

## Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company

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### ABSTRACT

E-commerce stands for conducting business transactions such as buying and selling and provide services. In other words, e-commerce is the use of any kind of network to perform commercial and provide services. Pinder (1998) defined work motivation as “a set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work- related behaviour, and to determine its form, direction, intensity and duration”. Job Satisfaction is affective or emotional response to various aspects of one's job," according to Kinicki and Fugate (2016). Organizational commitment is defined as "the extent to which employees identify with the organization they work for and feel an emotional attachment to it" (Meyer & Allen, 1991).The present study adopts a between groups design determine to find out if perceived differences in organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad and Bangalore. The study also opted for a correlational design to determine whether there is a relationship among organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad and Bangalore. Non-probability purposive sampling technique was used to select the sample of 368 employees working for a e-commerce company and sample consisted of employees (Hyderabad =171 and Bangalore=197). Results of the study shows difference between commitment to change and office location There is a very significant level of satisfaction among employees of both the office locations. Positive correlations between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad. Positive

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correlation was observed between employees working in Bangalore and their satisfaction levels and commitment.

**Keywords:** *E-Commerce, Motivation, Commitment, Satisfaction, Employee*

The term e-commerce stands for conducting business transactions such as buying and selling and provide services (free and paid services that is doing with economic purpose is on the Internet. In other words, e-commerce is the use of any kind of network o perform commercial and provide services (ShariatPanahi and Geranmaye, (2004)) E-Commerce stands for electronic commerce. Dealing in goods and services through the electronic media and internet is called as E-commerce. E-Commerce or E-business involves carrying on a business with the help of the internet and by using the information technology like Electronic Data Interchange (EDI).

The E-commerce Industry in India has made some remarkable progress since its initial days. New players have entered the market as the market has matured. The demand for and variety of services offered by the B2C ecommerce market are both expanding in the current dynamic environment. The change to web based buying from conventional buying is consuming a large chunk of the day in the Indian market. E-commerce encompasses not only the purchase and sale of goods over the Internet, but also a variety of supporting business procedures within individual organizations.

Indian e-commerce is expected to grow at a compound annual growth rate (CAGR) of 28% between 2016 and 2021, reaching US\$ 63.7 billion by 2020 and surpassing the US by 2034.1. In 2016, the sector reached US\$ 14.5 billion. The expanding use of smartphones and the internet have sparked significant industry expansion. India's ongoing digital transformation is anticipated to increase the number of internet users to 829 million by 2021, representing 59% of the country's total population, up from 373 million in 2016, representing 28% of the country's total population. Additionally, the country's total number of networked devices is anticipated to increase to two billion by 2022, up from 1.4 billion in 2016.

The current study uses a sample of employees currently working in a e-commerce company in Hyderabad and Bangalore. Employees with who have 3 or more years of experience participated in this study.

Work is done by employees, and for each of those employees, there is a complicated interplay of reasons why they should do the work in particular ways, in accordance with particular standards, and with particular levels of enthusiasm and energy. This perplexing communication is many times summarized in single word: " motivation".

Motivation concerns "those psychological processes that cause the arousal, direction and persistence of behaviour" (Ilgen and Klein, 1988). Pinder (1998) defined work motivation as "a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration". Motivation is thusly manifested by attention, effort, and persistence. The ability to measure factors that energize, channel, and sustain work behaviour over time (Steers et al., 2004), is essential for capturing employee motivation and for developing interventions aimed at enhancing motivation, and in turn, job satisfaction and performance.

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Human activity is influenced by motivation in three different ways. The first is the activating function, which directs people's behaviour and causes them to take a particular action, particularly when a group or when it comes to motivating employees to work hard and with enthusiasm, the leader of the organisation is crucial. The second is a function that is strengthened by motivation; this action can be maintained and adjusted by motivation. When an employee is under a lot of stress or frustration and lacks better motivation to work, the management can take action to help them retain that motivation. The final one is a pointing function that, when motivated, directs action toward a specific goal. Therefore, motivation can make employee more activity and strengthen their motive during the work. Motivation is very meaningful in whole work process.

Giving employees motivation (power stimulant) is one aspect of employee motivation, which is popular for inspiring employees to work. Leadership takes steps to ensure that every employee who contributed useful opportunities is recognized. Using motivation is an effort to realize these possibilities. Motivation is meant to empower an employee to work independently (Manulang, 2002). Liang Gie et al. claim that (in Matutina et al., 1993), such measures will be taken by one manager's efforts to inspire, motivate, and inspire others (employees). The purpose of offering encouragement is to remind individuals or employees so that they can achieve their goals and feel excited.

According to Liang Gie in Martoyo (2000), a motive or impulse is an impulse that becomes the basis for a person to do something or work. Highly motivated people, on the other hand, are those who put in a lot of effort to help the production work unit and the organization where they work achieve their goals. A person who lacks motivation puts in little effort at work. The findings of Choong, Y., et al.'s research (2011) demonstrated the significant impact of intrinsic motivation on organizational commitment. According to Nawab and Bhatti (2011), employee compensation has a significant and positive impact on organizational commitment.

Maslow (1943) theory of the hierarchy of needs, employees are motivated to satisfy five fundamental needs, which are depicted in a five-tier model of human needs (Worrell, 2004). Schermerhorn et al., (1994) hypothesize that these needs can be broken down into two categories: higher-order needs for self-actualization and esteem and lower-order needs for belonging, safety, and physiological needs.

Stone (2005) states that people's needs are logically arranged and that the basic needs, or lower-order needs, must be met first before the higher-order needs can be met. Therefore, in order to meet one's physiological needs, one would need to be employed and earn a minimum wage before moving on to safety requirements (Stone, 2005).

According to Ott, Parkes and Simpson (2008) lower-level needs of workers become satisfied, higher-order needs take over as the motivating factors. A study conducted by Yiching Lin (2014) was conducted on 229 employees and managers of the e-commerce enterprises. Study results reveal that job motivation is of great importance to the influence of project management competence on job performance and can be used as the basis for improving job performance.

Pangastuti, P. A. D., Sukirno, S., & Efendi, R. (2020) conducted a study on The Effect of Work Motivation and Compensation on Employee Performance on 72 employees. The

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results indicate that Work motivation has a positive and significant effect on employee performance and Compensation has a positive and significant effect on employee performance. Work motivation and compensation together affect employee performance. The findings of the of a study conducted by Setyo Riyanto, Endri Endri & Novita Herlisha (2021) on 103 IT employees. The results indicate that motivation has a positive effect on the performance of IT employees, while job satisfaction is independent.

Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018) explored the influence of transformational leadership and work motivation on employee performance and job satisfaction on 78 employees the results indicated that Employee performance and job satisfaction are strongly influenced by work motivation. Additionally, employee performance is significantly influenced by job satisfaction. Both the influence of transformational leadership on employee performance and the influence of work motivation on employee performance have a significant impact on job satisfaction.

Sitopu, Y.B., Sitingjak, K.A., & Marpaung, F.K. (2021) conducted a study on effect of motivation, work discipline, and compensation on employee performance among 130 employees. The result of this study states motivation, leadership and Compensation has significant effect on the employee performance.

The findings of the study of a study conducted by Shaheen, A., & Farooqi, Y.A. (2014) on the relationship among Employee motivation, Employee commitment, Job involvement and Employee engagement on 200 participants. The results indicate Employee commitment, job involvement, and employee engagement are all positively correlated with employee motivation. A motivated worker was more dedicated to they do. Therefore, employers must inspire employees at various levels. An inverse relationship indicates that motivated workers were more involved and engaged in their work. From this study, it was discovered that employee motivation was crucial and had a favourable link with dedication, job participation, and engagement.

Wiradendi Wolor, C., Supriyati, Y., & Purwana, D. (2019) conducted a study on the effect of organizational justice, conflict management, compensation, work stress, work motivation on the employee performance on 200 employees. The results indicated Organizational justice has a positive effect on employee performance. Positive effect of conflict management on motivation at work. Positive effect of conflict management on employee performance. Positive effect of compensation on motivation at work. Positive effect of compensation on employee performance. Work pressure beneficial outcome on representative execution. Positive impact on employee performance from work motivation. Workplace motivation also has an indirect impact on conflict management. Workplace motivation also has an indirect impact on compensation.

A study conducted by Sophia Sardouk, Haider Ali (2022) on Job Stress impact on Job Motivation and Performance on 240 respondents. The results indicate state that job stress negatively impacts job performance and job motivation, therefore it is important to provide a stress-free environment to the employees to improve their performance so they can perform better and help the organization to perform better in local as well as international market.

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Further, the finding of this research states that the psychological capital moderates the relationship between job stress and job motivation, and job motivation is positively associated with the job performance.

A research study conducted by Lou lu (1999) to investigate the relationship between occupational stressors (job demands, discretion and interpersonal conflicts) and strain (job satisfaction and mental health); and the impact of two potential moderating variables: work motivation (intrinsic versus extrinsic) and social support from on 300 employees . The results indicate Overall job satisfaction was favourably correlated with work motivation, while extrinsic motivation was positively correlated with depression; supervisor and family support were both negatively correlated with somatic symptoms, depression, and anxiety; and the interaction between work demand and extrinsic motivation as well as the interaction between work discretion and intrinsic motivation were both predictive of somatic symptoms and anxiety, respectively.

Pangastuti, P. A. D., Sukirno, S., & Efendi, R. (2020) conducted a study on The Effect of Work Motivation and Compensation on Employee Performance on 72 employees The results indicate that Work motivation has a positive and significant effect on employee performance and Compensation has a positive and significant effect on employee performance. Work motivation and compensation together affect employee performance.

In another study, conducted by Nadia Ayub was conducted on 80 middle managers and the results reveal that there was a positive correlation between work motivation and job satisfaction. Furthermore, there was a significant gender difference on the variable of work motivation and job satisfaction.

Work motivation is one of the factors that influence the job satisfaction. Work motivation is a person's willingness to put in a lot of effort to help the organization reach its goals, which is influenced by their ability to meet their own needs. Work motivation is an internal and external force that determines the behavior's form, direction, intensity, duration, and beginning.

According to research by Ogunnaike, O., Akinbola, O., and Ojo, O. (2014), an individual's job satisfaction is influenced by the factors and conditions that motivate his work. Work motivation is one of the factors that influence job satisfaction. A person who is motivated at work will improve his performance, achieve positive outcomes, and reduce negative outcomes, making him satisfied with his work.

"Job Satisfaction is affective or emotional response to various aspects of one's job," according to Kinicki and Fugate (2016).

It is possible to define job satisfaction as a response to an employee's emotional state or the challenges he or she faces at work. Despite the fact that an employee's level of job satisfaction will vary from person to person, it is highly dependent on one or more aspects of his or her work. According to Robbin and Coulter (2010), job satisfaction is a person's attitude toward their work. A person who is content in his or her job has a positive attitude.

A negative attitude is displayed by someone who is dissatisfied. In general, employees' attitudes will indicate their level of job satisfaction. When representatives are less happy

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with their work, they responded in different ways. Robbin and Judge (2014) said, work requires association with colleagues and managers, and keeps hierarchical guidelines and arrangements, meets execution norms, acknowledges work conditions that are now and again not ideal, and distinguishes other significant components which influences representative execution like the idea of work, installment, advancement valuable open doors, and work accommodation. Work fulfillment isn't simply connected with work conditions, yet additionally character job. Income increases job satisfaction, but this is not always the case.

Jobs that pay well usually necessitate a higher level of skill, offer employees greater responsibility and greater control, and generally According to Mc Shane and Glinow (2015), the work environment, level of customer satisfaction, assessment of employee performance, clear rules, and corporate ethics in business are some of the factors that influence employee job satisfaction.

According to Yohanes and Supit (2016), employee job satisfaction must be prioritized. It is hoped that providing job satisfaction will result in improved work, which will ultimately lead to an increase in employee commitment and OCB.

According to Bullock (2003), "an attitude that result from balancing and summation of many specific likes and dislikes experienced in connection with the job," job satisfaction is "an attitude." According to Peptone (1999), job satisfaction is the sum of employees' feelings about their job, management, personal adjustment, and social relationships. Employee satisfaction, according to Hop Pock (1996), can be defined as "any combination of psychological, physiological, and environmental circumstances that causes the person to honestly say that I am satisfied with my job."

Locke (1976) gives a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job experience. Job satisfaction has been defined as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job (Cranny, Smith and Stone, 1992); and an attitude towards one's job (Brief, 1998)

Herzberg's (1950) the two-factor theory also known as Motivator– Hygiene Theory, emphasizes that there are factors in the workplace that create satisfaction referred as motivators and those which lead to dissatisfaction if they are not present or hygiene factors (Hackman, Oldham, 1976).

The Locke's Range Affect Theory (1976), it is considered as one the most famous job satisfaction models and is used by many researchers. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. This theory also states that how much one values a given facet of work moderates the satisfaction one achieves when expectations are met. Conversely, dissatisfaction occurs when expectations are not met.

A study conducted by Nadinloyi, K. B., Sadeghi, H., & Hajloo, N. (2013) explored the Relationship between job satisfaction and employees mental health. The research was conducted on 90 employees. The results indicated that the global index of mental health, social action, and depression were positively correlated with employees' job dissatisfaction.

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It was discovered that employed women are more satisfied with their jobs than employed men. Additionally, employees with a longer work history are more satisfied in their jobs.

This study's findings confirmed previous findings regarding the significance of job satisfaction in the provision of mental health professionals, particularly in terms of enhancing social relationships and decreasing depression.

Ahmad, H., Ahmad, K., & Shah, I. A. (2010) conducted a study on Relationship between job satisfaction, job performance attitude towards work and organizational commitment. The study was conducted on 310 employees Results show a weak relation between job satisfaction and performance whereas organizational commitment has strong positive relation with performance and attitude towards work has a strong positive relation with job satisfaction. The study identifies insignificant impact of organizational commitment on job satisfaction and attitude towards work on job performance.

A study conducted by Khalatbari, J., Ghorbanshiroudi, S., & Firouzbakhsh, M. (2013). To explore the relationship among job stress, job satisfaction, job motivation and burnout and feeling stress among 160 employees. The results defined that burnout is in positive and meaningful correlation with job stress but burnout isn't in a meaningful correlation with job motivation. Also stress is in a meaningful correlation with job stress, job satisfaction and job motivation.

David J. Hancock, Kyle F. Paradis, Luc J. Martin, M. Blair Evans. (2022) conducted a study to explore the link between job satisfaction and organisational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of 5806 employees. This study's findings demonstrate a strong but weak connection between employee job satisfaction and organizational performance in both directions. An in-depth examination revealed that there is a stronger connection between job satisfaction and organizational performance than there is between the two. Instead of job satisfaction determining organizational performance, it could be said that job satisfaction determines organizational performance.

Gelard, P., & Rezaei, S. (2016) explored the relationship between job motivation, compensation satisfaction and employees' job satisfaction on 210 employees the result suggest that shows a positive relation between job motivation and compensation satisfaction.

Risambessy, A., Swasto, B., Thoyib, A., & Astuti, E. S. (2012) studied the Influence of Transformational Leadership Style, Motivation, Burnout towards Job Satisfaction and Employee Performance. Indicators of burnout: Workplace satisfaction is negatively impacted by mental, physical, and emotional exhaustion. Performance and employee morale suffer greatly as a result of burnout. This demonstrates that burnout directly affects employee job satisfaction and performance at Malang Raya's hospital for nursing paramedics. The fulfillment of working with markers: The work itself, the chance to be promoted, supervision, rewards, and support for a coworker all have a positive and substantial impact on employees' performance. This suggests that employee performance was boosted in part by job satisfaction.

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Kwenin, D. O., Muathe, S., & Nzulwa, R. (2013). Conducted a study to investigate the influence of employee rewards, job satisfaction and human resource policies on employee retention on 142 employees. The results showed that when organisations' reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favourable human resource policies have positive link with retention.

A research study conducted by Wazir, H., & Jan, I. (2020) to study the Moderating effects of organizational commitment on job satisfaction and turnover intention among 140 employees. The regression model found that employees with high levels of job satisfaction are less likely to leave their jobs. The findings also demonstrated that organizational commitment plays a significant mediatory role in enhancing job satisfaction and decreasing intentions to leave.

Kovach (1977) defined that "job satisfaction is recognized as a component of organizational commitment", while other researchers have clearly stated that job satisfaction is a predictor of organizational commitment (Porter et al., 1974; Price, 1977; Spector, 1997).

Meyer et al. claim that (2002), job satisfaction is a sign of commitment to an organization. The primary distinction between job satisfaction and organizational commitment is that organizational commitment can be defined as an employee's emotional responses to his or her employer; The feelings an employee has about their work is known as their level of job satisfaction. It is viewed as that these two factors are profoundly interrelated.

According to Hogan (1999), "the fulfillment of gratification of certain needs that are associated with one's work" is the definition of job satisfaction. In a competitive market, an organization's success is heavily influenced by its workforce, which includes its employees. In addition, if properly managed, employee commitment can result in positive outcomes such as increased productivity, effectiveness, and performance, as well as decreased employee turnover and absenteeism (Fiorita et al., 2007).

An employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Therefore, it is of the utmost importance for employers to be aware of the factors that can influence the level of job satisfaction experienced by their employees, as this will also have an impact on the organization's performance and employees commitment towards the organization.

According to Weiner (1992), the term "commitment" refers to the "sense of being bound emotionally or intellectually to some course of action." However, according to its stage of development, the idea of commitment in an organizational context has varied.

According to Porter et al., "the identification with an organization and acceptance of its goals and values as one's own" is the most common definition of organizational commitment (OC). al (2004). The link between employees and the company is organizational commitment. It suggests a strong desire to remain a part of an organization, acceptance of its goals and values as one's own, and identification with the organization.

A person with a lot of commitment believes that he or she is working for himself and not for another person. Thus, he fosters a feeling of obligation and doesn't need any outer drive for



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his work execution. According to Weiner (1992), employees are more likely to put forth their best effort in organizational program activities when there is organizational commitment. While genuine execution might be affected by a few factors, those with more noteworthy Authoritative Responsibility are probably going to be leaned to contribute actually and productively to accomplish the hierarchical objectives. The organization is able to rely on its members' voluntary cooperation, especially during times of crisis, thanks to these predispositions and its stable membership.

According to Sherwin (1972), organizations' major issues include high production costs and poor services due to a lack of commitment. Authoritative responsibility might be connected with the spirit of the work compel, it has come to be viewed as a positive objective in itself and the trait of compelling sound association. According to Katz and Khan (1978), raising an organization's level of commitment results in more creative and spontaneous behavior, suggesting that organizations need not do more than just recruit and keep people in the system to improve efficiency. Competence is not necessary for commitment to be based on internalized motivational patterns. The involvement of a human being in the attainment of organizational objectives depends largely on how far he/she feels that the organization is concerned about him/her and responding to his/her needs.

Commitment is a domain of responsibility that an employee has towards the mission and direction of an organization. It refers to employees' psychological attachment towards their organization. Commitment is concept that has been in to research since last twenty years now. Especially in the field of psychology, researchers is one of the most important concepts that has been studied within the organizational field (Klein, Molloy, & Cooper, 2009), and it is psychologically constructed that commitment is a characteristic that correlates to fundamental principles and individual's personality helping in the development of both, individual and organization.

There are many theories and researches that prove and debate about commitment being a multidimensional facet and that there are factors and influences that keep changing in various dimensions. This is based on the high number of researches and studies supporting the impact it has on both, individual and organizational. The outcomes and results of the relationship between commitment and employee can reflect in various aspects such as turnover, motivation, and in-role and extra-role performance (Mathieu & Zajac, 1990; Meyer & Allen, 1997; Meyer et al., 2004; Mowday, 1998).

Commitment is a force that guides a course of action towards one or more targets (Meyer, 2002). The multidimensional concept used in identifying and measuring the level of commitment is taken into consideration (Meyer J P and Allen N, 1997).

Affective Commitment measures traits of employee's identification, emotional behavior, involvement with their organization. Continuance Commitment measures traits of commitment based on the value associated their organization. Normative Commitment measures traits of responsibility for their role and their interest to sustain in the organization. Each one of these components can be explained as emotional attachment, employee analysis on leaving the organization, perceived obligation to remain with the organization. The idea of understanding the reasons behind lack of long- term association with any organization in young adults of private sector can improve based on goal orientation, organizational orientation and tolerance of ambiguity.

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Bulut, C., & Culha, O. (2010). Explored The effects of organizational training on organizational commitment among 298 participants. The findings showed that employee commitment was positively impacted by all aspects of training. How to use organizational training factors to increase employee commitment has implications for researchers and human resource professionals alike.

Study done by Bte Marmaya, N. H., Hitam, M., Zawawi, N., & Jody, J. M. (2011, October) on Organizational commitment and job burnout among employees Burnout is a well-known phenomenon that can manifest itself in various ways and affect employees in various ways depending on the working environment. Learning about burnout in a variety of settings will help us learn more about the phenomenon as a whole and how to reduce its negative effects on employee productivity, contentment, and commitment to staying with an organization. In today's workplaces, commitment has emerged as one of the most important factors that contribute to burnout. The purpose of this study is to investigate the connection between employee burnout and organizational commitment (affective, continuous, and normative commitment). 50 employees participated and the results indicate that Burnout can only be influenced by affective commitment.

A research study conducted by Rowden, R. W. (2000) to understand The relationship between charismatic leadership behaviors and organizational commitment Among 245 respondents from six organizations in south-eastern USA who participated in the study. The findings indicate leader's sensitivity to member's needs is related to organizational commitment, having a clear vision and articulating it seems related to commitment, and managers need to be clear about the goals and values of the organization for increased organizational commitment.

Linggiallo, H., Riadi, S., Hariyadi, S., & Adhimursandi, D. (2021) was to examine and analyze the influence of personality, motivation, job satisfaction, employee engagement, organizational commitment on employee performance among 167 employees. The findings demonstrate that employee engagement was positively and significantly influenced by personality and job satisfaction. Employee engagement was not significantly influenced by motivation. Organizational commitment was not influenced by personality or motivation. Organizational commitment was positively and significantly influenced by job satisfaction. Personality, motivation, and job happiness had no discernible impact on workers' productivity. Positive and important for corporate commitment, employee engagement was. Employee performance benefited greatly from organisational commitment and employee involvement.

Ibrahim, M., & Aslinda, A. (2013). Explored the Relationship between organizational commitment and organizational citizenship behavior (OCB) among 176 employees. Findings of this research reveals that success rate of an organization is also determined by on how organization stimulates their employees upon the organization itself. It can be concluded that organizational commitment positively and significantly relates to OCB.

A study conducted by Rantesalu, A., Mus, A. R., M., & Arifin, Z. (2017, December 11). On The effect of competence, motivation and organizational culture on employee performance: the mediating role of organizational commitment among 224 employees.

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Organizational commitment is positively and significantly influenced by competence and organizational culture, according to the study. Organizational commitment is negatively impacted by work motivation but not significantly. Employee performance is positively and significantly impacted by organizational commitment, competence, and culture. Employee performance is not significantly impacted by workplace motivation. As a means of explaining how work motivation affects employees' performance, organizational commitment.

In another study conducted by Jelena Culbrk et.al, where data was collected from 566 employees from 8 different companies of Serbia, it revealed that organizational commitment to change is moderately affected by the level of motivation and involvement employees feel in the organization.

A study conducted by Kanika Sofat et. al, on 400 employees from ages 28-38 of northern India in IT sector specifically, where focus was mainly to understand the levers of change undertaken were examining employees' perception, commitment and involvement. The result of this study states that at situations when changes were managed effectively by managers in organizations, commitment was always higher in employees.

Through this study, the researcher seeks to gain a better understanding if there any differences in job location in respect job satisfaction and organizational commitment and work motivation of employees and also if the comparison between the work culture of Bangalore and Hyderabad and Studying the selected variables in respect to employees working in an e-commerce Company. Observing the association between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) Research questions, objectives and hypotheses of the present study.

### ***Research Questions***

1. Is there a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad?
2. Are there any differences in job location in respect to organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees from Hyderabad and Bangalore?
3. Is there a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation,

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integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore?

4. Is there a relationship between organizational commitment to change and its dimensions, with Minnesota satisfaction questionnaire and its dimensions and work extrinsic and intrinsic motivation scale along with its dimensions.

### ***Research Objectives***

1. To observe whether there are any differences in job location in respect to organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees from Hyderabad and Bangalore.
2. To observe whether there is a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad.
3. To observe whether there is a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore.
4. To determine if there exists a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation)

### ***Research Hypothesis***

- H1. There will be difference between the two job locations that is Hyderabad and Bangalore in relation to organizational commitment to change and its dimensions, with Minnesota satisfaction questionnaire and its dimensions and Work extrinsic and intrinsic motivation
- H2. There will be differences in the levels of satisfaction among employees of Hyderabad and Bangalore
- H3. There will be a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among the employees working in Hyderabad.

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- H4. There will be a positive relationship between employees working in Hyderabad and their satisfaction levels and commitment
- H5. There will be a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among the employees working in Bangalore.
- H6. There will be a relationship between employees working in Bangalore and their satisfaction levels and commitment.
- H7. There will be a relationship between the organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation)

### **METHODOLOGY**

#### *Research Design*

The present study adopts a between groups design to determine whether there are any differences between work commitment in two cities in respect to the work motivation and job satisfaction. These variables are measured based on how certain dimensions like experience and position (work designation) and working hours and shifts of working of employees in private sector with respect to work motivation and job satisfaction can affect their commitment towards their organization.

The study also aims to find out if perceived differences in organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad and Bangalore.

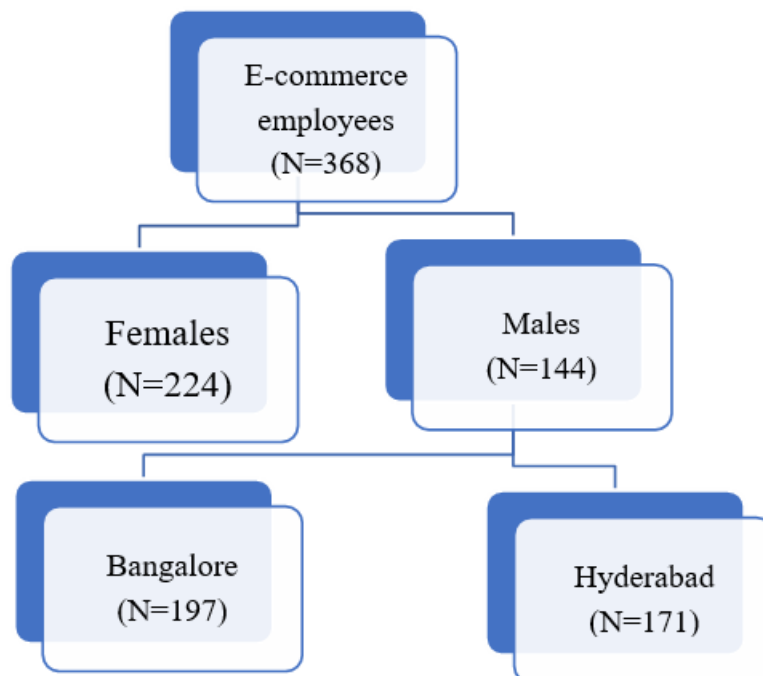
A correlational design was adopted to determine whether there is a relationship among organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad and Bangalore.

The study also aims to find out if there is a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation).

## Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company

### *Sample*

For the present study, non-probability purposive sampling technique was used to select the sample of 368 employees working for a e-commerce company and sample consisted of employees from Hyderabad and Bangalore. Out of 368 participants 224 of them were female employees and the remaining 144 were male employees. Similarly, among the 368 employees 171 work in the Hyderabad office and the other 197 work in the Bangalore office.



*Figure 1: Sample division*

### *Inclusion Criteria for Employees:*

1. Employees who are both, graduates and post-graduates.
2. Employees with any job role in an e-commerce company
3. Employees from Bangalore and Hyderabad.
4. Employees from all socio-economic backgrounds.
5. Employees ranging in the age group of 21 – 24 and 25 – 30 were included.

### *Exclusion Criteria:*

1. Public Sector employees, bank employees were excluded.
2. Employees from cities other than Bangalore and Hyderabad were excluded.
3. Employees who have lesser than 3 years of work experience in the current organization were excluded.
4. The current work experience of the employees working were excluded.

The demographic details of the participants are graphically represented in the figures 2 through to 13.

**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

*Figure 2 Graph showing the distribution of the sample*

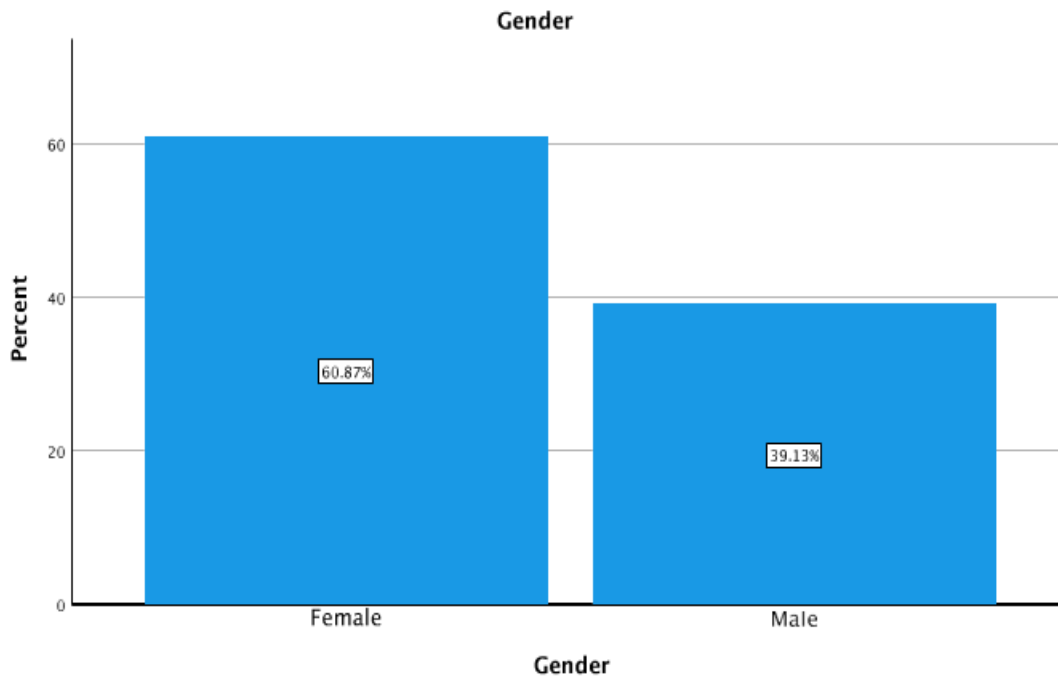
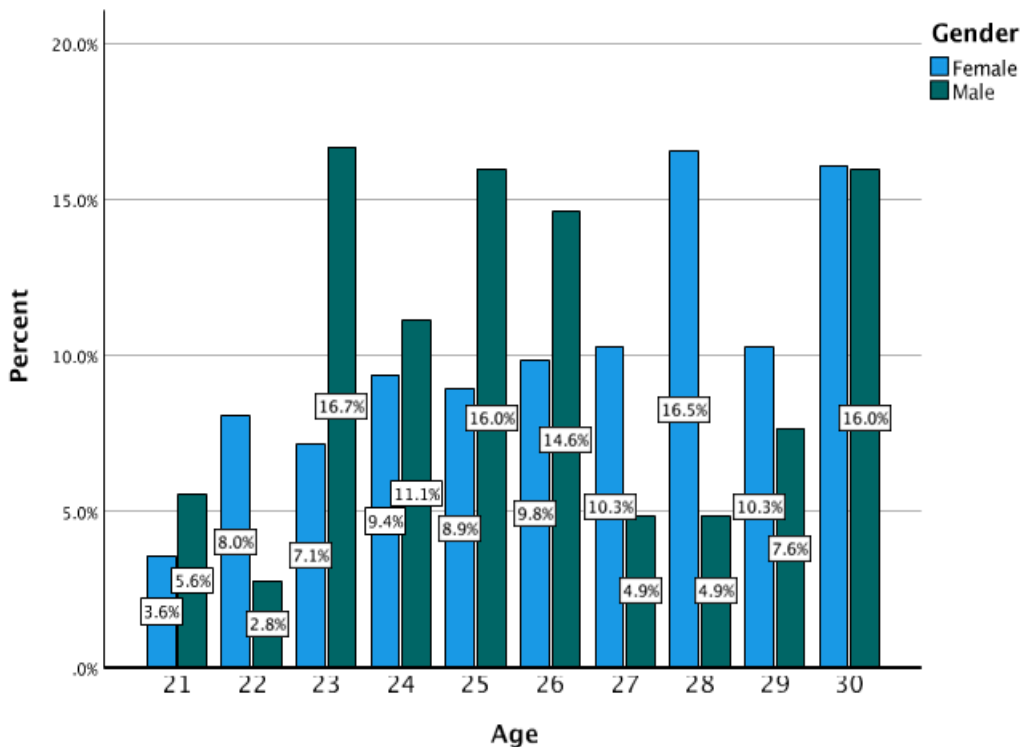


Figure 2 displays the distribution of the sample females (N=224) and males (N=144)

*Figure 3 Graph showing the age range of females and males.*



As illustrated in Figure 3, among males and females (N=144 and N=224 respectively) the main age group of the sample for female is 28 years i.e 16.5% and 30 years i.e 16.0% and among males most participants were under the age group 23 years i.e 16.7% and 25 & 30 years i.e 16.0%

**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

**Figure 4 Graph showing the educational qualification of females and males**

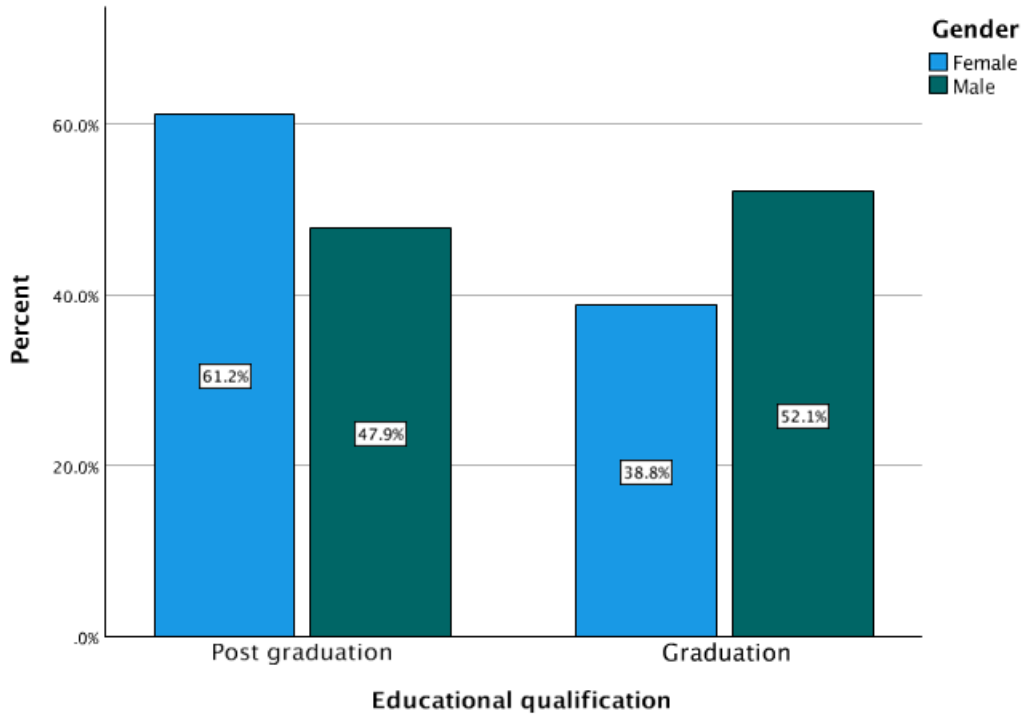


Figure 4 displays the educational qualification of the sample. Among females (N= 224) 61.2% participants are post-graduates and 38.8% were graduates. Among males (N=144) 47.9% were post-graduates and 52.1% were graduates.

**Figure 5 Graph showing the work experience in years of males and females**

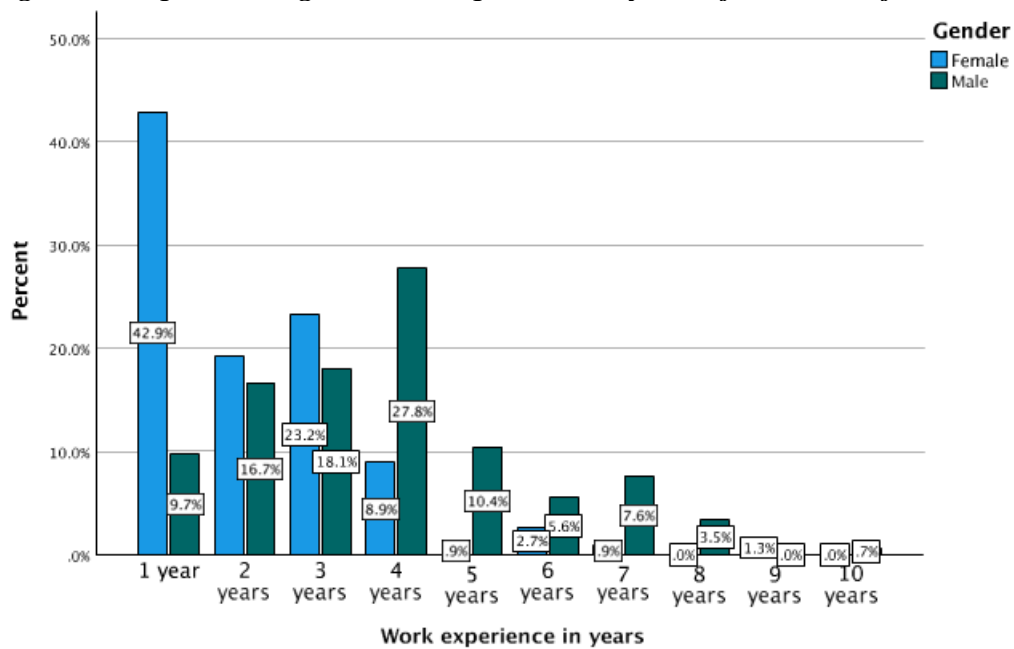


Figure 5 displays the work experience in years of the sample (N=368). Among females the highest work experience is 1 year i.e 42.9% and 3 years i.e 23.2%. Among males the highest work experience is 4 years i.e 27.8% and 3 years i.e 18.1%.



**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

**Figure 6 Graph showing the work shift of female and males**

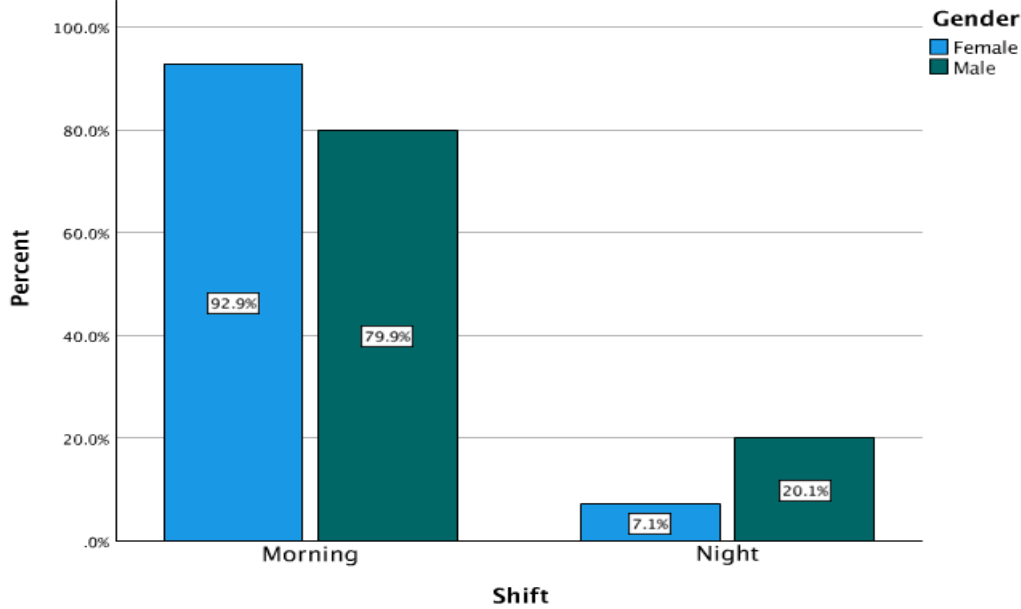


Figure 6 displays the distribution of employees working during the night shift and morning shift. Among females 92.9% were doing morning shift was higher and 7.1% were doing night shift. Among males 79.9% were doing a morning shift and 20.1% were doing night shift.

**Figure 7 Graph showing the Mode of transport used by females and males**

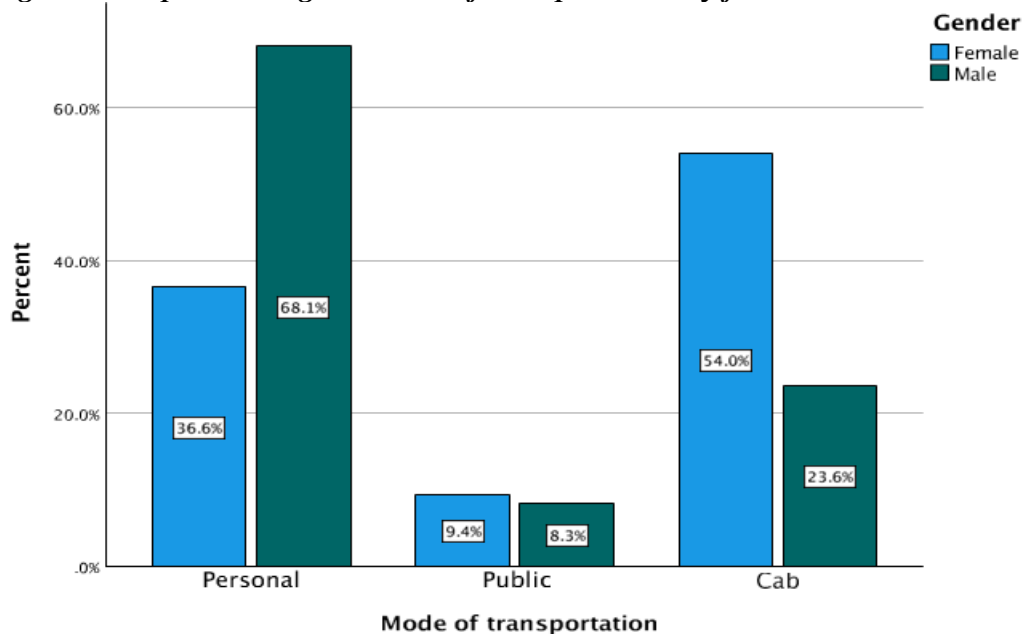


Figure 7 shows the mode of transport used by employees (N=368). Among females the use of cab pickup was the highest 54.0% and personal transport was 36.6% and public transport was 9.4% respectively.

Among males the use of personal transport was the highest 68.1% and cab pickup was at 23.6% and public transport was 8.3% respectively.

**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

**Figure 8 Graph shows the current role of males and females in the current organization**

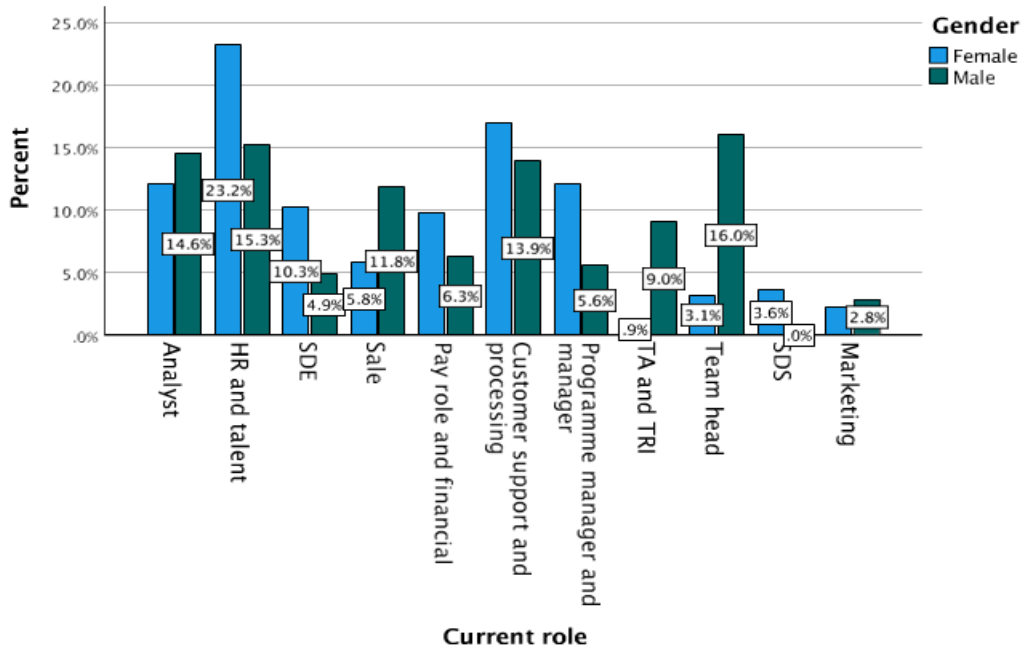


Figure 8 shows the different job roles of males and females in the current organization. Among females HR and talent 23.2% and Analyst job roles 14.6% were higher among all the other job roles.

Among males the job role of a team head 16.0% along with HR and talent 15.3% were the highest among all the other job roles.

**Figure 9 Graph showing the work experience of the employees in the current organization**

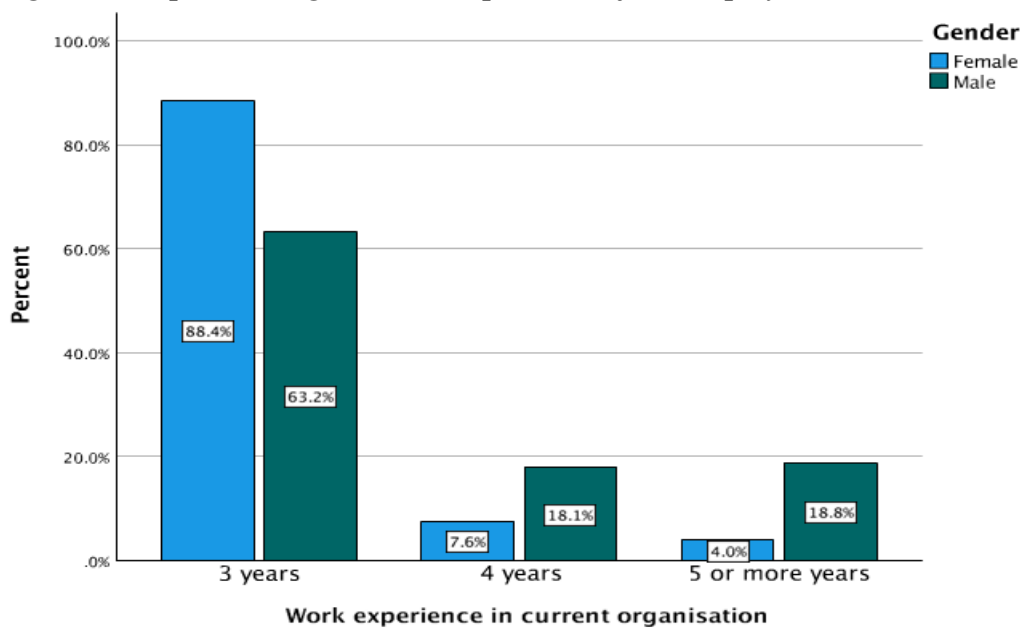


Figure 9 displays the work experience in the current organization of the employees (N=368). Among females the highest percentage of work experience in the current organization was of 3 years 88.4% and 4 years 7.6% respectively.

**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

Among males the highest percentage of work experience in the current organization was of 3 years 63.2% and 5 or more years 18.8% along with 4 years 18.1% respectively.

**Figure 10 Graph showing the marital status of employees (N=368) females and males**

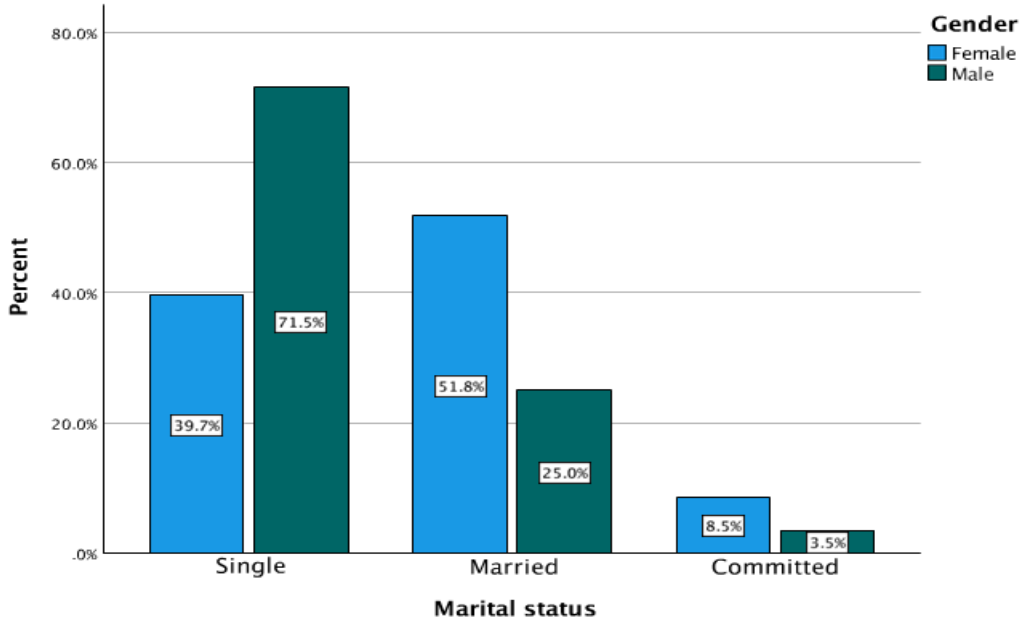


Figure 10 displays the marital status of males and females. Among female employees 51.8% were married and 39.7% were single, 8.5% were committed.

Among male employees 71.5% were single and 25.0% were married, 3.5% were committed.

**Figure 11 Graph showing family type of the employees (N=368) females and males**

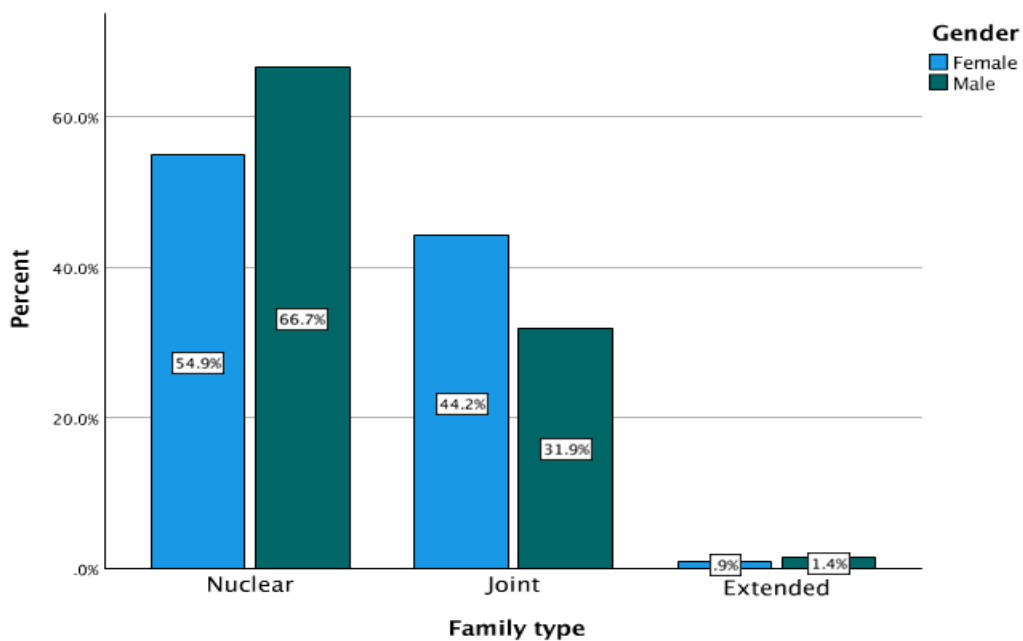


Figure 10 illustrates the percentages of family type. Among females nuclear family type was highest 54.9% and joint 44.2%, extended .9% respectively.

## Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company

Among males nuclear family type was the highest 66.7% and 31.9% joint, 1.4% belonged to extended family type.

**Figure 12** Graph showing the office location of male and female employees

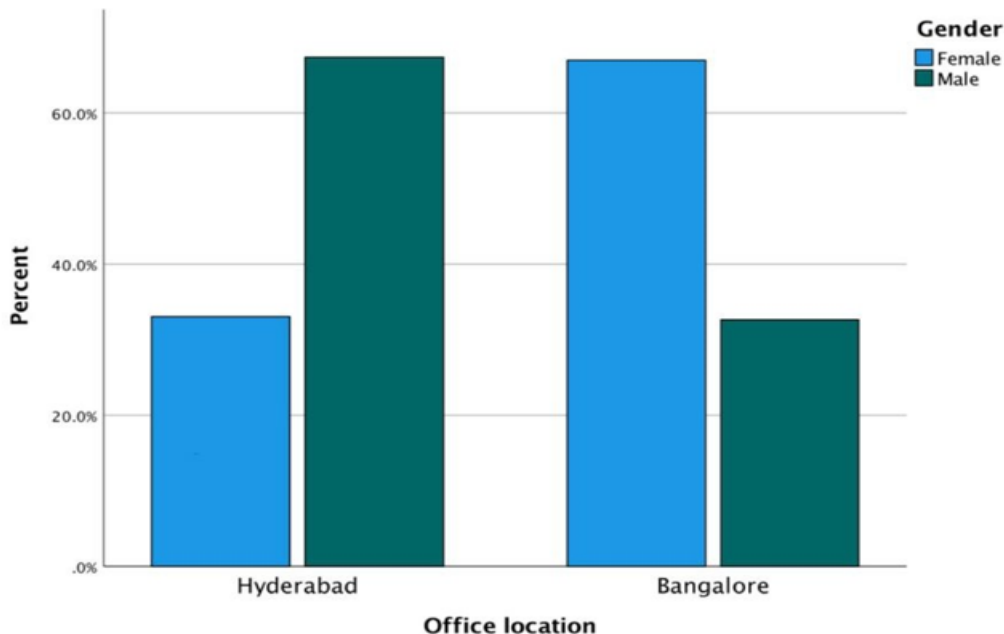


Figure 12 displays the office location of the employees working in the organization. Among females 67.0% were from Bangalore and 33.0% were from Hyderabad. Among males 67.4% were from Hyderabad and 32.6% were from Bangalore.

**Figure 13** Graph showing where the employees (N=368) were residing

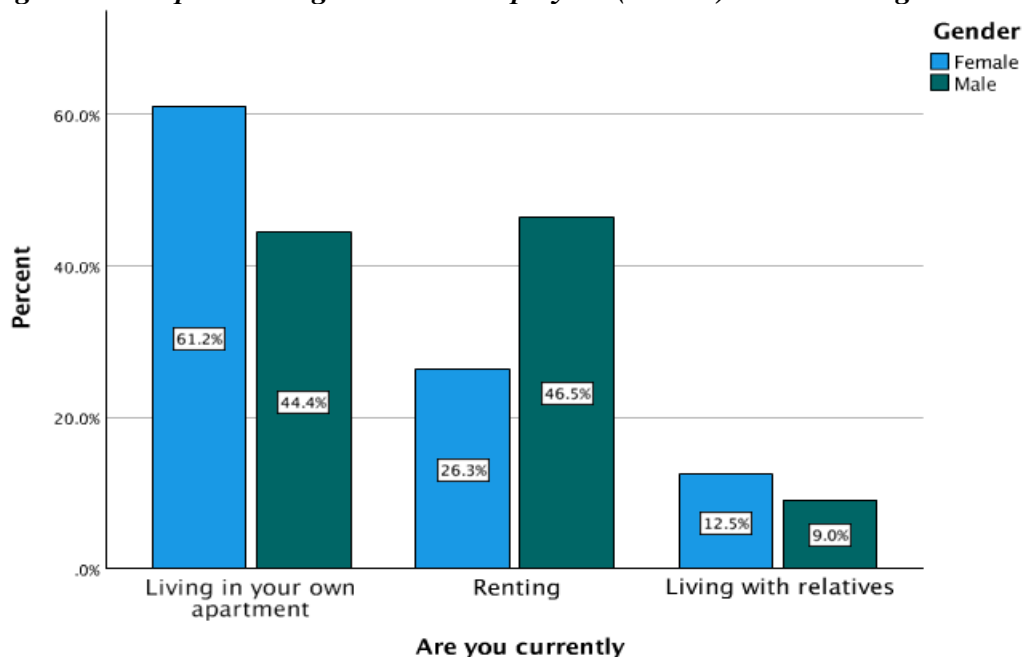


Figure 13 displays where the employees were residing. Among females (N=224) 61.2% were living in their own apartment and 26.3% were renting an apartment. Among males (N=141) 44.4% were living in their own apartment and 46.5% were renting an apartment.

## **Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

### ***Instruments***

The study employs information schedule and three instruments.

### **Demographic Details & Information Schedule:**

The participants were asked to fill in the information schedule which asked them about their gender, income range, designation, experience and type of organization.

### **Commitment to Organizational Change (Part 1):**

The scale consists of 18 items which was Commitment to Organizational Change: Extension of a Three-Component Model Lynne Herscovitch and John P. Meyer. All the items have five response choices i.e. (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree. Three components in this scale measure the level of commitment at three different levels and circumstances faced in an organization by an individual. The change an individual faces or comes across as per this questionnaire could be managerial, administrative and parallel. Each dimension has six statements to rate accordingly which are obtained by adding individual items and five (on a whole of all three dimensions) need reverse scoring. Higher scores indicate higher levels in each subscale. The total of this scale score is obtained by adding the scores of each dimension. Composite reliability value and Cronbach's alpha are  $> 0.7$ , value of 0.6.

- The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) is an 18-item measure of work motivation theoretically grounded in self-determination theory (Deci & Ryan, 2000)
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The WEIMS is divided into three-item six subscales, which correspond to the six types of motivation postulated by SDT (i.e., intrinsic motivation, integrated, identified, introjected and external regulations, and amotivation). Participants were asked to indicate on a Likert-type scale ranging from 1 (does not correspond at all) to 5 (corresponds exactly) the extent to which the items represent the reasons they are presently involved in their work.

### **Minnesota Satisfaction Questionnaire (MSQ-Short Form)**

Minnesota Satisfaction Questionnaire (MSQ-short form) is a standardized scale and is especially designed to measure intrinsic and extrinsic job factors of employees. MSQ-short form was developed by Weiss, Dawis, England, and Lofquist in 1967. MSQ-short form has 20 items included, activity, responsibility, variety, social status, supervision of human relations, technical supervision, moral values, security, social service, authority, ability utilization, company policy, compensation, advancement, independence, creativity, working conditions, coworkers, recognition, and achievement. MSQ-short form is a 5-point Likert scale, responses of which range from 1 (very satisfied) to 5 (very dissatisfied).

Test-retest Reliability – For General Satisfaction 0.89 over one-week and 0.70 over one year. No results for intrinsic or extrinsic sub-scales.

## Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company

Internal Consistency – The alphas for intrinsic ranged from 0.84-0.91, median 0.86. For extrinsic satisfaction from 0.77-0.82, median 0.80. For general satisfaction 0.87-0.92, median 0.90.

Construct Validity – The MSQ has been shown through data from various occupational groups to differentiate job satisfaction at the 0.001 significance level on all scales.

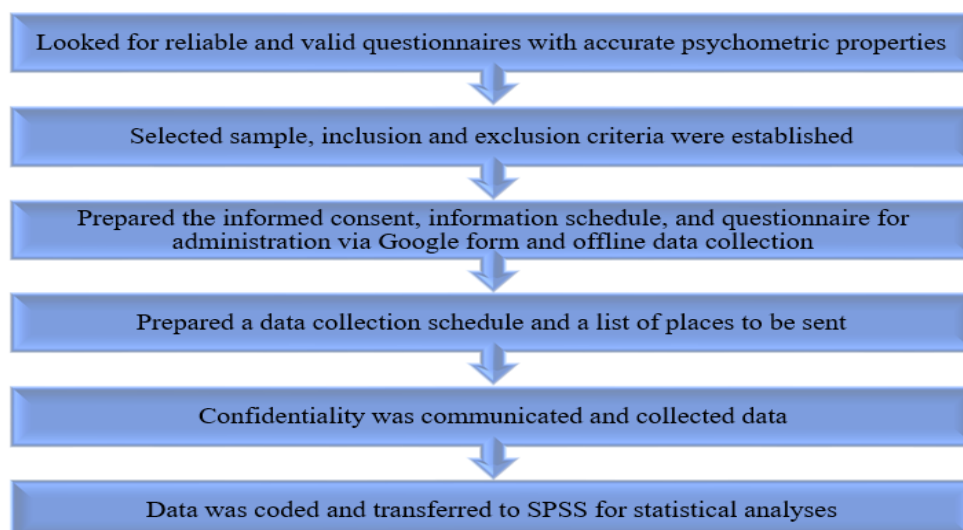
### Work Extrinsic and Intrinsic Motivation Scale (WEIMS)

The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) is an 18-item measure of work motivation theoretically grounded in self-determination theory (Deci & Ryan, 2000). The WEIMS is divided into three-item six subscales, which correspond to the six types of motivation postulated by SDT (i.e., intrinsic motivation, integrated, identified, introjected and external regulations, and amotivation). It is a 7 point Likert-type scale, (where 1 = “Does not correspond at all”, 4 = “Correspond moderately”, and 7 = “Corresponds exactly”). The internal consistency of the scale (Cronbach Alpha values) ranged between 0.64 to 0.83 for the six different constructs. The internal consistency of the scale (Cronbach Alpha values) ranged between 0.64 to 0.83 for the six different constructs.

### Procedure

Relevant standardized questionnaires for each of the variables were selected. A Google Form (for Bangalore employees) was created with an informed consent form, information schedule and the relevant questionnaires. On the Google Form, the questionnaires along with the informed consent form and the information schedule were self-administered by the researcher to look for any difficulties in understanding the instructions or content and to estimate the approximate time that will be taken to fill it.

The researcher then contacted the employees from Bangalore and Hyderabad who are currently working in a e-commerce company, then forwarded the link and were made aware that their participation in the study was purely voluntary and were also assured that confidentiality would be maintained throughout the study.



After reading through the Informed Consent Form, those who agreed to participate in the study were directed to fill in the next section, the Information Schedule. Next, each section had specific instructions for each questionnaire for the employees.

## **Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

The data collected was then sorted according to gender and age, current role. The responses of those who did not meet the inclusion criteria were discarded and the valid responses were coded, entered in SPSS and statistically analysed. The procedure that was followed is presented in the form of a flowchart.

### ***Data Analysis***

After the data was collected, the responses were coded and entered in SPSS. Descriptive statistics such as mean and standard deviations for the variables were computed. After a Pearson product correlation test, Independent samples t-test was used to determine differences in job location with respect to organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) and with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation).

The correlation was done between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad.

The correlation was done between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore.

The correlation was done organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation).

## **RESULTS**

The gathered data of this study were analyzed using the independent sample t-test and Pearson product moment correlation using the Statistical Package for Social Sciences (SPSS) version 20.0.

Independent sample t-test was used to analyze the Job location, and current role of the employees working in an e-commerce company in the dimensions of commitment to organizational change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation).

## Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company

Pearson product moment correlation was used to determine the relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation).

Another Pearson product moment correlation was done to determine whether there is a relationship among organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz.,intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore and Hyderabad.

**Table 1 Mean, Standard deviation and t-values for organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) between employees of an e-commerce company working in Hyderabad and Bangalore.**

Variables	Hyderabad		Bangalore		t
	Mean	SD	Mean	SD	
WEIMS - Identified	15.46	3.91	16.81	3.27	<b>-3.602**</b>
WEIMS - External	15.58	4.10	17.47	2.83	<b>-5.191**</b>
WEIMS - Amotivation	12.61	4.89	12.94	4.46	-.678
WEIMS - Intrinsic	16.07	3.55	17.29	2.83	<b>-3.672**</b>
WEIMS - Integration	15.54	3.80	16.73	3.41	<b>-3.140*</b>
WEIMS - Introjected	14.35	4.15	13.88	3.69	1.130
WEIMS Total	89.61	18.46	95.12	14.23	<b>-3.229**</b>
MSQ - Intrinsic	42.99	7.63	49.09	5.76	<b>-8.711**</b>
MSQ - Extrinsic	21.26	3.91	25.03	3.33	<b>-9.978**</b>
MSQ - General Satisfaction	7.55	1.57	8.47	1.43	<b>-5.859**</b>
MSQ Total	71.80	11.83	82.59	9.83	<b>-9.551**</b>
Commitment - Affective	19.28	3.20	20.20	2.61	<b>-3.025*</b>
Commitment - Continuance	19.20	4.83	20.61	4.08	<b>-3.019*</b>
Commitment - Normative	18.75	2.57	19.56	2.11	<b>-3.310**</b>
Commitment Total	57.24	6.69	60.37	6.34	<b>-4.600**</b>

Note: \* $p < 0.05$ , \*\* $p < 0.01$



**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

*Figure 14 Showing the mean scores of Hyderabad and Bangalore employees with respect to organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation).*

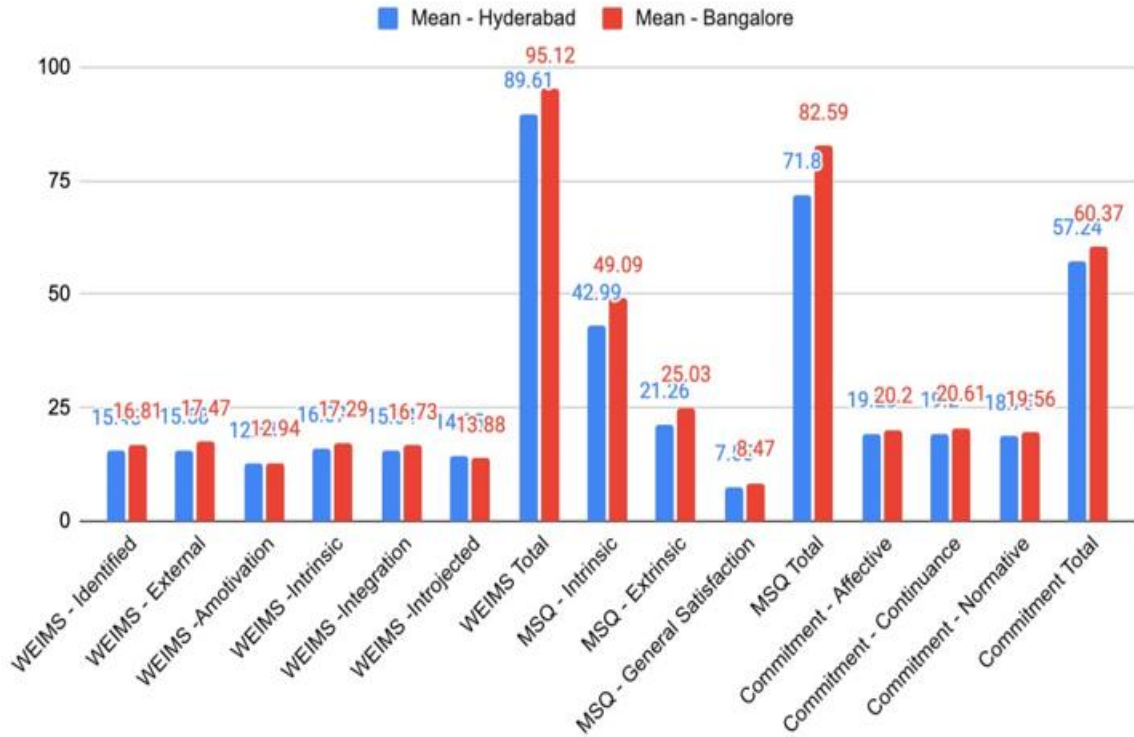


Table-1 indicates that there is a significant difference in WEIMS Identified, WEIMS External, WEIMS Intrinsic, WEIMS Integration. However, WEIMS Amotivation and WEIMS Introjected didn't have a great significant difference between the two different office location. MSQ and its dimension have a significant difference ( $t = -9.551^{**}$ ,  $p < 0.05$ ) and also commitment to change and its dimensions ( $t = -.4.600^{**}$ ,  $p < 0.05$ ) are also highly significant among the 2 location. Hence accepting hypothesis - 1.

Table 1 indicates that there is a difference in the levels of satisfaction of employees from Hyderabad and Bangalore. There is a mean difference between MSQ intrinsic (hyd=42.99) and (blr=49.09) and MSQ extrinsic(hyd=21.26) and (blr=25.03). Hence, accepting hypothesis-2.

**Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company**

**Table 2 Correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad.**

Variables	WEIMS Id	WEIMS Ex	WEIMS Am	WEIMS In	WEIMS Int	WEIMS Intro	WEIMS WEIMS	MSQ In	MSQ Ex	MSQ GS	MSQ MSQ	Commitment AS	Commitment CC	Commitment N
WEIMS - External	<b>.646**</b>													
WEIMS - Amotivation	<b>.244**</b>	0.074												
WEIMS - Intrinsic	<b>.698**</b>	<b>.668**</b>	0.092											
WEIMS - Integration	<b>.760**</b>	<b>.700**</b>	<b>.319**</b>	<b>.688**</b>										
WEIMS - Introjected	<b>.523**</b>	<b>.545**</b>	<b>.440**</b>	<b>.560**</b>	<b>.646**</b>									
WEIMS	<b>.829**</b>	<b>.774**</b>	<b>.516**</b>	<b>.781**</b>	<b>.885**</b>	<b>.814**</b>								
MSQ - Intrinsic	<b>.366**</b>	<b>.432**</b>	-0.033	<b>.468**</b>	<b>.522**</b>	<b>.410**</b>	455							
MSQ - Extrinsic	<b>.285**</b>	<b>.267**</b>	-0.039	<b>.349**</b>	<b>.413**</b>	<b>.217**</b>	<b>.310**</b>	<b>.693**</b>						
MSQ - General Satisfaction	<b>.265**</b>	<b>.394**</b>	-0.09	<b>.358**</b>	<b>.440**</b>	<b>.246**</b>	<b>.335**</b>	<b>.638**</b>	<b>.582**</b>					
MSQ	<b>.366**</b>	<b>.419**</b>	-0.046	<b>.465**</b>	<b>.532**</b>	<b>.369**</b>	<b>.440**</b>	<b>.959**</b>	<b>.855**</b>	<b>.737**</b>				
Commitment - Affective Commitment	<b>.242**</b>	<b>.355**</b>	<b>-.207**</b>	<b>.485**</b>	<b>.201**</b>	0.047	<b>.220**</b>	<b>.313**</b>	<b>.267**</b>	0.149	<b>.310**</b>			
Commitment - Continuance Commitment	-0.033	0.083	<b>.194*</b>	<b>-0.051</b>	0.139	0.138	0.113	<b>.167*</b>	<b>.171*</b>	<b>.200**</b>	<b>.191*</b>	<b>-.226**</b>		
Commitment - Normative Commitment	<b>.192*</b>	<b>.226**</b>	<b>.167*</b>	<b>.156*</b>	<b>.321**</b>	<b>.207**</b>	<b>.278**</b>	<b>.220**</b>	<b>.319**</b>	<b>.275**</b>	<b>.284**</b>	0.125	<b>.382**</b>	
Commitment	<b>.166*</b>	<b>.316**</b>	0.105	<b>.255**</b>	<b>.320**</b>	<b>.201**</b>	<b>.294**</b>	<b>.355**</b>	<b>.374**</b>	<b>.321**</b>	<b>.395**</b>	<b>.363**</b>	<b>.761**</b>	<b>.720**</b>

Note: \*\* Correlation is significant at 0.01 level (2-tailed);

\* Correlation is significant at level (2- tailed)

Table-2 shows that for employees working in Hyderabad there exist a positive correlation between WEIMS- identified and MSQ intrinsic, extrinsic and MSQ general satisfaction and there is a significant correlation with commitment affective commitment and commitment normative, commitment total but there is no correlation with commitment-continuance commitment. WEIMS- External and MSQ intrinsic, extrinsic and MSQ general satisfaction and there is a significant correlation with commitment affective commitment and commitment normative, commitment total but there is no significant correlation with commitment-continuance commitment.

The results also indicated that WEIMS-Amotivation had no correlation with MSQ intrinsic, extrinsic and MSQ general satisfaction and there is a significant negative correlation with commitment- affective commitment but there is a correlation with commitment- continuance commitment and commitment-normative. WEIMS- Intrinsic is positively correlated with MSQ intrinsic, extrinsic and MSQ general satisfaction and there is a relationship with commitment- affective commitment and commitment-normative but there is no correlation with commitment- continuance commitment.

The results displayed that WEIMS- Integration is positively correlated with MSQ intrinsic, extrinsic and MSQ general satisfaction and there is a relationship with commitment-

## Work Motivation, Job Satisfaction and Organizational Commitment Among Employees Working in E-Commerce Company

affective commitment and commitment-normative but there is no correlation with commitment- continuance commitment. WEIMS- Introjected is positively correlated with MSQ intrinsic, extrinsic and MSQ general satisfaction and there is no correlation with commitment- affective commitment, commitment- continuance commitment but there is a correlation with commitment-normative.

Thus hypothesis 3 is accepted as there exists a correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad.

MSQ- intrinsic is positively correlated with MSQ- extrinsic and MSQ general satisfaction and all the dimensions of commitment to organization. MSQ- extrinsic is positively with MSQ general satisfaction and all the dimensions of commitment to organization.

Hence accepting Hypothesis 4 as there is a positive relationship between employees working in Hyderabad and their satisfaction levels and commitment.

**Table 3 Correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore.**

Variables	WEIMS Id	WEIMS Ex	WEIMS Am	WEIMS In	WEIMS Int	WEIMS Intro	WEIMS WEIMS	MSQ In	MSQ Ex	MSQ GS	MSQ MSQ	Commitment AS	Commitment CC	Commitment N
WEIMS - External	.778**													
WEIMS - Amotivation	.216**	.180*												
WEIMS - Intrinsic	.783**	.744**	.169*											
WEIMS - Integration	.829**	.663**	.261**	.721**										
WEIMS - Introjected	.156*	0.083	.186**	0.119	.277**									
WEIMS	.848**	.764**	.544**	.785**	.860**	.460**								
MSQ - Intrinsic	.618**	.645**	.214**	.548**	.660**	0.12	.636**							
MSQ - Extrinsic	.573**	.633**	.222**	.501**	.594**	.202**	.622**	.824**						
MSQ - General Satisfaction	.493**	.572**	.181*	.515**	.500**	-0.015	.503**	.728**	.685**					
MSQ	.629**	.676**	.227**	.566**	.661**	0.137	.657**	.972**	.922**	.805**				
Commitment - Affective Commitment	.330**	.414**	-0.07	.246**	.367**	-0.028	.266**	.429**	.434**	.266**	.437**			
Commitment - Continuance Commitment	.242**	0.098	.241**	.147*	.281**	.229**	.307**	.289**	.142*	.226**	.251**	-0.069		
Commitment - Normative Commitment	.402**	.302**	-0.037	.325**	.431**	.140*	.345**	.476**	.381**	.365**	.462**	.363**	.564**	
Commitment	.426**	.334**	0.114	.304**	.476**	.182*	.422**	.521**	.397**	.377**	.495**	.489**	.803**	.846**

Note: \*\* Correlation is significant at 0.01 level (2-tailed);

\* Correlation is significant at level (2- tailed)

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Table- 3 indicates that for employees working in Bangalore there is a positive correlation WEIMS- identified and MSQ- intrinsic, extrinsic and general satisfaction and commitment and its dimensions (commitment affective commitment and commitment- continuance commitment, commitment normative and commitment total).

WEIMS- external and MSQ- intrinsic, extrinsic and general satisfaction and commitment and its dimensions (commitment affective commitment and commitment- continuance commitment, commitment normative and commitment total).

The table also indicated that WEIMS- amotivation is positively correlated with MSQ- intrinsic, extrinsic and general satisfaction but there is no correlation commitment affective commitment and commitment normative. WEIMS- Intrinsic is positively correlated with MSQ- intrinsic, extrinsic and general satisfaction and commitment and its dimensions (commitment affective commitment and commitment- continuance commitment, commitment normative and commitment total).

The results also displayed that WEIMS- Integration is positively correlated with MSQ- intrinsic, extrinsic and general satisfaction and commitment and its dimensions (commitment affective commitment and commitment- continuance commitment, commitment normative and commitment total) and there is no relationship between WEIMS- Introjected and MSQ intrinsic and general satisfaction whereas there is a positive relationship with MSQ extrinsic.

There is also a significant correlation with - continuance commitment, commitment normative and commitment total.

Thus, hypothesis 5 is accepted as there exists a correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore.

MSQ- intrinsic is positively correlated with MSQ- extrinsic and MSQ general satisfaction and all the dimensions of commitment to organization. MSQ- extrinsic is positively with MSQ general satisfaction and all the dimensions of commitment to organization.

Hence accepting Hypothesis 6 as there is a positive relationship between employees working in Hyderabad and their satisfaction levels and commitment.

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**Table 4 Correlation table of organizational commitment to change and its dimensions, with Minnesota satisfaction questionnaire and its dimensions and work extrinsic and intrinsic motivation scale along with its dimensions.**

Variables	WEIMS Id	WEIMS Ex	WEIMS Am	WEIMS In	WEIMS Int	WEIMS Intro	WEIMS	MSQ In	MSQ Ex	MSQ GS	MSQ	Commitment AS	Commitment CC	Commitment N
WEIMS - External	.709**													
WEIMS - Amotivation	.233**	.122*												
WEIMS - Intrinsic	.744**	.709**	.132*											
WEIMS - Integration	.798**	.689**	.293**	.711**										
WEIMS - Introjected	.335**	.323**	.314**	.343**	.453**									
WEIMS Total	.841**	.775**	.525**	.789**	.875**	.636**								
MSQ - Intrinsic	.499**	.557**	0.084	.526**	.589**	.232**	.542**							
MSQ - Extrinsic	.447**	.474**	0.091	.449**	.510**	.159**	.465**	.795**						
MSQ - General Satisfaction	.403**	.505**	0.051	.458**	.490**	0.097	.434**	.709**	.670**					
MSQ Total	.507**	.565**	0.088	.531**	.595**	.208**	.544**	.970**	.909**	.788**				
Commitment - Affective	.302**	.400**	-.136**	.401**	.295**	0.003	.259**	.389**	.371**	.237**	.393**			
Commitment - Continuance	.117*	.125*	.219**	0.064	.225**	.168**	.217**	.261**	.211**	.246**	.262**	-.128*		
Commitment - Normative	.308**	.287**	0.077	.253**	.389**	.163**	.326**	.363**	.382**	.348**	.395**	.249**	.477**	
Commitment	.320**	.362**	.115*	.309**	.419**	.173**	.375**	.475**	.440**	.393**	.489**	.441**	.786**	.785**

Note: \*\* Correlation is significant at 0.01 level (2-tailed);

\* Correlation is significant at level (2- tailed)

Table 4 in this table WEIMS identified and WEIMS external are positively correlated to all the dimensions of MSQ and organizational commitment subscales.

WEIMS Amotivation is not correlated to MSQ dimensions and is negatively correlated to commitment affective. WEIMS introjected is positively correlated to all the dimensions of MSQ and the subscales of organizational commitment. WEIMS introjected is positively correlated to MSQ dimensions and there is no relationship with commitment affective. Hence partially accepting H7.

**SUMMARY OF RESULTS**

- Significant differences between work extrinsic and intrinsic motivation along with the office location.
- Significant difference between commitment to change and office location There is a very significant level of satisfaction among employees of both the office locations.
- Positive correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad.
- Significant positive correlation between. between employees working in Hyderabad and their satisfaction levels and commitment.

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- Positive correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore.
- Significant positive correlation between. between employees working in Bangalore and their satisfaction levels and commitment.
- WEIMS introjected is Positive correlation among all the three variables WEIMS (WEIMS amotivation shows no or negative correlation with MSQ dimensions and commitment affective and commitment normative) Minnesota satisfaction questionnaire and commitment to organization negatively correlated to commitment affective.

### **DISCUSSION**

The first objective of the current study was to observe whether there are any differences in job location in respect to organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz.,intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees from Hyderabad and Bangalore.

The findings indicated a difference in WEIMS Identified, WEIMS External, WEIMS Intrinsic, and WEIMS Integration. However, WEIMS Amotivation and WEIMS Introjected did not show a difference between the two office locations. The MSQ and its dimensions have a difference and commitment to change, and its dimensions are also highly significant between the two locations. It was also observed that there was a difference in the levels of satisfaction of employees in Hyderabad and Bangalore. Employees in Bangalore scored higher on satisfaction than Hyderabad employees.

In a study conducted by Dasari, K., & Subrahmanyam, D. A. R. (2019) which studied whether there is any relationship between job satisfaction and the employee performance in the selected IT industries in Bangalore found that that aspect of job satisfaction significantly influences the level of employee performance among employees in Bangalore.

Bangalore, ‘Silicon Valley of India,’ has rapidly developed into a dynamic Information Technology (IT) hub housing several software and information technology-enabled services (ITeS) companies. Another study conducted by Jyothi, B. S., & Ravindran, P. T. (2012) on job satisfaction among employees of the Bangalore sector, which reported moderate to high levels of satisfaction, and confirmed the relationship between job satisfaction and the organizational commitment of employees.

The findings of the current research are also supported by the Locke and Latham model. It includes personality as well as individual needs, values, and motivations. It focuses on goal-setting, goals, and self-efficiency, incorporating goal-setting theory, social-cognitive theory, and the theory of expectations. Job satisfaction is influenced by performance, in the form of accomplishments and rewards. The model defines the relationships between various constructs, including the fact that job characteristics and organizational policy and

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procedures have an impact on job satisfaction, which in turn has an impact on organizational commitment and job involvement.

The present study also intended to determine whether there is a relationship between organizational commitment to change (viz., affective commitment, continuous commitment, and normative commitment) and Minnesota satisfaction and its dimensions (i.e., intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation, and external regulation) among employees working in Hyderabad.

The results of the current study indicate there exists a correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Hyderabad. MSQ-intrinsic is positively correlated with MSQ-extrinsic and MSQ-general satisfaction and all the dimensions of commitment to organization. MSQ-extrinsic is positively associated with MSQ general satisfaction and all dimensions of commitment to the organization.

The findings of a study conducted by Rao, V. V. (2020) investigated the relationship between employee motivation and three variables of organizational commitment: affective commitment, continuance commitment, and normative organizational commitment. The study revealed that employee motivation of retail employees in Hyderabad had a significant impact on organizational commitment (affective, normative, and continuance). The present results indicate that the correlation between employee motivation and affective commitment is the strongest, followed by normative commitment and continuance commitment. Employee motivation had the least correlation with continuance commitment. Employees with strong affective commitment feel an emotional attachment to the organization and therefore will have a greater motivation and desire to contribute to the organization than employees with weak affective commitment. Employees with strong normative commitment are related to the organization by feelings of obligation and duty.

Different authors have found that exists a important relationship between motivation and organizational commitment. Pitaloka, E., & Sofia, I. P. (2014) it was discovered that organizational commitment has a significant impact on behaviour. Commitment encourages employees to voluntarily engage in the organization and is intended to be a long-term member of the organization. This can promote the emergence of OCBC behavior-oriented organizations. Manzoor, Q.-A. (2010) discovered that an internally satisfied, delighted, and motivated worker or employee is actually a productive employee in an organization, contributing to the efficiency and effectiveness of the organization, resulting in profit maximization.

According to Rahim, A. R., & Jam'an, A. (2018), motivation has a positive and significant effect on employee performance via media and organisational commitment variables. The coefficient value indicates that the greater an employee's organizational commitment, the greater his or her motivation; thus, if employees' motivation increases, so will their performance. If employees' performance improves, the overall performance of the organization will improve.

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Herzberg's influential need theory of the 1960s, the Two-Factor Theory, suggests that humans have two different sets of needs, and that the different elements of the work situation satisfy or dissatisfy these needs (Lundberg et al., 2009). Herzberg made a theoretical departure from the traditional continuum concept by suggesting that job satisfaction was hypothesized to operate on a continuum that ranged from high to no job satisfaction, whereas job dissatisfaction operated on another continuum that ranged from no to high job dissatisfaction (Maidani, 1991). The Presence of Extrinsic Factors will only eliminate employees' work dissatisfaction; however, it will not provide job satisfaction.

On the other hand, a sufficient supply of intrinsic factors will cultivate employees' inner growth and development, which will lead to higher productivity and performance; however, the absence of this factor will only neutralize their feeling of neither satisfaction nor dissatisfaction with their jobs. Extrinsic Factors only permit employees' willingness to work, while Intrinsic Factors determine their quality of work.

The aim of the study was also to find out To observe whether there is a relationship between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction and its dimension (viz., intrinsic motivation and extrinsic motivation) and Work extrinsic and intrinsic motivation and its dimensions (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore.

The results revealed that there exists a correlation between organizational commitment to change (viz., affective commitment, continuous commitment and normative commitment) with Minnesota satisfaction questionnaire (viz, intrinsic motivation and extrinsic motivation) and work extrinsic and intrinsic motivation scale (viz., intrinsic motivation, integrated regulation, identified regulation, introjected regulation and external regulation) among employees working in Bangalore. MSQ- intrinsic is positively correlated with MSQ-extrinsic and MSQ general satisfaction and all the dimensions of commitment to organization. MSQ- extrinsic is positively with MSQ general satisfaction and all the dimensions of commitment to organization.

A study conducted by N.Kumar& P.R Bhat (2019) on Job Satisfaction among Employees of Amazon Development Centre (India) Private Limited in Bangalore conducted a survey among 200 randomly selected employees and found that the overall level of job satisfaction was high. The study also identified several factors that contribute to job satisfaction, including pay and benefits, opportunities for career growth, and a supportive work environment.

In a study conducted by Alshibly, H. H., & Alzubi, K. N. (2022) that investigates the effects of remote e-working on organizational commitment via the mediation of job satisfaction.

The COVID-19 pandemic has altered the working environment in numerous industries (Donnelly & Johns, 2021; 2021, Hamouche & Chabani), The rapid growth of remote e-working (Adekoya et al.,) has been fueled by the desire to work in a safer and more efficient manner, as well as advancements in information and communication technologies (ICT). Remote electronic work is now the new norm, and this practice will continue after the epidemic has passed (Dayaram & Burgess, 2021; 2022, Vyas; Williamson and others, 2020). As a result, companies are increasingly turning to electronic human resource management



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(e-HRM) systems to not only enhance their HRM function but also to influence employee performance and behavior.

In a study of remote e-working during the pandemic, Moens et al. (2022) discovered that nearly two-thirds of the participants reported higher levels of work-life balance and job satisfaction. According to Felstead and Henseke (2017), despite the negatives of increased workloads and fewer prospects, there is a link between remote e-working and organizational commitment, and it has been demonstrated that these practices can reduce turnover intentions (Choi, 2019). These findings are supported by a review of the literature by Vleeshouwers et al. (2022), who discovered that flexible working arrangements improved organizational commitment. During the COVID-19 outbreak, workers' perceptions of organisational support for managing the interface between their professional and personal lives may have been enhanced by the work flexibility provided by remote e-working arrangements advancement, e-workers reported higher levels of job satisfaction. These findings were in line with the results of the present study.

Although the study was carried out carefully and meticulously, there were some limitations to this study. The present study had a small sample size and limited areas of investigation which might not be a true representative of the whole population of the e-commerce sector. So, before generalization there is a need to conduct an in-depth study covering larger sample size and broader areas of investigation. Another limitation of the study is that the major participants were female this might have affected the obtained results. Further studies with male and female participants can help in understanding gender differences. All instruments used to obtain data were self-report measures. As with any self-report inventory comes the challenge of relying on participants to accurately evaluate and honestly report their true conditions. Another limitation is that if the employees are natives of Hyderabad or Bangalore. There could also be potential for social desirability bias, where participants may provide answers that they believe are more socially acceptable, rather than their true opinions.

More emphasis could be placed at the Commitment of employees towards the organisation as it is to be more cost-based and obligation-based rather than desire-based. So, the authorities are suggested to take actions to improve the affective commitment by building good relationship between employees and their supervisor, encouraging team work, promoting workplace culture, showing appreciation and recognition for job done well, maintaining transparency, etc. So as to make employees stay with the organization on their will, which will make the employees more committed towards the organization. Also, it is recommended to make interventions that organizations should encourage corporate entrepreneurship for the employee to feel motivated to put forth the innovative ideas for career development as well as organization development. Future studies should also consider Deeper understanding of the inter play between work & family and how it impacts the employee. Further studies should also consider Job enrichment which can be studied along to understand and give employee the freedom and responsibility in achieving work goals.

Future research should employ longitudinal designs to explore the long-term effects of work motivation, job satisfaction, and organizational commitment on employee outcomes, such as turnover and performance. This would help to better understand the causal relationships between these constructs. Further studies could explore the same variables in employees working in Chennai along with Bangalore and Hyderabad. Finally, Researchers could use

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qualitative research methods, such as phenomenology, to gain a deeper understanding of the experiences and perspectives of e-commerce employees regarding work motivation, job satisfaction, and organizational commitment.

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### **Conflict of Interest**

The author(s) declared no conflict of interest.

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