

IMPACT OF ELEMENTS OF MOTIVATION ON EMPLOYEE COMMITMENT WITH REFERENCE TO BPO SECTOR

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ABSTRACT

Organizational commitment is the individual's psychological attachment to the organization. Encouraging employees to work and make them committed towards organization to achieve organizational goals and objectives is one of the significant challenges for any management. The main objective of this paper is to study the overall impact of some selected elements of employee motivation on employee commitment with special reference to BPO sector. This paper also tries to find out the relationship between different elements of motivation like wage/salary, recognition, employee benefits, supervisory support and promotion with employee commitment. The primary data for the study was collected using a standardized questionnaire. Sample consists of 100 employees of different level working in BPO selected through convenience sampling technique. Pearson correlation and regression were carried out for analysis of data with the help of SPSS. The statistical result demonstrated that employee motivation have significant positive relationship with employee commitment and also have overall 35.6% impact on employee commitment

Keywords : BPO, Commitment, Motivation, Recognition, Supervisory support.

INTRODUCTION

Business Process Outsourcing (BPO) is a booming segment of ITES industry that is receiving significant attention from Government, business, as well as from the academia. BPO is basically formulated to outsource processes to a third party that are not core to a company but are necessary in its everyday operations (Nassimbeni

and Sartor, 2008; Willcocks and Lacity, 2009). India has the most number of BPO companies in the world and consequently the most studies and researches made on this subject. With the sustained growth of this industry, BPOs are now receiving considerable academic attention dealing with multiple aspects like work conditions, organizational environment and specific organization & work-related issues. In BPO industry, organizations struggle to find and keep the right people for the job due to their specific work culture, which is why motivating workers has become a vital part of the business. Unusual working hours, a monotonous job, stress and burnout, as well as little or no opportunities to grow are the main reasons behind high attrition rates in outsourcing companies. High attrition rates is something that an organisation definitely don't want, since it causes unforeseen expenses and sometimes may even lead to crushing the entire business venture (Deloitte, 2012; Kannan, 2008). Therefore, it is vital for a BPO industry to find out what job outcomes and motivating factors will help their workforce to retain in the organisation.

The success or failure of an organization is closely related to the effort and motivation of its employees motivation (Stamper & Van Dyne, 2003). Employee motivation is the combination of fulfilling the employees' needs and expectations from work. Employee motivation is the predictor of the employee commitment and it is the challenge for many organisations to figure out how to enhance employee motivation and how to create a work environment in which an employee feel motivated towards organisation to gain commitment (Ryan & Deci, 2000). Committed employees bring added value to the organisation through their determination, proactive support, relatively high productivity and awareness of quality. Committed employees, display positive behaviour within organisations, are more likely to positively refer the company to contacts and are further more likely to adopt the organisation's vision and goals, both professionally and personally (Meyer & Herscovitch, 2002). Research has shown that motivated employees tend to be far more productive, better skilled, and willing to learn new skills than unmotivated workers. They also tend to have better attendance records, stay in their jobs longer, and are more likely to seek creative solutions to work problems.

The Indian information technology enabled services (ITES) sourcing industry is on a high momentum path, which has come with its own and is facing unprecedented challenges from its core constituents i.e., employee (Bhatnagar, 2007; Messner, 2010). Attrition in India's services sourcing industry has become an expensive phenomenon, potentially impacting the bottom line of these professional services businesses, where people are the most important assets (Kannan, 2008); understanding the influencing factors of employee commitment and its active management has therefore become especially important. ITES service providers in India show that they have already begun to treat attrition and employee commitment as a business problem – and not just as one of many human resource

management problems (Adachi et al., 2012). The purpose of this paper is therefore to examine the linkages between elements of motivation (motivator) and employee commitment in India's IT enabled services sourcing industry; to date and to the author's knowledge, there has been little research in this direction to this particular industry segment and geography that directly links both constructs.

LITERATURE REVIEW

Motivation is defined as a force which was generated in an employee due to internal and external factors. This energetic force leads towards commitment with the work and work-related behaviour is generated. Further this force also describes the magnitude of work-related behaviour. Motivation is the force that ignites, directs and maintains our behaviour (Bartol and Martin, 1998). The definition has three key components. The first is *ignition*, is the initial feeling of interest that a person has towards achieving a set goal. The second is *direction*, is the set of actions that people will take in order to achieve their goal. Direction is influenced by what an individual most desires to do. The third is maintenance of the behaviour until the goal is achieved. Maintenance equates to how much an individual is willing to stay in that direction when difficulties arise. Therefore it is crucial for the managers to find the particular forces that can maximize the work-related behaviour of their employees. Employee motivation contributes an important role in overall success of every organization. It is necessary that strong and effective motivation at various levels must be more comprehensible in order to satisfy employees and make them committed to their jobs (Salleh 2016).

Motivated employees aware of the objectives to be accomplished and their efforts at attaining the target. They also feel less pressure, love their work and have a better physical and mental health which helps people to energize their thinking, reducing eagerness and overcome negative emotional reactions. (Clark 2003). Motivation is of high significance in work environment, motivation at workplace would require the Management to provide its staff with opportunities that would inspire the staff to make an effort and raise their level of commitment. which can help to increase the productivity & organisational effectiveness.

According to Bassy (2002), an organisation has to be aware of what motivates and satisfies the employees at work to stimulate them to perform their job as best as possible. A person who is satisfied with his/her work may show a high commitment level and invest much efforts towards the achievement of the organisation's goal and will not easily give up job (Jawahar & Dean (2007).

As defined by Porter et al (1974) commitment "refers to attachment and loyalty". It is the relative strength of the individual's identification with, and involvement in a particular organization. It consists of three factors: (1) a strong desire to remain a member of an organization; (2) a strong belief in, and acceptance of the values and

goals of an organization; and (3) the readiness to exert considerable effort on behalf of the organization.

According to Meyer (1990) Organization commitment is defined as the employees' feeling of obligation to stay with the organization. Organizational commitment is a multinational construct in which an employee exerts effort, show congruency with value and goals of organization and have a desire to organizational membership (Brown 2003). Commitment is the kind of bond among organization and employee in which he/she is working [Buchanan 1974]. The bond strength is dependent on different factors. Organizational commitment, which is the dependent variable in this study, has been the focus of many researchers. A well-known model proposed by Allen and Meyer (1990) proposes that there are three components of organizational commitment, namely, affective, continuous and normative commitment. As described by Allen and Meyer, the affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. The continuous commitment refers to commitment based on the costs that the employee associates with leaving the organization. The normative commitment refers to the employee's feeling of obligation to remain with the organization. Employee who is highly committed towards his or her organisation can be said to be productive, stable and always strives towards fulfilling the organization's needs as opposed to the less committed members (Jawahar & Dean (2007).

Perry and Wise (as cited in Mann 2006) gave three types of motives which encourage people to work. These are rational, norm based and affective motives (Mann 2006). Rational motives are concerned with self-interest, norm based motives encourage behaviours oriented to the public interest while affective motives concern willingness to help other people. Milkovich et al. (2005) offered an alternative way to understand motivation (1) what is important to a person, and (2) offering it in exchange for some (3) desired behaviour.

Motivation of employees in the work place still remains one of the sensitive subjects that determine the level of input that employee will put in the organization to remain committed to the workplace. This means that motivation either intrinsic or extrinsic contribute to employee commitment towards the organisation which ultimately help them to improve their performance & productivity. The challenge and dilemma for many managers is how to create this type of motivation to encouraging employees to work and be committed to organization toward achieving organizational goals and objectives (Floyd & Wooldridge, 1994, Guth & Macmillan, 1986, Dieleman and Toonen, 2006).

Lawler (2003) accentuate that in the twenty-first century, treating people right is not an option but a necessity. Motivation is not a simple concept; instead motivation

pertains to various drives, desires, needs, wishes and other forces. Managers motivate by providing an environment that induces organisation members to contribute towards success. According to Maslow (1943) theory of motivation, employee can only be committed when their needs are met and fulfilled by their organizations. He arranged needs into an hierarchy of five categories starting from the basic needs which is physiological needs includes food, clothing, shelter, water, and sex, security needs includes job security, protection of life and property, social includes need for affection, friendship, and sense of belonging, esteem needs includes need for recognition, accomplishment, achievement, and self-respect, and the last is self-actualization needs includes need for an employee to reach his/her highest potential at workplace in conquering his/her environment.

One of the basic conditions of employment to satisfy and fulfil these human needs at work organizations is monetary reward i.e., wages and salaries. Monetary rewards are something given or obtained in return for work done or service rendered. Pay is obviously an important element and has been considered as the most important reward to motivate the behaviour of employees (Taylor, 1911). Managers use money to attract, retain, and motivate employees and achieve organizational goals (Milkovich and Newman, 2002). Pay makes continuation of the employment relationship worthwhile because there is mutual dependence. Organisations that add on benefits are establishing the foundation for richer forms of commitment by producing a need for the relationship.

Vroom (1964) asserts that the expectation (reward) of employees on task performed motivates and encourages them to be committed. Thus, the higher the expectation of workers, the greater is the commitment. Providing an employee with a satisfactory pay package is important to the operations of an organization. If employees do not feel they are being treated fairly, they will act to reduce the tension caused by inequity because of which individual may come in late, miss work altogether or quit the job. If the employee is a strong performer, none of these activities benefit organizational operations.

Equity theory (Adams, 1965) suggests that individuals are interested in maintaining fairness in their relationships with organizations. Fairness is determined by social comparison (Festinger, 1957) based on a social exchange (Homans, 1961). The exchange takes place between the individual and the organization. The individual examines the ratio of what is received from the organization (outputs) to what is contributed to the organization (inputs). Outputs include pay, time-off, benefits, and recognition, while inputs include experience, tenure, effort, and education. Once the ratio is determined, the individual compares his or her ratio to a referent other's ratio. The more similar the ratios are, the greater the satisfactions which may improve the commitment part of an employee towards the organization. Equity theory also suggests that once an attitude regarding pay is formed, this attitude will cause individuals to act in

certain ways, either maintaining their current behavior or changing their behavior in order to reach a state of satisfaction. A critical part of process of developing self-esteem and self-worth lies in the nature and levels of recognition accorded to the achievement of particular goals. The need for recognition itself therefore becomes a drive. Individuals tend to pursue goals that will be recognized and valued by those whose opinions and judgment are important to them: family, friends, peers and social groups, as well as work organizations. Many researches claimed that employee engagement is positively linked to employee motivation and employee commitment, According to Gallup Poll, nearly 70 percent of all employees are disengaged, leaving only about one-third of the workforce actively participating in their jobs at full production because of low salaries and limited employee benefit programs that don't offer much in terms of compensation, The inability to provide meaningful tasks, rewarding projects, or upward mobility in careers and long term problems with poor management practices and other negative corporate culture norms which hamper the motivation level of employee and influence their commitment.

According to CIPD, Employees who have good quality jobs and are managed well, will not only be happier, healthier and more fulfilled, but are also more likely to drive productivity, better products or services, and innovation. This mutual gains view of motivation and people management lies at the heart of employee engagement. This factsheet examines the nature of employee engagement, its relationship to motivation, well-being and other aspects of working life and how employers can increase it. It provides advice on how to build a motivated, engaged workforce by understanding the principles learnt from research, ways of measuring engagement, harnessing the support of senior leaders and line managers, and making employee engagement efforts organisation-specific. Employee benefits is defined as any form of compensation provided by the organization other than wages or salaries that are paid for in whole or in part by the employer. According to Herzberg's two factor theory (motivation and hygiene), an employee benefits programme was a necessary and sufficient working condition. The hygiene factor will affect employees' work-motivation and thus productivity (Hong et. Al., 1995).

Thus the employee benefits become essential if employee satisfaction to be maintained and employee commitment is to be increased. Research into employee benefits and organizational commitment is becoming more important because some researchers have examined the relationship between them (Christoph, 1996) and also the relationship between employee benefits and motivation and productivity (Hong, et al., 1995).

Broad (2007) said that tangible incentives like rewards and recognition encourages employees to "think smart" and to support both quality and quantity in achieving goals. According to Andrew (2004), rewards and recognition makes the employees

to stay committed to the organization. Lawler (2003) argued that the prosperity and survival of the organizations relies on how the human resource is treated.

Carter et al. (2011) stated the three factors affecting motivation include information, reward, and personal elements. He also states that employees should be motivated and encouraged by providing some special allowance, fringe benefits referring to their good performance and specific skills, which ultimately will increase the job commitment of the employees. Other payments in the organization can be counted as the monetary structure of an organization. Brown and Sheppard (2012) believe that money is the most stimulating strategy for employees in achieving higher productivity. It leads to expressing feelings like safety, power, prestige, social status, reaching goals and achievements.

According to the Gallup survey findings employees who are unhappy with their supervisors are more likely to leave their departments. Of those who remain, unhappy are more apt to be absent, suffer more symptoms of fatigue, burnout or anxiety and less likely to identify with organizational goals. On the other hand, happy, motivated employees tend to find their jobs more pleasurable, support organizational goals and objectives, and use less sick time. The ways that supervisors respond to employees' concerns can have a profound impact on morale and motivation. Motivational focus affects how we approach life's challenges and demands. But leaders keen to be more effective in their jobs and to help others reach their full potential may find navigating the personality minefield a challenge.

Relationship with the boss or supervisors is of huge importance, as one of the major reasons for employees leaving the organization has been attributed to their incompatibility with the boss. Back in 1999, Buckingham and Coffman wrote: "People leave managers, not companies." – Still, it seems that a lot of managers choose to ignore this and leave everything to chance, which most times doesn't end up well for the company itself. Supervisory support enhances transfer of motivation at the individual and team levels.

When employees feel that their supervisor values their contributions and care about their well-being (Kottke et. Al., 1988). This is equivalent to their supervisor affirming their job performance, which in turn makes employees feel a sense of achievement and recognize their value of existence. May et al (2004) indicated that supervisor support enables employees to feel that they are situated in an environment where they can work at ease and obtain feedback. Such perception boosts employees' confidence in completing a job, enhances employees' perception toward mutual support, increases their courage to take risks or even make mistakes and also encourages them to show agentic behaviour. Furthermore, a supportive supervisor generally prefers to establish a high-quality leader-member exchange (LMX) relationship, which elevates employees' sense of belongingness and

heightens their perception that they are capable of influencing the environment and hold greater control over their actions [Fox et al 2006]. Support from supervisor can indeed satisfy the basic psychological needs of the employees.

Self-regulation focused on advancement or promotion. Every year, employees in an organization eagerly wait for the day when their efforts and achievements during the previous year would be evaluated and appreciated. Incentives, rise in salary, employee benefits etc. given to employees gives them a tremendous sense of satisfaction. But the most important motivating factor, which rejuvenates an employee with more enthusiasm and responsibility, is promotion. Promotion means growth and rise up the professional ladder. Lack of promotion for a long time is taken an absence of recognition. Some organizations give impressive designations to please their employees as a part of succession planning at the top management. But some companies strictly keep senior level positions for personnel with professional employee attitude or management qualifications, especially to limit the number of aspirants. Promotion-focused employees see their goals as creating a path to gain or advancement and concentrate on the rewards that will accrue when they achieve them. They are eager and they play to win. Promotion-focused people as those who are comfortable taking chances, who like to work quickly, who dream big, and think creatively.

From the literature as mentioned above, it is clear that employee commitment is connected to different elements of motivation. Some of the important elements have been selected from these studies to fulfil the following objectives.

SIGNIFICANCE OF THE STUDY

1. This study will provide insight on which elements of motivation is influencing more to the employee commitment level, so that organisations can improve the same.
2. This study will also help to gain insights on the importance of employee motivation and its relationship and significance with organisational commitment.
3. This study will also try to generate data that may be used to develop a model to prompt further research in this area.

OBJECTIVES OF THE STUDY

1. To establish a relationship between elements of employee motivation and employee commitment.

2. To study the impact of different elements of employee motivation on employee commitment.

RESEARCH HYPOTHESIS

For this study, following hypotheses have been developed to test:

- H₁**: There is significant relationship between Wage/salary and Employee Commitment.
- H₂**: There is significant relationship between Promotion and Employee Commitment.
- H₃**: There is significant relationship between Recognition and Employee Commitment.
- H₄**: There is significant relationship between Employee Benefits and Employee Commitment.
- H₅**: There is significant relationship between Supervisor Behaviour and Employee Commitment.
- H₆**: There is significant impact of Wage/salary, Promotion, Recognition, Employee Benefits and Supervisor Behaviour on Employee Commitment.

RESEARCH METHODOLOGY

Research Framework

In this study elements of employee motivation i.e., wage/salary, promotion, recognition, employee benefits and supervisory support have been considered as independent variables and employee commitment has been considered as dependent variable.

Methodology for Data Collection

Both primary & secondary data have been used. Primary data has been collected through a questionnaire. Secondary sources used were journals, research papers and articles

Measurement Items

The questionnaire, as developed has two sections related to the different elements of employee motivation and employee commitment. Scale of employee motivation consists of 18 questions related to wage/salary, promotion, recognition, benefits & supervisory behaviour where as scale of employee commitment consists of 11 items.

Sampling Technique

Convenience sampling has been adopted for this study.

Sample Size

The sample size for data collection is 100. Sample includes employee of BPO sector.

DATA ANALYSIS TOOLS & TECHNIQUE

For the purpose of analysis of data, correlation & regression analysis technique has been done with the help of IBM-SPSS software.

RESULT & ANALYSIS

Demographic analysis

Table 1 depicts the demographic analysis of the sample. It shows that out of total 100 respondents, 54 are male and 46 are female. According to the age wise category of respondents, there are 43 respondents in the age-range 20-29 years, 42 respondents are of age-range 30-39 years, 13 respondents are from 40-49 years and rest 2 respondents are from 50-59 years .

Table 1 : Demographic Profile of Respondents

S.No	Category	No of respondent
Gender		
1	Male	54
2	Female	46
Total		100
Age		
1	20-29 yrs	43
2	30-39 yrs	42
3	40-49 yrs	13
4	50-59 yrs	2

HYPOTHESIS TESTING

Hypothesis 1: There is a significant relationship between wage/salary and employee commitment.

Table 2 indicates that Pearson Correlation Coefficient between wage/salary and employee commitment is 0.553 means a positive relationship between wage/salary and employee commitment.

As the corresponding p-value is less than 0.05 level of significance ($p= 0.000$), we accept the hypothesis 1 that there is statistically significant relationship between wage/salary and employee commitment.

Hypothesis 2: There is a significant relationship between promotion and employee commitment.

From the Table 2 we got a positive relationship between promotion and employee commitment since the Pearson correlation coefficient is 0.251. Further this correlation is statistically significant as p value less than 0.05 level of significance ($p=0.006$). Therefore, we accept the hypothesis 2.

Hypothesis 3: There is a significant relationship between recognition and employee commitment.

Table 2 also indicates that there is a positive relationship between recognition and employee commitment as the Pearson correlation coefficient is 0.540 and is significant at p value less than 0.05 ($p=0.000$). Therefore, we accept the hypothesis 3 that there is statistically significant relationship between recognition and employee commitment.

Table 2- Correlation between Elements of Motivation and Employee Commitment

EMPLOYEE MOTIVATION FACTORS		EMPLOYEE COMMITMENT
WAGE/SALARY	Pearson Correlation	0.553
	Sig. (2-tailed)	0.000
PROMOTION	Pearson Correlation	0.251
	Sig. (2-tailed)	0.006
RECOGNITION	Pearson Correlation	0.540
	Sig. (2-tailed)	0.000
BENEFITS	Pearson Correlation	0.360
	Sig. (2-tailed)	0.005
SUPERVISORY SUPPORT	Pearson Correlation	0.392
	Sig. (2-tailed)	0.003
		N=100

Hypothesis 4: There is a significant relationship between employee benefits on employee commitment.

From this Table 2 we also have received the Pearson correlation coefficient between benefits and employee commitment as 0.360. This indicates a positive relationship between these two variables.

Further their corresponding p value is significant at a level less than 0.05 ($p=0.005$). Therefore, we accept our hypothesis 4 and conclude that there is statistically significant relationship between employee benefits and employee commitment.

Hypothesis 5: There is a significant relationship between supervisor behaviour and employee commitment.

Table 2 indicates there is a positive relationship (Pearson Correlation coefficient = 0.392) between supervisor behaviour and employee commitment and that is significant at less than 0.05 level of significance ($p=0.003$). Therefore, we accept our hypothesis 5 and we conclude that there is statistically significant relationship between supervisor behaviour and employee commitment

Hypothesis 6: There is significant impact of elements of employee motivation on employee commitment

From Hypothesis 1 to 5 we observe that all the identified elements of motivation have relationship with employee commitment. Now to verify the impact of all these elements of motivation jointly (independent variable) on employee commitment (dependant variable), we conduct regression analysis. The output of different regression tables are as follows.

Table 3 - Regression Output

R	R Square	Adjusted R Square	Std. Error of Estimate
0.692	0.374	0.356	0.46589

Table 3 depicts the value of R square (0.374) and adjusted R square (0.356) which indicate the proportion of variance of dependent variable that is collectively explained by the variance of independent variables.

As we have used more than one independent variable, we consider the value of adjusted R square for our analysis and that value signifies that 35.6 % of variability of the employee commitment can be explained by all the elements of employee motivation jointly. This data also indicates that there are certain other variables, which are not included in this study, on which employee commitment depends.

Table 4 - ANOVA & F Test Output

Model	Sum of Squares	Degree of Freedom	Mean Square	F	Sig
Regression	6.18	5	1.236	9.223	0.00
Residual	12.45	93	0.134		
Total	18.63	98			

To check the suitability of the model to run regression, IBM-SPSS gives another ANOVA output table. To read this ANOVA table an intermittent alternate Hypothesis has to be considered as 'The model is statistically fit for Regression'. Here Table 4 is the ANOVA output where $F=9.223$ and is significant at less than 0.05 level ($p=0.00$). This result gives us the direction that this model is statistically fit for Regression.

Now we can develop the Regression model as ' $Y=a+bX_1+cX_2+dX_3+eX_4+fX_5$ ', where Y is the dependant variable i.e., Employee Commitment and X_1, X_2, X_3, X_4, X_5 are the dependent variables, elements of employee motivation, i.e., wage/salary, recognition, benefits, supervisor behaviour and promotion respectively. Here a is the constant and b, c, d, e and f are the regression coefficients.

Table 5 : Coefficient of Regression Analysis

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	T	Significance
	B	Std. Error	Beta		
Constant	3.063	0.341		8.984	0.000
Wage / Salary	0.263	0.052	0.581	5.098	0.000
Recognition	0.251	0.055	0.453	3.936	0.000
Benefits	0.177	0.086	0.232	1.893	0.005
Supervisor behaviour	0.197	0.073	0.188	1.732	0.003
Promotion	0.225	0.056	0.320	2.248	0.000

From Table 2 we got the indication that all these independent variables jointly correlated with the dependent variable, but their individual impact can be gauged from the result of t-values as available in table 5.

The t-values for Wage / Salary, Recognition, Benefits, Supervisor behaviour , Promotion are 5.098($p=0.000$), 3.936($p=0.000$), 1.893($p=0.005$), 1.732 ($p=0.003$) and 2.248($p=0.000$) respectively. Here parentheses indicate the significance levels of the concerned t-value. As all these t-values are significant at less than 0.05 level, we can conclude that each of these independent variables significantly impact over the dependant variable (Employee Commitment).

Now putting the values from table 5 to the regression model, our regression equation finally becomes

$$\text{Employee commitment} = 3.063 + 0.263 (\text{Wage / Salary}) + 0.251 (\text{Recognition}) + 0.177 (\text{Benefits}) + 0.197 (\text{Supervisor behaviour}) + 0.225 (\text{Promotion})$$

DISCUSSION & SUGGESTIONS

The study model gives us a clear decision that payment (wage/salary) and recognition have higher level of impact on employee commitment. An employee will be committed to work when he will receive a handsome payment and when his performance will be rewarded properly. But at the same time, Promotion, other benefits and Supervisors' behaviour also show positive impact on commitment. If an organisation put their efforts on these issues carefully they will get the group of committed employees, who ultimately lead to excel the organisational branding. But this model also indicates that other than these five variables, there are many more variables have impact on employee commitment as evinced from the value of constant.

The study therefore advises organisations to focus more on good practices related to payment and recognition. Organisations can develop a clear policy on payment, expenses and recognition. They can Offer appropriate learning and development opportunities to support and recognise the value of the contributions made by the employees. From the literature it is being supported that if an organisation can pay a competitive salary and also give people recognition for their work on top of that, amazing things can happen. People who feel appreciated are more positive about themselves and their ability to contribute. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. Recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will lead their employees to be committed.

According to our result, supervisors' behaviour & employee benefits are also important motivators among other factors to gain employee commitment. Therefore it is very important for organisations to focus on improving the supervisors- employee relationship in a positive manner. Supervisors can provide regular feedback to their employees. Constructive feedback about improvement opportunities can bring about a lot of challenges, although don't forget the positives! There should be a healthy discussion about what makes the work challenging for someone and how best to keep it that way.

Employee benefits are also contributing in gaining employee commitment. As monetary benefits are not the only motivators, organisations should also focus on non-monetary benefits to foster commitment. Non-monetary benefits are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism.

Promotion acts as a lowest motivation factors as it showed lowest level of impact, over the other variables under-study, with employee commitment, yet it is important factor to gain commitment. Organization can't simply ignore this factor.

If an employee feels stuck in their current position and sees no prospect of advancement, it can lead to a feeling of resentment toward the company and their job, ultimately hindering engagement and commitment. Even when an organization understands the motivating effects of promotions, it must still establish a policy for administering promotions and managing job advancement. This may include discussing opportunities for advancement during employee performance evaluations or allowing all workers with a given level of experience to apply for executive position openings. Consistent policy for considering internal candidates can ensure that promotions keep their motivational value due to which employee can feel committed to the organization.

CONCLUSION

In this paper, an empirical framework has been created to find the relationship between elements of employee motivation (i.e. wage/salary, promotion, employee benefits, recognition & supervisors' behaviour) and employee commitment. Further overall impact of motivation on employee commitment has been studied with respect to BPO industry.

Hypotheses have been developed; all of them are supported. There are also sufficient evidence to conclude that motivational factors have significant, positive and meaningful relationship with employee commitment. Based on the findings of the study, Payment and recognition are strong motivators in relation to employee commitment among other motivational factors. Employee benefits & supervisory supports as second most motivators, and promotion is the least motivator in relation to employee commitment. Hence, for the management to improve the level of employee commitment, greater efforts must be placed on the considered motivation factors.

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