The Impact of Motivation and Empowerment on Employees' Commitment in the Indian Automotive Industry

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Abstract

This paper makes a strong case for the fact that the organizational factors of motivation and empowerment have a strong influence on employees' commitment. This argument is proved by using quantitative techniques of regression analysis, which shows a strong positive relationship between the parameters. This analysis has been conducted on the employee responses received within the Indian automobile sector in the Delhi NCR region of India. Although there is not much literature available on the correlation between the two factors and employees' commitment within the Indian automotive sector, but this paper makes a valuable contribution within the field of organizational behavior by analyzing employees' behavior in this sector and paves the way for further research on the subject in divergent sectors.

Keywords

Psychological empowerment, Intrinsic and Extrinsic motivation, Organisational commitment, Automotive sector, and Employees performance.

1. Introduction

From the various studies conducted in hope of improving employee's commitment across various sectors, it has been found that motivated & empowered employees were more committed to the organization. Kreitner (1995) has suggested that motivation is a psychological process that gives purpose and direction to an individual's behavior. Grant (2008) observed that certain employees often go above and beyond the call of duty and persist in performing their work effectively and productively even in the absence of any personal gain. A study conducted by Cooper and Robinson (2008) revealed that providing choice is positively related to intrinsic motivation, task performance and perceived competence. The study conducted by Yazani, Yaghoubi and Giri (2011) evaluated the role and relevance of job assignment, performance-based

rewards, participative management, self-determination, and participation in goal setting as the main ways of empowerment and found that empowered employees consider their job and work life more purposeful and meaningful.

According to the studies conducted by (Hamed, 2010; Naqvi et.al., 2011; Sahoo, 2010); Abu Rumman. A 2021, it was concluded that a positive relationship exists between psychological empowerment and organizational factors i.e., personal growth, organizational trust, reward, recognition, and leadership support that leads to reinforcing the organizational commitment (Naqvi et.al., 2011; Rawat, 2011).

2. Role of Empowerment and Motivation in Automobile Industry

In today's competitive environment, the automotive industry is more concerned about the survival, growth, and maximum uses of the potential of its workforce. To achieve such objectives, the majority of the labor force employed in automotive industry is on contract basis, but it is quite obvious that these employees, who besides not having any job security or opportunity for competency development, are also deprived of any type of operational autonomy or any role in the decision-making process, do not derive any pride in their work.

Enormous organizations are built on the inherent value of their employees, as motivated and committed employees almost always allow an organization to grow faster than similar competitive organizations (Shore & Martin, 1989; Meyer, Paunonen, Gellaty, Goffin, & Jackson, 1989; Rifai, & Sutiksan 2025).

Employees' organizational factors of motivation and empowerment are intimately associated with employees' identification, commitment, performance and productivity (Ashforth & Mael, 1989; Pratt, 1998; Manzoor, 2012, Liu *et. al.,*2019). Researchers have suggested that employee empowerment and motivation are positively associated with employees' participation, job satisfaction, organizational commitment and higher productivity (Mullins & Peacock, 1991; Kirkman & Rosen, 1999; Doughty, 2004; Kuo Ho Lin & Lai, 2009; Iqbal & Ahmad et al., 2013, (Denton, 1987).

Thus, the present study concentrates on examining the inter-linkages between various factors associated with managing the employees' commitment for ensuring sustained productivity in the Indian automotive industry.

3. Theoretical Development and Hypotheses Generation

Studies have been conducted to explore the relationship between empowerment and certain factors that are considered as antecedents of organizational

commitment, such as: personal growth, job satisfaction, and organizational trust (Hamed, 2010), reward and recognition (Bogler & Somech, 2004) and leadership support (Naqvi et al., 2011; Sahoo, 2010). These studies concluded that a positive relationship exists between psychological empowerment and these factors (Hamed, 2010) that lead to reinforcing the organizational commitment (Naqvi et al., 2011; Rawat, 2011). The linkage between psychological empowerment and factors of organizational commitment was also examined by Jha (2011) in context of IT industry. The study revealed that although no relationship exists between psychological empowerment and continuance commitment, there exists a positive relationship between employees' empowerment and the affective and normative commitments (Gabral et al., 2019 & Modise et al., 2023).

Numerous scholars have conducted research to identify the factors affecting empowerment. Jazime (2006) concluded that motivation, training, job satisfaction, and leadership style are the factors that have a significant relationship with the employees' empowerment. The study conducted by Yazdani, Yaghoubi & Giri (2011) evaluated the role and relevance of job assignment, performance-based rewards, participative management, self-determination and participation in goal setting as main ways of empowerment and found that empowered employees consider their job and work life more purposeful and meaningful.

Therefore, it may be comprehended that the firms need to focus on certain organization factors that determine the employees' empowerment and motivation and thereby increase their organizational commitment (Kyei-Frimpong, 2023).

3.1. Determinants of Organizational Factors of Motivation & Empowerment

Researchers have conducted numerous studies to understand nature and dimensions of motivation and empowerment. According to researchers' (Mottaz, 1985; Wong et al., 1999; Bakay and Huang, 2010; Edison et al., 2024), they observed there are two motivating factors of a job, separated as an intrinsic and extrinsic variable. Wong et al., (1999), say that the intrinsic variables contain feelings of involvement, interesting work, career development, and promotion. And the extrinsic variables, are job security, a respectable salary, thoughtful discipline, and good working conditions (Curtis et al., 2009 & William).

However, in the motivational approach, empowerment is considered as a psychological capability and intrinsic motivation of an individual

employee. Some researchers conceptualized psychological empowerment as a multidimensional motivational construct consisting of four cognitive dimensions, namely meaning or purpose, competence, self-determination, and impact which combined are indicative of the basic essence of employees' empowerment at the workplace (Spreitzer, 1995, 96; Thomas and Velthouse, 1990; Modise, 2023). According to structural approach the term empowerment is associated with granting a role to concerned employees participation in decision making process (Kanter, 1983; Thorlkson & Murray, 1996; Bogler and Somech, 2004; Ongoon & Sund, 2008; Judith, 2012).

Numerous scholars have conducted research to identify the factors affecting empowerment. Frankl (1984, 1992) analyzed the performance of the people at workplace. He found that having a purpose in life is the basic motivation that is related to an individual search for finding meaning in life. It may be appreciated that when employees find meaning in work, they display positive organizational behaviour leading to effective organizational relationship, commitment, and performance. A study conducted by Tempoe (1993) has identified three key motivators, viz., personal growth, operational autonomy and task achievement that create a feeling of personal and professional achievement thereby reinforcing the individuals' sense of being purposeful and significant.

The meaning of motivation & empowerment for employees is manifest. Jha (2011) explores the linkage between psychological empowerment and factors of organizational commitment in the context of IT industry. The study revealed that there exists a positive relationship between employees' empowerment and the affective and normative commitments. Hamed, (2010) examine the relationship between empowerment and certain factors that are considered as antecedents of organizational commitment, such as: personal growth, job satisfaction, and organizational trust reward and recognition (Bogler & Somech, 2004) and leadership support (Sahoo, 2010; Naqvi et al., 2011). These studies concluded that a positive relationship exists between psychological empowerment and these factors (Hamed, 2010) that leads to reinforcing the organizational commitment (Rawat, 2011, Naqvi et al., 2011, Oliveira 2023), if they are given freedom to participate in decision-making process and provided full autonomy to do their job and also providing a challenging job to the employees, they feel motivated and empowered to do work and thereby actively involve and attached with the work and the objective of the organization.

3.2. Organization Commitment

Commitment is an important instrument for enhancing the performance of the employees. Research conducted on commitment has shown that the employees committed to their organization indicate a positive attitude towards their organizational goals, which ultimately results in higher organizational performance and enhanced productivity (Jeffrey Arthur, 1994; Steers, 1977; Monje A., Xanthopoulou D., Calvo, Vazquez, 2021). Chen, Tsui, & Farh (2002) have found that organizational commitment may be positively related with various outcomes such as employee job satisfaction, motivation, and performance, and may be negatively correlated to absenteeism and turnover. Thomas (2002) found that commitment is motivated by purpose to work smart, take personal responsibility for making things happen, and apply intelligence to getting activities or tasks accomplished.

Mowday et al., (1979), & Andika et al., (2020) stated that employee's commitment is a psychological attachment of an employee with the organization that depends on the degree of employee's motivation, involvement, loyalty, and trust in the values and norms of the organization. According to Allen & Meyer (1991), organizational commitment classified into three main components that are affective commitment (AC), continous commitment (CC) and normative commitment (NC), which may be considered as a reference framework for organizational commitment. Thereby employees' commitment to the automotive industry was measured by using Meyer et al.'s (1993) 12-item measure of affective, continuance and normative commitment (four items in each scale).

The respondents were provided with 5 choices, viz., strongly agree (SA), agree (AG), neither agree nor disagree' (NA), disagree (DA) and strongly disagree (SD) with their relative weightages varying from 5 for strongly agree to 1 for strongly disagree, recorded and measured on a Likert scale. These sets of questions were distributed to around 400 employees working in four automotive companies. The number of fully filled-up 242 responses were selected for analysis. The total number of respondents indicating a specific choice against a statement was evaluated.

Thus, the following hypotheses are offered:

H_1 : The organizational factors of motivation and empowerment positively influence the employees' normative commitment.

H_2 : The organizational factors of motivation and empowerment positively influence the employees' continuance commitment.

H$_3$: The organizational factors of motivation and empowerment positively influence the employees' affective commitment.

4. Data Analysis: Regression

The research was conducted to assess the influence of the organizational factors of motivation and empowerment, viz., job challenge, operational autonomy, open communication and organizational support on the dependent variable: organizational commitment. The organizational commitment was measured through three parameters: normative, continuous, and affective commitment.

The table-1 results show the details of the analysis indicating the impact of the motivational and empowering factors on employees' affective commitment. The analysis shows all the factors of the employees' motivation and empowerment *viz.,* job challenge (p=0.027), operational autonomy (p=0.000), open communication (p=0.000) and organizational support (p=0.000) are positive predictors of the affective commitment

Table 1:- Employees' Motivation& Empowerment on Affective Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	Std. Error	Beta	
(Constant)	**-.387**	**.188**		**.041**
Job Challenge	-.600	.270	-.399	0.027
Operational Autonomy	1.819	.126	-1.371	0.000
Open Communication	.883	.232	.597	0.000
Organizational Support	-1.043	.140	-.671	0.000

Source:- Created by Authors

It validates our Hypothesis -1 as:

H$_1$: "The organizational factors of motivation and empowerment viz., job challenge, operational autonomy, open communication and organizational support are positively associated with the employees' affective commitment".

It thus proves that all the factors of motivation and empowerment, (viz., job challenge, operational autonomy, open communication and organizational support) contribute to developing the synergy between an individual's own

values and organization values that ensures his total involvement and commitment for achieving organizational objectives.

Table 2:- Employees' Motivation & Empowerment on Continuance Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	**Std. Error**	**Beta**	
(Constant)	**-.277**	**.101**		**.007**
Job Challenge	-.222	.145	-.187	.127
Operational Autonomy	.749	.068	.716	.000
Open Communication	.337	.125	.289	.007
Organizational Support	.203	.075	.165	.007

Source:- Created by Authors

Table-2 provides the finding of data-analysis regarding the effect of the factors of motivation and empowerment on employees' continuance commitment. It is found that three factors, *viz.,* operational autonomy (p=0.000), open communication (p=0.007), and organizational support (p=0.007) have a strong impact on continuance commitment.

It partially validates Hypothesis-7(b) that may be stated as:

H_2: "The organizational factors of motivation and empowerment, viz., operational autonomy, open communication, and organizational support are positively associated with the employees' continuance commitment."

Thus, an individual's desire to stay in an organization is largely influenced by the operational autonomy that enhances an individual's self-efficacy, open communication that indicates the leadership's trust and organizational support for involvement in innovative ventures. The assignment of a challenging job per se is not an important factor in influencing one's decision to stay with the organization, as nobody expects that the other organization, he decides to join will not assign him a job according to the level of skills and abilities.

Table 3 details the impact of the employees' empowerment and motivation on normative commitment. It is found that three factors of the employees' motivation and empowerment: operational autonomy (p=0.000), open communication (p=0.014) and organizational support (p=0.000) have a strong impact on normative commitment also, but job challenge (p=0.207) does not turn out to be the predictor for normative commitment.

Table 3:- Employees' Motivation & Empowerment on Normative Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.
	B	**Std. Error**	**Beta**	
(Constant)	**-.525**	**.191**		**.006**
Job Challenge	-.347	.274	-.229	.207
Operational Autonomy	1.776	.128	1.333	.000
Open Communication	.586	.236	.394	.014
Organizational Support	-.924	.142	-.592	.000

Source:- Created by Authors

Hence, the Hypothesis-7(c) is partially validated as follows:

H_3 "The organizational factors of motivation and empowerment viz., operational autonomy, open communication and organizational support are positively associated with the employees' normative commitment."

Thus, it is evident that the three organizational factors of motivation and empowerment, (viz., operational autonomy, open communication and organizational support) influence the employees' moral sense of responsibility towards the organizational objectives that also influence their preference to serve the organization, but the assignment of a 'challenging job' may not drive such a moral sense among the employees.

5. Conclusions and Further Scope

To sum up, it may be concluded that the predictors: operational autonomy, open communication and organizational support had a significant and direct relationship with the all the constituents of organizational-commitment, viz., affective, continuance and normative commitment. It is further revealed that although the job challenge is not a significant factor for affecting an employee's continuance and normative commitment, along with other three factors mentioned above, it is also a strong predictor of the employees' affective commitment.

According to the employee's perception, the organizational factors of motivation and empowerment viz., job challenge, operational autonomy, open communication, and organizational support are positively associated with affective commitment indicating the necessity of their inclusion in the HR policy framework of automotive industries.

There are few drawbacks of this study, first, there are no previous study exist about organizational factors of motivation & empowerment in Indian automotive industries in Delhi NCR.

Second, the duration of the study and data resources are very less; if we have proper resources and time, we can do our study much more deeply and can analyses each and every aspect that distressess the intrinsic motivation of employees toward better commitment of employees. Finally, this discovery is a beginning and as the analyzers go deeper; they may alter and become more aware. The study is still in progress, and the research will continue to review the findings. The researcher can also take other variables like leadership styles, job design, and managerial standards to improve the employee's performance.

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