

Motivational Foundations of Organizational Commitment: A Self-Determination Approach

Mrs Amruta Sourabh Joshi¹, Dr Bhupender Singh²

¹Research Scholar, Vishwakarma University

²Research Supervisor, Department of Psychology, Vishwakarma University

Abstract—Self-determination theory is one of the contemporary approaches to human motivation which insists that individuals are motivated when their basic psychological needs based on autonomy, competence and relatedness are taken care of. It also reiterates on motivation as subjective and unique which makes it difficult to generalize across different people. This study investigated the relationships between internal and external work motivation emerging from SDT and the three components of organizational commitment namely; affective, continuance, and normative. Using a sample of 150 employees, participants completed the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) and the Organizational Commitment Questionnaire (OCQ). Correlational analyses revealed that internal motivation was positively and significantly associated with affective commitment, while external motivation showed no such relationship. Unexpectedly, internal motivation was also significantly correlated with continuance commitment, suggesting that internally driven employees may also perceive a high cost of leaving their organizations. Normative commitment showed no significant association with either type of motivation. These findings offer partial support for Self-Determination Theory and suggest complex interactions between motivation and organizational attachment. Implications for employee engagement and retention strategies are discussed.

Index Terms—Self-Determination Theory, Internal motivation, External Motivation, Organizational Commitment

I. INTRODUCTION

Job-related attitudes of employees have long been a topic of evaluation in the field of organizational behaviour. The most commonly researched attitudes include job satisfaction (Judge & Kammeyer-Mueller, 2012), organizational commitment (Allen & Meyer, 1990), job involvement (Brown, 1996), employee engagement (Schaufeli, Salanova, González-Romá, &

Bakker, 2002), perceived organizational support (Rhoades & Eisenberger, 2002) turnover intentions (Tett & Meyer, 1993) and work motivation (Pinder, 2008). Efforts have also been made to understand an interplay between these factors. Meyer, Stanley, Herscovitch and Topolnysky (2002) found job satisfaction to be a strong predictor of affective organizational commitment. Another study by Tett and Meyer (1993) revealed that though job satisfaction and organizational commitment both reduce turnover intentions, the former had a stronger effect. Motivation was found as a mediating factor between job satisfaction and performance and happiness of the workers also getting reflected in their performance (Judge, Thoresen, Bono & Patton, 2001). Goal setting theory of motivation was found to be interacting with job involvement of employees where, employees with clear goals were found to be more engaged and ended up performing better (Latham & Pinder, 2005). Saks (2006) found employee engagement to be positively correlated with job satisfaction and organizational commitment. Engaged employees reported higher intrinsic motivation and lower burnout, reinforcing job satisfaction (Schaufeli & Bakker, 2004). Kurtessis et al (2017) found perceived organizational support to be strengthening job satisfaction, engagement and motivation thereby creating a positive feedback loop. Another study revealed that dissatisfied but highly motivated employees may stay with the organization if they see growth opportunities (Maertz & Griffeth, 2004).

The present study is inspired by numerous such findings and is aimed at exploring the relationship between variables of organizational commitment and work motivation. It also delves deep into different types of commitment namely affective, normative and continuance commitment (Allen & Meyer, 1990) and

types of work motivation namely intrinsic and extrinsic motivation (Deci & Ryan, 1985).

Organizational Commitment- Three Component Model

There are numerous definitions of organizational commitment as it is one of the most studied job attitudes. Robbins & Judge (2003), defined it as ‘the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization’. Workplace commitment can further be separated into different aspects. Employees may be committed to career, occupation, goals, teams, leaders or organization as such. Organizational commitment is likely to predict work variables including organizational citizenship behavior, job performance, and turnover to some extent (Chib, 2016). Rather than studying commitment into all-or-none terms, some researchers preferred to categorize into separate components. The ‘Three-Component Model’ by Allen and Meyer (1990) has been one of the most widely accepted and studied categorization of commitment.

To enhance the understanding of organizational commitment, Allen and Meyer (1990) expanded beyond the existing categorization of attitudinal and behavioral commitment. They proposed three distinct and separable types of organizational commitment:

- a) Affective commitment, which entails a desire to remain with the organization. When employees are affectively committed, it indicates that they have a strong desire to continue working for their organization. They typically feel a sense of belonging within the organization, align with its goals, and experience satisfaction in their work. They eagerly anticipate their workday and view their workplace as an integral part of their life. These employees are often the first to volunteer for additional responsibilities or extracurricular activities.
- b) Continuance commitment, which involves a perceived need to stay with the organization. For employees with high continuance commitment, the underlying reason lies in their need to stay with the organisation. Some of the possible, reasons relate to a lack of work alternatives, and remuneration. Continuance organizational commitment is stronger when personal interests in

the current role are higher than the perceived profits of a new job offer (Wang et al., 2010 as cited by Chigeda et.al. 2022).

- c) Normative commitment, which represents a sense of obligation to remain employed within the organization. Employees with high normative commitment tend to believe that they should stay with their organizations. They feel a sense of duty or obligation to remain employed there. Normatively committed employees believe that they ought to continue working for their organization due to the benefits or support received from it. They perceive leaving their organization as carrying a significant cost and may experience feelings of guilt at the thought of departing.

Many studies have found strong support for measuring these three components separately and some studies have also shown the three types of commitment are predicted by distinct factors (Jaros, 1997).

Work Motivation

Motivation is defined by Craig Pinder (1998), as ‘a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration’. Motivation is inherently subjective and unique. A theory which offers more comprehensive view is Self-Determination Theory by Ryan and Deci (2000). It proposed that people prefer to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation (Robbins & Judge, 2015).

Self-Determination Theory (SDT) primarily applies to activities that individuals find inherently engaging, intellectually stimulating, or creatively fulfilling. However, tasks like work which may not be intrinsically enjoyable often require external incentives to sustain participation (Deci & Ryan, 2002, as cited in Tremblay, 2009). Accordingly, SDT differentiates between intrinsic motivation (engaging in an activity for its inherent satisfaction) and extrinsic motivation (engaging for instrumental reasons). Extrinsic motivation itself varies in autonomy, spanning from externally controlled behaviors to self-directed actions aligned with personal values. These motivations can be mapped along a spectrum

reflecting how fully an individual has internalized the activity's value.

At the lowest end of this spectrum is amotivation (AMO), marked by a lack of intent or passive disengagement. Next is external regulation (ER), where behavior is driven solely by rewards or punishments. Introjected regulation (INTRO) follows, involving actions motivated by ego or guilt avoidance. Further along is identified regulation (IDEN), where individuals personally endorse the activity's importance. The most autonomous form of extrinsic motivation is integrated regulation (INTEG), where the activity fully aligns with one's self-concept. Identified, integrated, and intrinsic motivations are considered self-determined, while amotivation, external, and introjected regulations are non-self-determined.

Critically, SDT does not assume a fixed developmental progression along this continuum. Instead, internalization can begin at any point, shaped by individual experiences or contextual factors like workplace policies (Ryan, 1995).

Interplay between Commitment and Motivation

There has been an argument regarding the possible overlapping nature of job-related attitudes and some have also argued if commitment and motivation should be studied separately (Gagné, Chemolli, Forest & Koestner, 2008). A strong correlation has been found between affective commitment and intrinsic motivation (Gagné & Deci, 2005) as both were found to flourish similarly in a supportive work environment. Bhuian & Islam (1996), found continuance commitment to be overlapping with extrinsic motivation since both could involve external drivers. Meyer and Parfyonova (2010) found normative commitment being highly correlated with identified/integrated regulation (extrinsic motivation aligned with personal values).

Despite these possible overlaps, motivation and commitment still remain different constructs and also answer different questions (Meyer & Maltin, 2010). Motivation tries to answer the question, 'why an employee works hard?'; whereas commitment tries to answer the question 'why does an employee stay?'. While commitment explains persistence and retention of employees, motivation explains about their efforts and engagement. Tett and Meyer (1993) explored the divergence between motivation and commitment

where an employee may be motivated (working hard for a bonus) but not committed (planning to quit soon). Similarly, An employee may be committed (staying due to loyalty) but demotivated (burned out).

Hence, the present study measures the two concepts separately using two distinct questionnaires and tries to explore to what extent these constructs are interrelated.

II. REVIEW OF LITERATURE

Various research findings were cited keeping in light of all the variables and their interplay between each other.

Three Component Model of Organizational Commitment

A foundational study by Mowday, Steers, and Porter (1979) predates the TCM and introduces the Organizational Commitment Questionnaire (OCQ), emphasizing affective commitment as a psychological attachment. It laid the groundwork for later multidimensional models and remains influential in measuring employee loyalty and identification with organizational goals.

Meyer & Allen (1991) introduced the foundational Three Component Model (TCM), distinguishing affective (emotional attachment), continuance (cost-based), and normative (obligation-based) commitment. They argued that these components predict different work outcomes and have distinct antecedents. Allen & Meyer (1996) examined how HR practices influence the three commitment types. Results showed developmental and participative HR strategies fostered affective and normative commitment but had no impact on continuance commitment. Jaros (1997) tested the factor structure and validity of the TCM in multiple settings. He supported the multidimensional nature of commitment and found affective commitment most strongly predicted job satisfaction and intent to stay. In a study conducted later, in the form of a meta-analysis of TCM, finding suggested that affective commitment consistently predicted performance and retention, while continuance commitment showed weak or inconsistent effects. Normative commitment was moderately linked to tenure and job satisfaction (Meyer et al. 2002).

A study critiqued the TCM by arguing that it conflates distinct attitudinal constructs Solinger (Olffen, & Roe

2008). Using Eagly and Chaiken's attitude-behavior model, the authors suggest that affective commitment reflects an attitude toward the organization, while normative and continuance commitment relate to behavioral intentions. They propose a reconceptualization for better predictive validity.

Meyer, Stanley, and Parfyonova (2012) explored cultural differences, suggesting that the salience of each commitment type varies across collectivist and individualist contexts. Normative commitment was more prominent in collectivist cultures.

Some authors argued that commitment should be viewed as a unidimensional construct focused on a target, rather than multiple components (Klein, Molloy, & Brinsfield, 2012). They critique the TCM for its conceptual ambiguity and propose a target-based approach that distinguishes commitment from related constructs like engagement and identification. Yamamoto (2024) through comparative analysis of TCM-1991 and TCM-2001 highlighted the limited integration of behavioral commitment in both models. The study emphasizes the need to consider the interaction of attitudes, behaviors, and situational conditions, offering a fresh perspective for future commitment research.

Self Determination Theory and Intrinsic-Extrinsic Motivation

Deci & Ryan (1985) introduced Self Determination Theory (SDT), positing that motivation exists along a continuum from intrinsic to extrinsic. In the workplace, autonomous motivation predicts engagement, well-being, and performance. reviewed SDT in organizational settings and found that satisfaction of basic psychological needs (autonomy, competence, relatedness) facilitates internalization of extrinsic goals and enhances autonomous motivation (Gagné & Deci 2005).

Ryan & Deci (2000) differentiated types of extrinsic motivation and argued that more internalized forms (e.g., identified, integrated) can still lead to positive outcomes when autonomy is supported. Van den Broeck et al. (2010) empirically validated SDT at work, showing that autonomous motivation is positively linked with job satisfaction and negatively with emotional exhaustion, while controlled motivation showed opposite trends.

Fernet et al. (2010) applied SDT to burnout and found that autonomous motivation is negatively associated

with burnout, suggesting that intrinsic and well-internalized extrinsic motivation may act as buffers against stress. Tremblay et al. (2009) developed and validated the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) based on SDT. The scale measures six types of motivation and showed strong internal consistency and construct validity across workplace contexts.

Gillet et al. (2012) used WEIMS in a French workforce and found a clear two-factor structure for autonomous and controlled motivation. Higher autonomous motivation predicted job satisfaction and engagement. Howard et al. (2016) tested WEIMS across different cultures and supported its factorial validity, though they noted that cultural norms may influence responses to extrinsic motivation items. Fernet et al. (2014) linked WEIMS scores with burnout in teachers. They found that intrinsic and identified regulation negatively predicted emotional exhaustion, while external regulation and amotivation predicted higher stress. Vallerand & Ratelle (2002) emphasized the importance of multidimensional assessments like WEIMS to capture the nuanced spectrum of workplace motivation, especially in relation to self-determined regulation.

Association between Organizational Commitment and Motivation

Meyer et al. (2004) found that intrinsic motivation was positively associated with affective commitment, while extrinsic motivation showed no consistent relationship with commitment dimensions. Gagné et al. (2010) reported that autonomous motivation was significantly correlated with affective and normative commitment, but not with continuance commitment, suggesting that voluntary engagement drives deeper loyalty.

Fernet et al. (2009) observed that external motivation and amotivation correlated negatively or neutrally with all forms of commitment, while internal motivation significantly predicted affective commitment. Their findings further suggested that fostering autonomy, mastery, and purpose in work roles can enhance affective commitment. Conversely, those driven primarily by external rewards or experiencing amotivation often showed weaker ties to organizational values and goals. These patterns highlight the importance of designing roles and recognition systems that cultivate internal drivers to

strengthen long-term employee engagement. Milyavskaya & Koestner (2011) found that employees with self-concordant (autonomous) goals showed stronger affective and normative commitment. Controlled goals, by contrast, were unrelated to any form of commitment. Choi (2006) explored motivational and cultural predictors of commitment and found that collectivist values moderated the relationship, strengthening the link between intrinsic motivation and normative commitment. Mohapatra, Sahoo, and Das (2025) emphasized that in light of the fierce competition in business today, maintaining the relationship between employers and employees is essential. A strong employer-employee bond fosters trust, engagement, and loyalty—key pillars of the Employee Retention Model. When organizations invest in meaningful communication, recognition, and career development, employees are more likely to remain committed and productive. Retention strategies that align with employees' values and aspirations not only would reduce turnover but also enhance organizational stability and long-term performance.

Research Gap

While existing studies have explored the Three-Component Model of organizational commitment and various forms of motivation, few have examined their interplay in diverse cultural and generational contexts, particularly within Indian workplaces. Most research tends to isolate motivation or commitment rather than investigating their dynamic relationship. Additionally, the impact of internal versus external motivation on specific commitment types affective, continuance, and normative remains underexplored. There is also limited empirical evidence on how these motivational drivers vary across gender and generational cohorts. This gap presents an opportunity to deepen understanding and develop tailored retention and engagement strategies.

III. METHOD

Objectives

- i. To explore correlation between affective organizational commitment and internal motivation.
- ii. To explore correlation between affective organizational commitment and external motivation.

- iii. To explore correlation between continuance organizational commitment and internal motivation.
- iv. To explore correlation between continuance organizational commitment and external motivation.
- v. To explore correlation between normative organizational commitment and internal motivation.
- vi. To explore correlation between normative organizational commitment and external motivation.

Variables in the study

- a) Internal Motivation = Intrinsic + Integrated + Identified Regulation
- b) External Motivation = Introjected + External Regulation + Amotivation
- c) Affective Organizational Commitment
- d) Continuance Organizational Commitment
- e) Normative Organizational Commitment

Hypotheses

- H1 There would a significant positive correlation between affective commitment and internal motivation.
- H2 There would be a weak correlation between affective commitment and external motivation.
- H3 There would a significant positive correlation between continuance commitment and external motivation.
- H4 There would be a weak correlation between continuance commitment and internal motivation.
- H5 There would a moderate positive correlation between normative commitment and internal motivation.
- H6 There would a moderate positive correlation between normative commitment and external motivation.

Sample

150 employees from private sector companies with a minimum experience of 2 years were the participants in the study. Graduation was the minimum education criteria for their inclusion. Also, good comprehension of English was an additional criterion since the questionnaires were self-reporting in nature.

Rationale

The study was undertaken to explore the relationship between organizational commitment and work motivation of employees. The study also aimed to check the association between three types of commitment defined as Three-Component Model (affective, normative and continuance) and intrinsic and extrinsic motivation based on the Self-Determination theory.

Research Tools

Two questionnaires were used in this study which are explained as following

a) Work Extrinsic and Intrinsic Motivation Scale by Tremblay et al. (2009).

The WEIMS, developed by Tremblay et al. (2009), is an 18-item scale grounded in Self-Determination Theory. It measures six types of work motivation (intrinsic, integrated, identified, introjected, external, and amotivation). The scale has demonstrated high internal consistency ($\alpha = .70$ to $.86$ for subscales) and strong construct validity across occupational settings.

b) Organizational Commitment Questionnaire (OCQ) by Allen and Meyer (1991).

The OCQ, developed by Meyer and Allen (1991), assesses three dimensions of organizational commitment: affective, continuance, and normative. Each dimension typically includes 8 items measured on a Likert scale. The instrument has shown good reliability ($\alpha > .70$ for all subscales) and consistent factor structure across cultures and industries.

Procedure

All the participants were given the necessary information related to both the questionnaires along with instructions. They also filled a consent form about willing participation in the study. They were told to give honest and quick responses to both the questionnaires. They were also assured of maintaining their privacy and confidentiality intact.

Research Design

This study employed a quantitative, cross-sectional correlational research design. Data were collected at a single point in time using standardized self-report instruments the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) and the Organizational Commitment Questionnaire (OCQ). The design enabled examination of the strength and direction of

relationships between types of motivation and organizational commitment, and whether these relationships varied by gender. No experimental manipulation was involved.

IV. DATA ANALYSIS AND INTERPRETATION

The data collected from 150 participants was analysed using both descriptive and inferential measures. The observed trends in the descriptive measures were as follows

Table 1. Descriptive Trends in the Data

	IM	EM	AC	CC	NC
N	150	150	150	150	150
Mean	48.7	47.8	38	35.4	34.7
Median	47	48	39	35	34
Standard deviation	9.34	9.07	7.12	6.37	4.56
Minimum	30	27	16	15	23
Maximum	72	72	56	54	48

Thus, employees scored slightly higher in internal motivation compared to external variant. The divergence in the data was also nearly equal. For internal motivation, highest mean was obtained for identified regulation, followed by integrated and least was obtained for intrinsic sub category. Whereas, for external motivation highest mean was obtained for introjected motivation, followed by external regulation and least was obtained for amotivation.

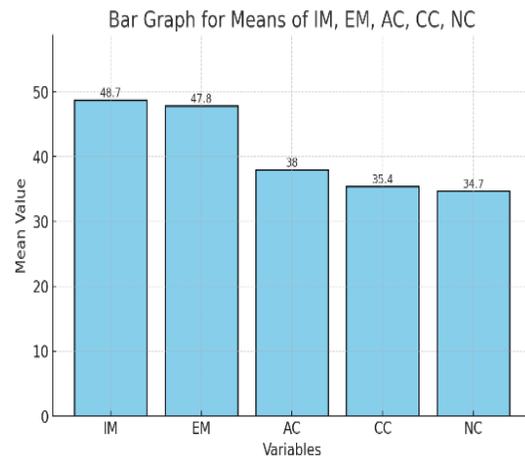


Figure 1. Bar Graph for Means of Types of Commitment and Motivation

In case of organizational commitment, highest mean was obtained for affective commitment followed by continuance and normative commitment. even the divergence in the data followed the same trend.

For inferential measures, the data was subjected to Pearson’s correlation coefficient. Following table describes the correlation between different types of commitment with internal and external motivation.

Table 2. Correlation Matrix of types of organizational commitment and work motivation

Correlation Matrix						
		AC	IM	EM	CC	NC
AC	Pearson's r	—				
	df	—				
	p-value	—				
IM	Pearson's r	0.343	—			
	df	148	—			
	p-value	< .001	—			
EM	Pearson's r	0.079	0.394	—		
	df	148	148	—		
	p-value	0.336	< .001	—		
CC	Pearson's r	0.161	0.212	0.144	—	
	df	148	148	148	—	
	p-value	0.05	0.009	0.079	—	
NC	Pearson's r	0.341	0.14	0.03	0.067	—
	df	148	148	148	148	—
	p-value	< .001	0.087	0.714	0.419	—

A significant positive correlation was found between affective organizational commitment and internal motivation which was found resulting in H1 being retained. In case of affective commitment and external motivation, a weak positive correlation was found resulting in H2 being retained.

The correlation between continuance commitment and external motivation was found to be moderate but not significant enough resulting in rejection of H3. However, a different trend was observed for continuance commitment and internal motivation where a moderate but significant correlation was found too thus rejecting H4.

In case of normative commitment, it showed positive but weak correlation with internal as well as external motivation though it was slightly on a stronger side for internal motivation. These findings helped in retaining H5 as well as H6.

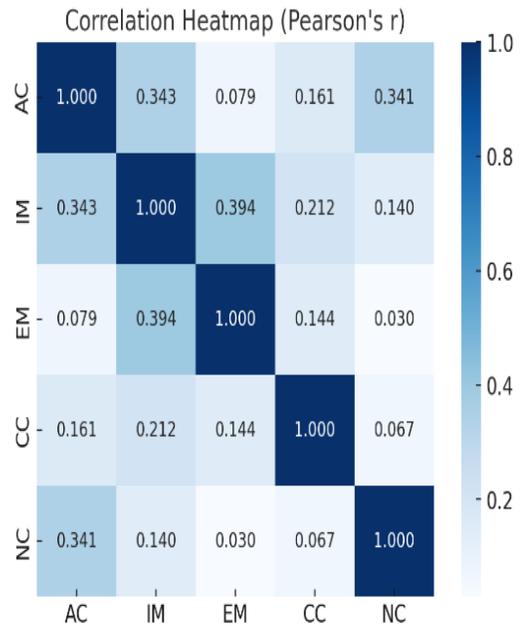


Figure 2. Correlation among all the Variables

The present study aimed to explore the relationships between work motivation types internal and external and the three forms of organizational commitment: affective, continuance, and normative. Consistent with Self-Determination Theory (Deci & Ryan, 1985), internal motivation was significantly and positively associated with affective commitment. This suggests that employees who are driven by personal interest, enjoyment, or aligned values are more likely to feel emotionally attached to their organization.

Surprisingly, internal motivation was also significantly associated with continuance commitment. This contradicts theoretical expectations, as continuance commitment is traditionally viewed as reflecting a need to stay due to lack of alternatives or high costs of leaving factors typically driven by external contingencies. One possible explanation is that highly intrinsically motivated employees may also perceive high personal investment in their roles, which could increase the perceived cost of leaving even if their motivation is internally driven.

External motivation, as expected, showed no significant correlation with affective or normative commitment. However, its marginal association with continuance commitment suggests that extrinsic factors may play a limited role in employees' perceptions of staying due to necessity. Normative commitment did not significantly correlate with either internal or external motivation, indicating that moral obligation to stay with an organization may be influenced by factors outside of the internal external motivation continuum, such as cultural norms or organizational values.

Overall, the findings provide partial support for the expected relationships based on Self-Determination Theory and existing organizational commitment literature. Future research could explore moderating variables such as cultural context, job type, or tenure, which may help clarify the unexpected relationships particularly the positive link between internal motivation and continuance commitment.

V. CONCLUSION AND SUGGESTIONS

This study explored the relationship between internal and external work motivation and the three components of organizational commitment affective, continuance, and normative using a sample of

employees from diverse backgrounds. Results indicated that internal motivation was significantly and positively associated with affective and continuance commitment, while external motivation showed no meaningful correlation with any commitment dimension. These findings support Self-Determination Theory's assertion that autonomous motivation fosters deeper organizational attachment. Gender did not significantly influence the levels or relationships among the variables, suggesting similar motivational-commitment patterns across male and female employees. The results highlight the importance of cultivating intrinsically rewarding work environments to strengthen employees' emotional and rational ties to their organizations. Organizations seeking to boost commitment should prioritize meaningful tasks, autonomy, and personal growth. Future research could explore longitudinal changes or cultural differences in these dynamics.

Conflict of Interest

The authors declare no conflict of interests.

Ethical Consideration

Informed consent was obtained from all the participants in this study and no force, coercion or harm was inflicted on any of the participants.

REFERENCES

- [1] Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- [2] Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252–276. <https://doi.org/10.1006/jvbe.1996.0043>
- [3] Bhuian, S. N., & Islam, M. S. (1996). Continuance commitment and extrinsic motivation: A theoretical linkage. *Journal of Business and Psychology*, 11(1), 65–74. <https://doi.org/10.1007/BF02278259>

- [4] Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120(2), 235–255. <https://doi.org/10.1037/0033-2909.120.2.235>
- [5] Chib, S. (2016). Organizational commitment: A review of the literature. *International Journal of Research in Management and Business Studies*, 3(1), 36–40.
- [6] Chigeda, A., Mutambara, E., & Manjengwa, R. (2022). An evaluation of factors influencing organizational commitment. *Journal of Human Resource and Sustainability Studies*, 10(1), 45–58.
- [7] Choi, J. N. (2006). Multilevel and cross-level effects of workplace attitudes and group member relations on interpersonal helping behavior. *Human Performance*, 19(4), 383–402. https://doi.org/10.1207/s15327043hup1904_5
- [8] Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior. Springer.
- [9] Fernet, C., Gagné, M., & Austin, S. (2010). When does quality of motivation predict employee burnout? *The Journal of Organizational Behavior*, 31(1), 66–88. <https://doi.org/10.1002/job.694>
- [10] Fernet, C., Senécal, C., Guay, F., Marsh, H., & Dowson, M. (2008). The Work Tasks Motivation Scale for Teachers (WTMST). *Journal of Career Assessment*, 16(2), 256–279. <https://doi.org/10.1177/1069072707305764>
- [11] Fernet, C., Trépanier, S. G., Austin, S., Gagné, M., & Forest, J. (2014). Transformational leadership and optimal functioning at work: On the mediating role of employees' perceived job characteristics and motivation. *Work & Stress*, 29(1), 11–31. <https://doi.org/10.1080/02678373.2014.1003998>
- [12] Gagné, M., Chemolli, E., Forest, J., & Koestner, R. (2008). A test of self-determination theory in the workplace. *Motivation and Emotion*, 32(4), 247–263. <https://doi.org/10.1007/s11031-008-9117-z>
- [13] Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331–362. <https://doi.org/10.1002/job.322>
- [14] Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2010). The motivation at work scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70(4), 628–646. <https://doi.org/10.1177/0013164409355698>
- [15] Gillet, N., Vallerand, R. J., Lafrenière, M.-A. K., & Bureau, J. S. (2012). The mediating role of positive and negative affect in the situational motivation–performance relationship. *Motivation and Emotion*, 36(4), 465–479. <https://doi.org/10.1007/s11031-011-9270-4>
- [16] Howard, J. L., Gagné, M., & Bureau, J. S. (2016). Testing a continuum structure of self-determined motivation: A meta-analysis. *Psychological Bulletin*, 142(12), 1343–1374. <https://doi.org/10.1037/bul0000089>
- [17] Jaros, S. J. (1997). An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions. *Journal of Vocational Behavior*, 51(3), 319–337. <https://doi.org/10.1006/jvbe.1995.1553>
- [18] Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual Review of Psychology*, 63, 341–367. <https://doi.org/10.1146/annurev-psych-120710-100511>
- [19] Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376–407. <https://doi.org/10.1037/0033-2909.127.3.376>
- [20] Klein, H. J., Molloy, J. C., & Brinsfield, C. T. (2012). Reconceptualizing workplace commitment to redress a stretched construct: Revisiting assumptions and removing confounds. *Academy of Management Review*, 37(1), 130–151.
- [21] Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6),

- 1854–1884.
<https://doi.org/10.1177/0149206315575554>
- [22] Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 485–516. <https://doi.org/10.1146/annurev.psych.55.090902.142105>
- [23] Maertz, C. P., & Griffeth, R. W. (2004). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. *Journal of Management*, 30(5), 667–683. <https://doi.org/10.1016/j.jm.2004.04.001>
- [24] Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551. <https://doi.org/10.1037/0021-9010.78.4.538>
- [25] Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- [26] Meyer, J. P., Stanley, D. J., & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of Vocational Behavior*, 80(1), 1–16. <https://doi.org/10.1016/j.jvb.2011.07.002>
- [27] Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior*, 77(2), 323–337. <https://doi.org/10.1016/j.jvb.2010.04.007>
- [28] Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review*, 20(4), 283–294. <https://doi.org/10.1016/j.hrmr.2009.09.001>
- [29] Milyavskaya, M., & Koestner, R. (2011). Psychological needs, motivation, and well-being: A test of self-determination theory across multiple domains. *Personality and Individual Differences*, 50(3), 387–391. <https://doi.org/10.1016/j.paid.2010.10.029>
- [30] Mohapatra, S. K., Sahoo, S., & Das, S. K. (2025). Employee relationship management and employee performance: An impact study. *Sruti Management Review*, 18(1), 94–105. <https://doi.org/10.63340/samt/1006>
- [31] Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247.
- [32] Pinder, C. C. (2008). *Work motivation in organizational behavior* (2nd ed.). Psychology Press.
- [33] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- [34] Robbins, S. P., & Judge, T. A. (2003). *Organizational behavior* (10th ed.). Pearson Education.
- [35] Robbins, S. P., & Judge, T. A. (2015). *Organizational behavior* (16th ed.). Pearson Education.
- [36] Ryan, R. M. (1995). Psychological needs and the facilitation of integrative processes. *Journal of Personality*, 63(3), 397–427. <https://doi.org/10.1111/j.1467-6494.1995.tb00501.x>
- [37] Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78. <https://doi.org/10.1037/0003-066X.55.1.68>
- [38] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- [39] Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>
- [40] Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic

- approach. *Journal of Happiness Studies*, 3(1), 71–92.
<https://doi.org/10.1023/A:1015630930326>
- [41] Solinger, O. N., Olffen, W. V., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. APA PsycNet
- [42] Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293.
<https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- [43] Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work Extrinsic and Intrinsic Motivation Scale: Its value for organizational psychology research. *Canadian Journal of Behavioural Science*, 41(4), 213–226.
<https://doi.org/10.1037/a0015167>
- [44] Van den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2010). Capturing autonomy, competence, and relatedness at work: Construction and initial validation of the Work-related Basic Need Satisfaction scale. *Journal of Occupational and Organizational Psychology*, 83(4), 981–1002.
<https://doi.org/10.1348/096317909X481382>
- [45] Vallerand, R. J., & Ratelle, C. F. (2002). Intrinsic and extrinsic motivation: A hierarchical model. In E. L. Deci & R. M. Ryan (Eds.), *Handbook of self-determination research* (pp. 37–63). University of Rochester Press.
- [46] Yamamoto, T. (2024). Reconsidering the potential of commitment phenomenon through a critical lens. *International Journal of Social Science and Humanity*, 14(6), 267–273. PDF