

**Motivation, satisfaction, and work commitment among Peruvian workers
Motivación, satisfacción y compromiso laboral en trabajadores de Perú**

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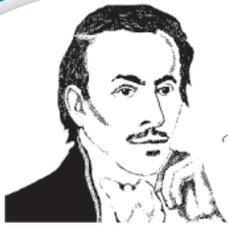
RESUMEN

El objetivo del estudio fue determinar la relación entre la motivación, satisfacción y compromiso laboral de los trabajadores de empresas privadas. Se utilizó un enfoque de investigación cuantitativa, con un diseño no experimental, transversal descriptivo y correlacional alcanzando una muestra de 350 personas. Se aplicaron la escala de motivación, escala de satisfacción laboral y el cuestionario de compromiso organizacional. Los resultados fueron procesados en el programa SPSS V24 y su herramienta AMOS y revelaron una relación directa de magnitud moderada entre la motivación con el compromiso ($p=0,48$), así como, con la satisfacción ($p=0,47$) y se encontró una relación de gran magnitud entre satisfacción con el compromiso ($p=0,54$). También se identificó una relación directa entre las dimensiones de motivación y satisfacción con los componentes del compromiso. Los resultados ponen en evidencia la importancia de las variables de estudio y brinda un aporte a la comunidad empresarial sugiriendo se presente mayor atención a esos factores en el entorno laboral.

Palabras clave: Motivación, satisfacción en el trabajo, compromiso laboral, empleados.

ABSTRACT

This study aimed to determine the relationship between motivation, satisfaction, and job commitment of workers in private companies. A quantitative research approach was used, with a non-experimental,



cross-sectional, descriptive, and correlational design, reaching a sample of 350 people. The Motivation Scale, the Job Satisfaction Scale, and the Organizational Commitment Questionnaire were applied. The results were processed in the SPSS V24 program and its AMOS tool. There was a direct moderate magnitude relationship between motivation and commitment ($AR(p) = 0.48$), as well as with satisfaction ($AR(p) = 0.47$). Finally, there was a high magnitude relationship between satisfaction and commitment ($AR(p) = 0.54$). A direct relationship was also identified between motivation and satisfaction with commitment components. The results highlight the importance of the variables under study and contribute to the business community by suggesting that greater attention be paid to these factors in the work environment.

Keywords: Motivation, Job Satisfaction, Work Commitment, Employees.

INTRODUCTION

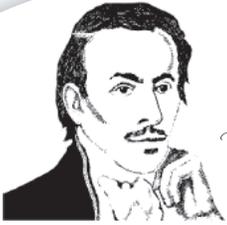
Motivation is an internal state or impulse that reorientates thoughts and behavior toward objectives.^(1,2,3) Organizations that maintain and promote high employee motivation levels will have high customer satisfaction.⁽⁴⁾ On the contrary, the lack of motivational elements leads to a feeling of dejection in the face of adversity, restlessness, and a decrease in enthusiasm, skill, or energy⁽⁵⁾ and with aspects concerning work or achieving goals.

McClelland's theory postulates three acquired needs that contribute to explaining the motivation process.⁽⁶⁾ There is a need for achievement and a strong desire to feel capable, validated, and competent⁽⁷⁾ through goals that represent a challenge and strengthen confidence in one's abilities.⁽⁸⁾ Power is an impulse to influence others and change situations to obtain goals.⁽⁹⁾ And affiliation manifests through relationships with others in a social environment.⁽⁴⁾

Job satisfaction is considered an optimistic emotional attitude resulting from the appreciation of positive work experiences and the balance between the role that a person wishes to perform and the one that is performed⁽³⁾. It is also a product of individual personality factors.⁽¹⁰⁾ Its analysis is based on its relationship with factors such as commitment, absenteeism, performance level, and turnover^(11,12) and the need for organizations to provide physical and mental well-being to workers.⁽¹³⁾ Its optimal level drives the fulfillment of personal and business goals.⁽¹⁴⁾

Herzberg's two-factor theory postulates two essential factors that interfere with satisfaction. Hygienic factors, which negatively impact satisfaction, relate to the work environment and salaries. Motivational factors, such as recognition, responsibilities, and work-related desires, have a positive effect.⁽¹⁵⁾ The former refers to working conditions, while the latter refers to factors related to the employee's capabilities.⁽¹⁶⁾

Commitment represents a bond between the collaborator and their work that prevents them from leaving and allows for better performance.⁽¹⁷⁾ Committed employees experience less burnout⁽¹⁸⁾ and feel



part of the organization.⁽¹⁹⁾ According to Meyer and Allen's theory, it is shown in affective, continuation, and normative factors. The effectiveness refers to the positive sentimental evaluation that individuals reinforce when they realize that the organization meets their needs and perspectives, resulting in their enjoyment of their work. The continuity dimension is related to evaluating the financial costs or benefits lost upon retirement. Finally, the normative dimension considers attitudinal loyalty and a sense of obligation toward the company.^(20, 21, 22)

Motivation has a positive relationship with satisfaction and commitment⁽²³⁾. Based on the Social Exchange Theory proposed by Blau in 1964, social relationships are understood as a reciprocity of rewards concerning the needs of those who participate in them. In this sense, human interaction is seen as a transaction of resources, giving and receiving something.⁽²⁴⁾

In recent years, companies have perceived employee motivation, satisfaction, and commitment as essential to determining prestige in a competitive labor market.⁽²⁵⁾ This leads to poor performance, lack of alignment, and high turnover, aspects linked to disinterest and poor pleasure and loyalty. It is also indicated that they are one of the main uncertainties evident in Latin American countries.⁽²⁶⁾

From this perspective, various investigations have determined the relationship between motivation, satisfaction, and commitment. For example, studies have shown that loyalty is strengthened when workers perceive that the company culture facilitates learning and values efforts through internal and external stimuli.⁽²⁷⁾ Furthermore, research such as that of Talledo and Amaya in 2020⁽²⁸⁾ and Lestari and Alie carried out in 2021⁽²⁹⁾ delimited that motivational stimuli increase the sense of belonging in the organization. Similarly, it is considered that job enrichment through the assignment of greater responsibilities and complex tasks allows them to meet their expectations of personal growth.⁽³⁾

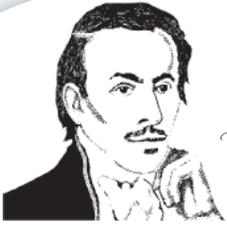
Therefore, promoting fair working conditions through new human talent management standards is essential.⁽³⁰⁾ Based on this, the results of this research will allow the design of strategies to intensify the presence of motivation, satisfaction, and commitment at work.

Therefore, this study aimed to determine the relationship between motivation, satisfaction, and organizational commitment of workers in private companies, as well as between their dimensions.

MATERIALS AND METHODS

It corresponds to the type of quantitative research, non-experimental design, descriptive cross-sectional study, and correlational type.

A non-probability convenience sample was conducted, with 350 workers from private companies in the transportation sector participating. The sample consisted of men and women between the ages of 25 and 50 who held administrative and operational positions. The inclusion criteria established that



participants had to provide informed consent, fully complete all tests, and have at least six months of service.

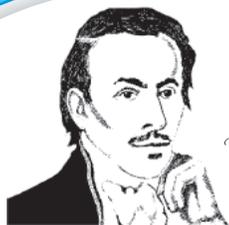
The scale created by Steers and Braunstein in 1976 (31) and validated in the Trujillo context⁽³²⁾ was used to evaluate motivation, consisting of 13 items. It presented reliability through the Omega coefficient of 0.785 in the achievement dimension, 0.613 in power, and 0.657 in affiliation. The scale developed by Warr et al. in 1979 (33) and adapted to the Peruvian environment was used to measure job satisfaction.⁽³⁴⁾ It has 15 items that estimate organizational satisfaction and show a reliability of 0.88 using Cronbach's alpha.

The organizational commitment was determined through the collecting information instrument proposed by Meyer et al. in 1993⁽³⁵⁾ and validated in the Trujillo environment.⁽³⁶⁾ It had 18 items of three dimensions: affective, continuity, and normative. It presented a reliability through the Omega index of 0.82.

Access to the organizations selected for the study was arranged. After acceptance, the implementation schedule was agreed upon, the materials to be used were consolidated, and the final evaluation continued. The data collection process was conducted in person; each participant agreed to sign an informed consent form and complete three questionnaires.

The data were processed using descriptive tools in SPSS V24 and its AMOS add-on. The assumptions of the structural equations were assessed, starting with the joint symmetry and kurtosis index. In addition, multivalent normality was analyzed using the kurtosis index. Furthermore, multicollinearity was calculated using a Pearson correlation matrix. Based on these results, the application of structural equations with the cooperation of the maximum likelihood method was decided, considering satisfactory indices such as $X^2/df < 3$; $SRMR < 0.08$ and $RMSEA < 0.08$; $CFI > 0.90$; $TLI > 0.90$ and $PCFI > 0.50$.

Finally, Spearman's correlation coefficient was assessed, and the effect size was measured according to Cohen's measure, which establishes the following magnitudes: trivial (0.00–0.10), low (0.11 to 0.30), moderate (0.31 to 0.50) and high (0.51 or more), respectively.



RESULTS

Table 1. Descriptive statistics and evaluation of assumptions

Variable	Statistics				
	M	Me	OF	R	K ²
Work Motivation	53.4	54	6.3	33	7.0
Achievement	21.6	22	2.5	15	38.6
Be able to	16.1	16	2.4	13	7.0
Affiliation	15.8	16	23	12	3.0
Job Satisfaction	84.0	85	11.9	63	12.6
Organizational commitment	91.9	93	16.2	93	15.3
Affective	31.8	33	6.2	33	27.5
Continuity	29.6	31	6.6	33	7.9
Normative	30.5	31	5.9	31	24.1
Multivariate normality	Multivariate kurtosis				2.93
Multicollinearity	Correlation between dimensions				0.14 -0.70

Note: M: Mean; Me: Median; SD: Standard Deviation; R: Range; K2 : Joint Symmetry and Kurtosis

Table 1 shows measures of central tendency (M and Me) and dispersion (SD and R). In addition, the joint symmetry and kurtosis indexes were verified, with values > 5.99, confirming the failure to meet the assumption of univariate normality in the scores of the variables and dimensions, except motivation for affiliation. On the other hand, the multivariate kurtosis index shows values of 2.93 < 70, considering compliance with the assumption of multivariate normality, and the correlations between the dimensions take values from 0.14 to 0.70, considering that scores below 0.70 show no redundancy between the dimensions. Therefore, it was decided to use structural equations with the maximum likelihood method and Spearman's correlation coefficient.

Figure 1. Relationship between work motivation, job satisfaction, and organizational commitment



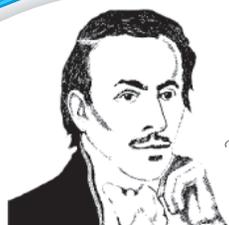


Figure 1 displays the path diagram showing the correlation between the constructs of motivation, satisfaction and organizational commitment in workers of private companies, finding a direct correlation of moderate magnitude ($0.30 \leq |\phi| < .50$) between motivation and commitment ($\phi = .48$), high ($0.50 \leq |\phi| < 0.50$) between satisfaction with commitment ($\phi = 0.54$) and moderate ($0.30 \leq |\phi| < 0.50$) between motivation with satisfaction ($\phi = 0.47$); finally, these results satisfactorily fit the reality of the workers of private companies in Trujillo by presenting an $X^2/df = 2.98 < 3$; $SRMR = 0.057 < 0.08$, $CFI = 0.961 > 0.90$, $TLI = 0.933 > 0.90$ and $PCFI = 0.549 > 0.50$.

Table 2. Relationship between achievement motivation and the components of organizational commitment in workers of private companies

Variables		rs	Magnitude
Work motivation	Organizational commitment		
Achievement	Affective	0.26	Low
	Continuity	0.16	Low
	Normative	0.26	Low

Note: rs: Spearman correlation coefficient

Table 2 shows a low direct relationship ($0.10 \leq rs < 0.30$) between the need for achievement and the affective ($rs = 0.26$), normative ($rs = 0.26$), and continuity ($rs = 0.16$) components of employee commitment.

Table 3. Relationship between power motivation and the components of organizational commitment in private company workers

Variables		rs	Magnitude
Work motivation	Organizational commitment		
Be able to	Affective	0.39	Moderate
	Continuity	0.33	Moderate
	Normative	0.30	Moderate

Note: rs: Spearman correlation coefficient

Table 3 reveals a direct correlation of moderate dimension ($0.30 \leq rs < 0.50$) between the need for being able to with the affective ($rs = 0.39$), continuity ($rs = 0.33$), and normative ($rs = 0.30$) components of commitment in workers.

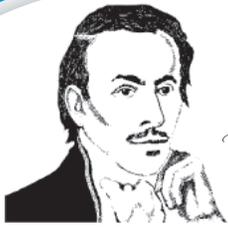


Table 4. Relationship between affiliation motivation and the components of organizational commitment in workers of private companies

Variables		rs	Magnitude
Work motivation	Organizational commitment		
Affiliation	Affective	0.36	Moderate
	Continuity	0.37	Moderate
	Normative	0.31	Moderate

Note: rs: Spearman correlation coefficient

In Table 4, a direct relationship of moderate intensity ($0.30 \leq r_s < 0.50$) is observed between the need for affiliation with the affective ($r_s = 0.33$), continuity ($r_s = 0.37$), and normative ($r_s = 0.31$) components of commitment in workers.

Table 5. Relationship between job satisfaction and components of organizational commitment in workers of private companies

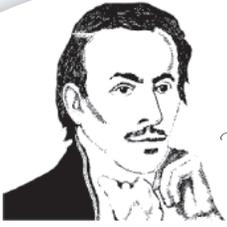
Variables		rs	Magnitude
Job satisfaction			
Job satisfaction	Affective	0.54	High
	Continuity	0.41	Moderate
	Normative	0.37	Moderate

Note: rs: Spearman correlation coefficient

Table 5 shows a high direct correlation ($0.50 \leq r_s < 1.0$) between job satisfaction and the affective component ($r_s = 0.54$) and a moderate one ($0.30 \leq r_s < 0.50$) with the continuity ($r_s = 0.41$) and normative ($r_s = 0.37$) factors of commitment.

DISCUSSION

This research determined the objective of determining the relationship between motivation, satisfaction, and commitment of workers in private companies. In this sense, a direct correlation was found between the variables mentioned, showing that the impulse that enhances the behavior towards a specific action⁽³³⁾ is proportional to the level of happiness experienced, which is communicated through intrinsic and extrinsic attributes.⁽³⁵⁾ These factors, in turn, contribute to establishing an emotional bond with the organization.⁽³⁷⁾ These results agree with the studies by Bytyqi et al.⁽²⁷⁾ who affirm that when workers feel pleased and perceive that the culture facilitates learning, their loyalty is strengthened. In contrast, in the inquiries of Lestari and Alie⁽²⁹⁾ and Marin and Plasencia⁽³⁾, it was found that there is a correlation between motivation satisfaction and commitment, although it is low



intensity. Based on the above, Blau's Social Exchange theory is corroborated, in which social relationships are perceived as an exchange of stimuli in proportion to the needs of those involved.⁽²⁴⁾ In this way, when an impulse that enhances behavior toward an objective is presented, a level of happiness is encouraged in the individual, and, in turn, the connection with the company is stimulated.

Likewise, a direct relationship was evidenced between the motivation and commitment components. Thus, it is confirmed that when the collaborator feels capable, validated, and competent,⁽⁷⁾ they influence other individuals,⁽⁹⁾ they maintain satisfactory relationships with their environment,⁽⁴⁾ and they will form a behavior directed to the achievement of business objectives.⁽¹⁹⁾ Following this, the research of Talledo and Amaya⁽²⁸⁾ indicates that when motivational stimuli are established and, in turn, representative relationships are maintained, keeping the margins and norms, the connection to the organization will increase. Consequently, it is stated that, workers need to feel motivated by fulfilling goals that symbolize a challenge that allows them to acquire confidence in their abilities to achieve higher levels of commitment.⁽⁸⁾

In this same context, a direct relationship was determined between satisfaction with the components of commitment. This indicates that the high degree of happiness the collaborator expresses is related to a high sense of belonging through achieving objectives.⁽¹⁹⁾ In this regard, it can be inferred that if the employee is satisfied, they will want to continue working, strengthen emotional ties, and assume the norms of their institution as their own. Therefore, companies must provide physical and mental well-being by recognizing their work growth opportunities and taking responsibility.^(14,21)

CONCLUSIONS

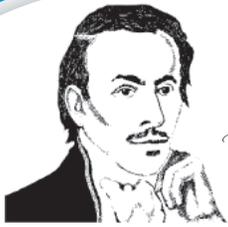
Given this, it can be concluded that keeping employees motivated, satisfied, and committed leads to greater commitment to their organization. At the same time, it generates feelings of trust and competence and drives them to influence others, motivating them to achieve personal and professional goals. They also experience feelings of obligation and gratitude for the opportunities they receive, and they are connected through their evaluation of the costs they incurred when performing their tasks. Given the above, it can be concluded that achieving high levels of motivation, satisfaction, and commitment requires satisfying the needs for achievement, power, and affiliation through intrinsic and extrinsic attributes.

Conflicts of interest: The authors declare no conflicts of interest.

Contribution statement:

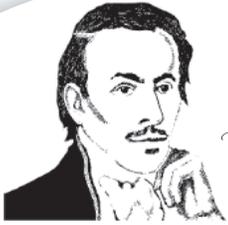
Villalobos Angulo, Lidia Esther, and Urbina Rios, Melany Pilar conducted the data collection, instrument application, discussion, and conclusions.

Richard Irvin Salirrosas Cabada collaborated with the writing, data processing, table preparation, and discussion.

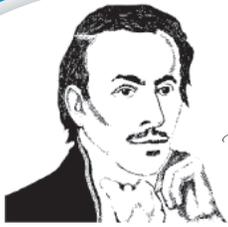


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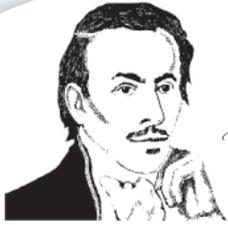


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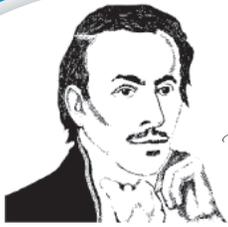


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