists, as the p-value of 0.021 is less than the 0.05 level of significance.

For recognition, there is a significant relationship with the factors of organizational commitment across all three dimensions— affective, continuance, and normative—since their p-values of 0.032, 0.035, and 0.001 are all less than the 0.05 level of significance. In relation to the work itself, significant relationships are found with the affective, continuance, and normative dimensions, as their p-values of 0.004, 0.03, and 0.001 are less than the 0.005 level of significance. Regarding responsibility, a significant relationship exists with affective commitment, as its p-value of 0.005 is less than the 0.05 level of significance. However, no significant relationship is observed with continuance and normative commitment, as their p-values are greater than 0.05. For advancement, there is a significant relationship with affective and normative dimensions, as their p-values of 0.009 and 0.025 are less than the 0.05 level of significance. There is no significant relationship with continuance commitment, as its p-value of 0.065 exceeds the 0.05 level of significance. The results indicate that most of the intrinsic factors have a significant relationship with the dimensions of organizational commitment among employee respondents.

Table 5
Relationship between the Extrinsic factors and organizational commitment.

	Organizational Commitment					
	Affective Commitment		Continuance Commitment		Normative Commitment	
	Pearson's r	p-value	Pearson's r	p-value	Pearson's r	p-value
Compensation and Benefits	0.456 (Strong Positive)	0.008 Significant	0.608 (Strong positive)	< .001 Significant	0.448 (Strong positive)	0.009 Significant
Company Policy and procedures	0.394 (Moderate positive)	0.023 Significant	0.369 (Moderate Positive)	0.034 Significant	0.484 (Strong Positive)	0.004 Significant
Relationship with Co-Workers	0.401 (Strong positive)	0.021 Significant	0.381 (Moderate positive)	0.029 Significant	0.525 (Strong Positive)	0.002 Significant
Physical environment	0.277 (Weak positive)	0.119 Not Sig	0.275 (Weak Positive)	0.121 Not Sig	0.118 (Negligible)	0.513 Not sig
Job Security	0.448 (Strong positive)	0.009 Significant	0.693 (Strong Positive)	< .001 Significant	0.239 (Weak Positive)	0.181 Not Sig
Working Condition	0.736 (Very strong positive)	< .001 Significant	0.617 (Strong Positive)	< .001 Significant	0.559 (Strong Positive)	< .001 Significant

Results in Table 5 revealed a significant relationship between compensation and

benefits and organizational commitment in terms of the affective, continuance, and normative dimensions, as their p-values of 0.008, 0.001, and 0.009 are less than the 0.05 level of significance.

In terms of company policy and procedures, the results yielded p-values of 0.023, 0.034, and 0.004 for the factors of organizational commitment—namely affective, continuance, and normative—indicating a significant relationship with the aforementioned intrinsic factor.

For the relationship with co-workers, the dimensions of organizational commitment yielded p-values of 0.021, 0.029, and 0.002, which are all less than the 0.05 level of significance, signifying a relationship with this intrinsic factor. Conversely, in terms of the physical environment, there is no significant relationship with the affective, continuance, and normative dimensions of commitment, as their p-values of 0.119, 0.121, and 0.513 are greater than the 0.05 level of significance. Regarding job security, a significant relationship exists with the affective and continuance dimensions of commitment, as their p-values of 0.009 and 0.001 are less than the 0.05 level of significance. However, there is no significant relationship for normative commitment, with a p-value of 0.181 that exceeds the 0.05 level of significance. The above results justify the relationship between the extrinsic motivational factors and organizational commitment of employees. According to Miao et al. (2013), extrinsic rewards such as benefits, satisfaction with supervision, and co-worker support can increase organizational commitment.

Table 6
Ranking of Respondents' Inputs for Employee Retention

Inputs for Employee Retention	Rank
Adequate Funding	1
Guaranteed Job Security	2
Good Financial Back	3
Clear Career ladder	4
Adequate Commitment	5
Positive Change	6
Good standard	7
Increased motivation	8
Improved Salary	9
Adequate personnel	10

According to the findings, adequate funding is the organization's top priority. However, results show that there's no guarantee of job security, there's a very low financial backing, and there's no clear career ladder since it's a non-government-funded organization. Nevertheless, there's an adequate commitment based on the respondents. Last in the ranking is a good adequate personnel, followed by increased motivation, an improved salary, and adequate.

DISCUSSION

This study was conducted to determine the assessment on the intrinsic and extrinsic motivational factors affecting the job satisfaction and organizational commitment of employees of Tinig ng Silangan Inc. A survey questionnaire was the main instrument in gathering the data used in answering the research problems and in testing the hypothesis. A total of 33 employees were the respondents of the study. They were chosen using purposive sampling method. Thereafter, the raw data were encoded and statistically treated for analysis and interpretation. The assessment of the employee-respondents was computed and quantified using the mean. Further, the tests of significant difference in the given answers by the respondents were done using the T-test and ANOVA. Significant relationship between variables of work from home set up and work engagement were determined using the Pearson r.

The respondents are generally satisfied with the intrinsic factors that affect their job motivation. Furthermore, the respondents are generally satisfied with the extrinsic factors that affect their job motivation. Additionally, the employee-respondents' level of organizational commitment are generally high.

Consequently, intrinsic factors and organizational commitment, as well as extrinsic factors and organizational commitment, had no significant results under affective or continuing commitment, but normative commitment has a significant relationship under achievement. Under the intrinsic factor "recognition,"

affective, continuance, and normative commitment, as well as the factors "work itself" and "development potential," yielded significant results. Moreover, under the "responsibility" factor, affective commitment demonstrated a significant relationship among respondents; nevertheless, it is not significant for continuation or normative commitment. Lastly, the data show a strong link between "advancement" and affective commitment, but not for "continuance" or "normative" commitment.

Finally, adequate funding is the organization's top priority. However, results show that there's no guarantee of job security; there's very little financial backing, and there's no clear career ladder since it's a non-government-funded organization. Nevertheless, there's an adequate commitment based on the respondents. Last in the ranking is a good standard, followed by increased motivation, an improved salary, and adequate personnel.

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