

Motivation, Work Engagement, Organizational Commitment and Turnover Intention among Middle-Level Managers

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ABSTRACT

This study investigates the influence of motivation on critical organizational factors, namely work engagement, organizational commitment, and turnover intention, among middle-level managers. Utilizing a purposive sampling method, data were gathered from 90 middle-level managers with professional experience. The research employed validated instruments: the Utrecht Work Engagement Scale (UWES), the Organizational Commitment Scale, the Turnover Intention Scale (TIS-6), and a comprehensive motivation scale that includes both intrinsic and extrinsic factors. Statistical analysis using Pearson's correlation revealed no statistically significant relationship between motivation and work engagement, commitment, or turnover intention. The findings indicate that while motivation is an essential psychological component, it may not independently determine workplace attitudes for managers at this level. Instead, contextual factors such as leadership style, organizational culture, and job resources are likely to play a more significant role.

Keywords: *Motivation, Work Engagement, Organizational Commitment, Turnover Intention, Middle-Level Managers*

In the contemporary corporate environment, the proficient management of human capital is fundamental to organizational sustainability. Although financial and technological resources are essential, the workforce serves as the principal catalyst in transforming strategic plans into tangible achievements. Within this context, middle-level managers function as the crucial intermediary between senior leadership and operational personnel. Middle managers fulfill a complex dual role: they are tasked with interpreting executive strategies and translating them into actionable operational tasks for their teams. This role frequently involves managing high-pressure demands, such as coordinating departmental activities and overseeing employee morale. During organizational transitions or the implementation of new policies, these managers are responsible for facilitating change, often encountering uncertainty and increased workloads. Psychological constructs, such as motivation, are central to organizational behavior as they affect individual performance and collaboration. For middle managers, motivation extends beyond external rewards like salary; it encompasses intrinsic fulfillment and a sense of professional purpose. Understanding the

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relationship between their motivation and outcomes such as engagement and commitment is crucial for maintaining organizational stability.

REVIEW OF LITERATURE

The Evolving Function of Middle Managers

The modern workplace is characterized by swift technological advancements and globalization, which have heightened performance expectations. Middle managers, serving as intermediaries, frequently encounter substantial job demands and role-related stress due to their dual accountability to both senior management and subordinates.

Theoretical Perspectives on Motivation

Motivation encompasses the internal and external forces that direct human behavior. Self-Determination Theory (SDT) distinguishes between autonomous motivation (driven by personal interest) and controlled motivation (driven by external pressure). SDT asserts that individuals flourish when three fundamental needs are satisfied:

- Autonomy: Exercising control over one's work-related decisions.
- Competence: Experiencing effectiveness and capability in one's role.
- Relatedness: Sustaining meaningful social connections.

The Job Demands-Resources (JD-R) model further proposes that resources such as supportive leadership and feedback enhance motivation, enabling managers to perform effectively despite challenging conditions.

Work Engagement and Organizational Commitment

Work engagement is a fulfilling state characterized by vigor, dedication, and absorption. Engaged managers exhibit high energy and profound involvement in their roles. Similarly, organizational commitment denotes the psychological bond between an employee and the organization, which can be categorized into affective (emotional), continuance (cost-based), and normative (obligatory) commitment. Research suggests that engagement often serves as a conduit through which supportive conditions cultivate long-term loyalty.

METHODOLOGY

Sample:

90 middle-level managers selected through purposive sampling to ensure relevant professional experience.

Instruments:

- Utrecht Work Engagement Scale (UWES).
- Organizational Commitment Scale.
- Turnover Intention Scale (TIS-6).
- Motivation Scale (measuring intrinsic and extrinsic aspects).

Analysis:

Descriptive statistics, reliability analyses, and Pearson correlation analyses were used to examine relationships among variables.

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RESULTS

The statistical analysis yielded the following findings:

- Motivation and Work Engagement: A weak negative correlation ($r = -0.130$, $p = 0.218$) was observed, indicating no statistically significant relationship.
- Motivation and Organizational Commitment: The correlation ($r = -0.150$, $p = 0.155$) was also weak and non-significant.
- Motivation and Turnover Intention: The correlation ($r = 0.011$, $p = 0.919$) showed virtually no relationship between the two variables.

Based on these results, the hypotheses predicting a positive correlation between motivation and engagement/commitment were rejected.

| Variables | Mean | Standard deviation | N |
|-----------------|--------|--------------------|----|
| Motivation | 44.512 | 2.2789 | 90 |
| Work engagement | 35.60 | 10.999 | 90 |

| Variables | Mean | Standard deviation | N |
|---------------------------|--------|--------------------|----|
| Motivation | 44.512 | 2.2789 | 90 |
| Organizational commitment | 63.05 | 18.604 | 90 |

| Variables | Mean | Standard deviation | N |
|-------------------|--------|--------------------|----|
| Motivation | 44.512 | 2.2789 | 90 |
| Employee turnover | 22.88 | 6.472 | 90 |

DISCUSSION

The findings of this study contrast with traditional organizational psychology literature which typically posits a strong link between motivation and workplace engagement. For this sample of middle-level managers, motivation alone did not translate into higher engagement or commitment.

Several factors may explain this divergence:

- Nature of Managerial Roles: The persistent administrative pressure and role conflict inherent in middle management may dampen the experiential aspects of engagement, even if the manager remains motivated to perform.
- Structural Constraints: Factors such as rigid organizational policies, heavy workloads, and limited autonomy may prevent individual motivation from influencing broader attitudes like commitment.
- Multidimensionality: Turnover intention and commitment are complex and likely more influenced by external factors such as work-life balance, salary, and leadership quality than by individual motivational drives alone.

CONCLUSION AND IMPLICATIONS

The study concludes that organizations cannot rely solely on motivation-enhancing strategies to retain and engage middle-level managers. Because these managers occupy a unique structural position, their retention depends on a multidimensional approach that prioritizes psychological well-being, autonomy, and supportive leadership. Investing in the engagement of this managerial workforce is essential for team performance and overall organizational resilience. Future research should incorporate additional factors like

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leadership style and organizational climate to provide a more holistic view of these dynamics

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Conflict of Interest

The author(s) declared no conflict of interest.

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