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Motivation Theories Affecting Organizational Commitment in the Workplace

İş Yerinde Örgütsel Bağlılığı Etkileyen Motivasyon Teorileri

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ÖZET

Günümüz çalışma hayatında, rekabet artmakta olduğu için çalışanların örgüte olan bağlılıklarının sağlanması, örgütlerin ayakta kalabilmeleri için önemlidir. Örgüte bağlılığı sağlamak için motivasyon kuramları ile çalışanların işe karşı tutumlarını belirlemek, alanyazında önemli görülmektedir. Kurumsal örgütlerin sürdürülebilirliği, örgüt çalışanlarının işe bağlılık düzeyine göre şekillenmekte ve örgütlerin hedefinin çalışanlarının örgütten ayrılmamasını sağlamak, örgütler için motivasyon kuramlarının önemine dikkat çekmektedir. Çalışmanın konusu örgüt çalışanlarının, örgütsel bağlılıklarının değerlendirilmesinde motivasyon kuramlarından destek sağlanarak açıklanması olmuştur. Çalışmanın amacı, iş yerinde çalışanların, iş ortamlarına karşı tutumlarını, bireylerin örgütsel bağlılıklarını etkileyen motivasyon teorilerini, endüstri ve örgüt psikolojisi alanında literatürde yapılmış çalışmaları derlemiştir. Araştırmanın yöntemi, Türkiye ve Dünya'da yer alan, örgütsel bağlılık ve motivasyon teorileriyle ilgili çalışmalara 1948-2023 yılları arasında YÖK Ulusal Tez Merkezi, Google Akademik, ProQuest, ResearchGate veri tabanlarında "örgüt", "örgütsel bağlılık", "motivasyon", "motivasyon teorileri", "endüstri ve örgüt psikolojisi" anahtar kelimeleri ile arama yapılarak ulaşılmıştır. Arama sonucunda evreni, 75 makale, kitap ile yüksek lisans ve doktora tezi oluşturmuştur. Araştırmanın örneklemini olarak seçilmiş 68 makale, kitap ve lisansüstü tez materyali ifade edilmiştir. Çalışmanın önemi örgütsel bağlılık kavramı, örgütsel bağlılığı etkileyen faktörlere ve davranışsal sonuçlarına yer verilerek motivasyon kuramları açıklanmış, çalışanların çalışma hayatına ilişkin değerleri, örgütsel bağlılıklarını etkileyen faktörler, literatürde yapılmış çalışmalar değerlendirilerek endüstri ve örgüt psikoloji çerçevesinde ele alınmıştır.

ABSTRACT

In today's working life, as competition is increasing, ensuring the loyalty of employees to the organization is important for organizations to survive. In the literature, it is considered important to determine employees' attitudes toward work through motivation theories in order to ensure commitment to the organization. The sustainability of business organizations is shaped by the level of commitment of the organization's employees, and the goal of organizations is to ensure that their employees do not leave the organization, which draws attention to the importance of motivation theories for organizations. The subject of the study was to explain the evaluation of organizational commitment of organizational employees by providing support from motivation theories. The purpose of the study is to compile the attitudes of employees toward their work environment, motivation theories that affect the organizational commitment of individuals, and studies in the literature in the field of industrial and organizational psychology. The method of the research is based on the studies on organizational commitment and motivation theories in Turkey and the world between 1948 and 2023 in YÖK National Thesis Center, Google Scholar, ProQuest, ResearchGate databases such as "organization", "organizational commitment", "motivation", "motivation theories", "industrial and organizational psychology". It was reached by searching with the keywords. As a result of the search, the universe consisted of 75 articles, books, and master's and doctoral theses. 68 articles, books and dissertation materials were selected as the sample of the research. The importance of the study was explained by including the concept of organizational commitment, factors affecting organizational commitment and behavioral outcomes, motivation theories, employees' values regarding work life, factors affecting their organizational commitment, studies in the literature were evaluated and discussed within the framework of industrial and organizational psychology.

Keywords:

Organization,
Organizational
Commitment,
Motivation,
Motivation Theories,
Industrial and
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1. INTRODUCTION

The concept of work, which has been used throughout history with the industrialization process, creates change in many areas. This change has taken place in many areas such as technology, education, economy, culture and has affected people's perceptions, expectations, priorities, life perspectives, psychology and attitudes. In today's organizational environment, the increase in the level of satisfaction and job satisfaction of both the employer and the employee is seen to be related to organizational commitment. The concept of organizational commitment can be expressed as the individual's adoption of the organization's values and desire to continue working in the organization under the influence of the balance he establishes between what he receives from the organization and what he gives (exchange) in the context of the social exchange relationship he establishes between himself and the organization he works for.

The strength of the psychological bond between employees and the organization, created by employees in the same work environment, determines organizational commitment. Employees with different sources of motivation engage in activities in the same business environment to ensure that the organization remains functional. Therefore, identifying employees' sources of motivation can shape individuals' organizational commitment and thus provide guidance in ensuring job satisfaction. Employees who spend their working lives in the same organizational environment may differ from each other in terms of organizational commitment and job satisfaction. In this case, it may be important to clarify the situation in terms of motivational theories based on industrial and organizational psychology literature.

In the 21st century management approach, where human resources are generally accepted as an important capital in organizational environments, the talent in question comes to the fore as the sustainability of business environments. Towards the end of the 1980s, a transition was achieved in industrial and organizational science from a period in which the perspective was generally considered as a technical structure in work environments to a period in which effective management and positive interpersonal relationships took place. By understanding the power of human capital and the added value it brings to work environments, organizations have begun to be considered as social structures and have gained importance. It can be said that the long-term effectiveness and efficiency of human resources can be achieved with an effective management approach in the organizational environment and high job satisfaction, considering the motivation of the employees of the organization. It can be said that having an effective management approach in the organization is directly proportional to the manager's expectations from the employees, depending on the quality of the relationship between the manager and the employees. A manager who has high expectations from his employees increases their motivation, which ensures job satisfaction and increased performance for the employees' organizations. In the 21st century, changes in communication and technology and the increasing pace of change in the work environment have begun to have an impact in every field.

Today's globalization and technological developments have led to changes in the traditional economy and business management, and this era, called the "*Information Age*", has revealed a new economic structure, called the "*Information Economy*", which requires constant renewal. The change is expressed as the transition process from the industrial society to the information society. It can be said that the transition to the information economy has begun to shape the dynamics of the information society through the emergence of new institutions and procedures (Drucker, 1995). The new economic order changes the traditional economic perspective built on physical and material assets and proposes to be built on intangible elements. While in the industrial economy, investments were largely made in material elements such as machinery and equipment, it can be said that in today's economy, there are investments based on knowledge. Possessed human capital is becoming more important, and improving the level of competence and expertise determines the direction of investment (Edvinsson and Malone, 1997).

In today's business conditions, where the understanding of competition has become increasingly difficult, the phenomenon of change has become a norm in working life, the human element and people-oriented management approach are included in organizations to maintain current positions and make effective decisions. Since the human capital that organizations possess is directly proportional to their sustainable competitive advantage, organizations strive to attract highly competent employees as a source of creativity and to manage this capital effectively over the long term, regardless of the impact of sectoral differences. An employee's ability to transfer his or her personal knowledge to the organizational environment in a way that creates value is generally related to the individual's motivation. It is necessary to mobilize, direct and manage the effective use of human capital (Edvinsson, 2002).

The effective and efficient use of human capital is generally discussed with the concept of motivation in the industrial and organizational psychology literature. Having an effective management approach in the organizational environment seems to be related to managers' expectations of their employees. Considering the development of positive work attitudes and increasing job satisfaction of employees in the organizational environment, it can be interpreted that managerial behavior and expectations are important for the field of industrial and organizational psychology.

The aim of this research was to examine the factors of motivational theories that affect organizational commitment in the workplace in relation to industrial and organizational psychology using the keywords "*organization*", "*organizational commitment*", "*motivation*", "*motivational theories*", "*industrial and organizational psychology*". Studies in Turkish and international literature databases are discussed from the perspective of industrial and organizational psychology. The universe of research is the studies on organizational commitment and motivation theories in Turkey and the world, between 1948 and 2023, in YÖK National Thesis Center, Google Scholar, ProQuest, ResearchGate databases such as "*organization*", "*organizational commitment*", "*motivation*", "*motivational theories*" and "*industrial and organizational psychology*" it was reached by searching with the keywords. The search returned 75 articles, books, master's theses, and doctoral dissertations. 68 articles, books, and dissertation materials were selected as the research sample. In the research, a general research trend was revealed by examining the articles, books, master's and doctoral theses and information contained in the research on the concepts of "*organizational commitment*" and "*motivational theories*" in the world and in Turkey. The researched literature has been simply explained, reinterpreted and presented to the reader.

The importance of the study was explained by including the concept of organizational commitment, factors affecting organizational commitment and behavioral outcomes, motivation theories, employees' values regarding work life, factors affecting their organizational commitment, studies in the literature were evaluated and discussed within the framework of industrial and organizational psychology.

2. SYSTEMATIC REVIEW

2.1. Organizational Commitment

Organizational commitment, it can be said that the concept of organizational commitment is important in the work environment(s) since the 1960s to the present day, especially since it deals with the productivity of employees in the work environment, their intention to leave and their attitudes. Grusky, who was one of the first to define the concept of organizational commitment, expressed it as "the power of the individual to accept himself as part of the organization" (Wahn, 1998). Organizational commitment can also be mentioned as the feelings and attitudes of employees towards the entire work organization (Riggio, 2023). It can be said as the sum of internalized normative pressures acting on the basis of organizational interests (Wiener, 1982). The concept of organizational commitment can be expressed as the individual's commitment to the work environment with an emotional bond, without any interest in achieving the goals of the organization, employees show good performance based on the success of the organization, and their desire to remain a permanent member of the organization (Hunt and Morgan, 1994). While organizational commitment in the work environment first occurs when the employee enters the job with his/her explicit consent and a psychological contract, the development of the concept of organizational commitment can be measured by whether he/she has knowledge about the organization's goals, objectives and the qualifications required to do the job (Northcraft and Neale, 1990; McDonald and Makin, 2000). The concept of organizational commitment can be interpreted as the union of forces formed by the employee with the organization (Schermerhorn et al., 1994).

Becker (1960) describes the concept of organizational commitment as a commitment formed by the fear that the work given during the time worked in the organization, the time spent and the values gained such as status and income will be lost by leaving the organization and all the efforts given to the organization will be destroyed. It can be said that the time, effort, material and moral values spent for the organization are important as the reason for the employee's commitment to the organization. It can be said that the employee in the organization is psychologically attached to the organization and working environment (Iverson and Buttigieg, 1999). Organizational commitment, which is considered to be related to the attitudes of employees in the work environment, can be considered as an interdisciplinary concept, so the fact that researchers from fields such as industrial and organizational psychology, sociology, psychology, social psychology and business studies have made it difficult to come up with a common interpretation of the concept (Oliver, 1990). It can be said that there

is a consensus in the literature that organizational commitment is based on two basic approaches: attitudinal or behavioral (Liou and Nyhan, 1994).

In articulating the concept, organizational behaviorists focused on attitudinal commitment, while social psychologists focused more on behavioral commitment (Mowday et al., 1982). According to Allen and Meyer (1993), the concept of attitudinal commitment refers to a psychological state regarding the relationship between employees and the organization. Thus, the concept associated with the behavior of employees ensures the integration of the individual with the organization and continuity in the organization. The commitment in question refers to a kind of exchange, reciprocal give and take relationship in which employees are rewarded and attached to the organization in return for certain benefits (Mowday et al., 1979). According to Öz (2015), it is an important necessity for the values and goals of the employees and the organization to be in harmony.

Attitudinal commitment generally consists of three components: Integration with the values and goals of the organization, participation in activities related to the work environment, and loyalty to the organization. In contrast to the concept of "*attitudinal commitment*" of organizational behavior researchers, the concept of "*behavioral commitment*", which social psychologists prefer to use, can be said to be related to the person's behavior in the past and the process of remaining committed to the organization (Mowday et al., 1982). In this type of commitment, individuals generally feel a commitment to the job rather than to the organization or work environment. After individuals develop a certain behavior, they tend to continue that behavior and then tend to develop attitudes that increase the likelihood that their behavior will be repeated and justify their behavior (Meyer and Allen, 1991; Oliver, 1990). The survival and sustainability of organizations and their work environments are shaped by the level of commitment of the organization's employees; therefore, the primary goal of organizations is to ensure that their employees do not leave the organization. The more the employees are committed to the organization and the institution, the more the continuity of the organization will be ensured. It can be said that organizational commitment is one of the ultimate goals of efforts to preserve the existence of the organization. Ensuring that employees at the workplace have a strong sense of commitment to the organization enables them to work more harmoniously, productively, with high loyalty and sense of responsibility, and to achieve the goals of the organization at less cost.

Employees who form a strong bond in the workplace adhere strongly to the values of the organization and show determination to stay in the organization and work environment by wholeheartedly obeying orders and expectations (Balay, 2000; Balcı, 2003). It can be said that situations that affect employees' commitment to the organization and institution are important. In their study, Mowday et al. (1979) listed the factors affecting organizational commitment under four main headings: personal characteristics, job characteristics, work experience, and structural characteristics of the organization. In his research, Çetin (2004) examined the factors affecting organizational commitment as age, gender, marital status, experience, organizational justice, job satisfaction, sense of trust, role conflict, importance attached to the work done and support received, participation in decision making, job security, experience, he expressed it as salary, promotion opportunities, fringe benefits, rewards, working hours, monotony, hopelessness and different job opportunities in the market.

Studies in the literature have investigated the effects of some personal characteristics on organizational commitment, and among these characteristics, age, gender, and education level variables have been considered. Age variable is mentioned as one of the most important determinants of organizational commitment as a personal characteristic (İnce and Gül, 2005). The age variable is often evaluated according to the length of service in the organization. According to the results of many studies, it has been found that there is a positive relationship between age and organizational commitment (Angle and Perry, 1981; Mathieu and Zajac, 1990; Meyer and Allen, 1993; Morris and Sherman, 1981). Consistent with this finding, organizational commitment increases with age. Angle and Perry (1981) stated in their research that "*as age increases, employees are committed to continue working in the organization with the idea that the opportunity to improve their skills will decrease*". When the concept of organizational commitment is evaluated in terms of gender, it is concluded that "*women's commitment is higher*" (Angle and Perry, 1981), but there are also studies to the contrary (Mathieu and Zajec, 1990).

The discrimination that women often face in business life and the difficulties they experience in getting a job are among the reasons for women's high organizational commitment (Angle and Perry, 1981); responsibilities imposed on women due to gender roles and the necessity of having a secondary job can be considered as reasons for low organizational commitment (Yalçın and İplik, 2005). The idea that individuals with a high level of education may be difficult to satisfy in the workplace, and that employees' expectations may be higher, brings to the fore the possibility of a negative relationship between organizational commitment and education level. However, the lack of clear enough data between these two variables reduces the importance of this relationship

(Mathieu and Zajac, 1990). In addition to personal factors, it can be said that concepts such as salary, management style, organizational culture, and leadership model can be considered among the factors that affect organizational commitment. Salary, which is one of the important factors that determine the status of employees in social life and within the organization, shows a direct relationship with organizational commitment (Mathieu and Zajac, 1990). Low salaries in the workplace cause the employee to not feel committed to the organization and tend to quit the job (Eren, 1998).

Organizational culture, which is associated with the concept of organizational commitment and considered as one of the organizational factors, is based on purposes such as guiding the behavior and relationships within the organization, ensuring unity and motivating. The concept of organizational culture generally becomes one of the important determinants of the level of organizational commitment by having an impact on the decision-making, perception, awareness and implementation feelings of employees in the workplace (Bakan, 2011). Studies (Lok and Crawford, 1999; O'Reilly et al., 1991) show that organizational culture has a positive relationship with organizational commitment. Among the factors that affect organizational commitment, management's attitude and attitude toward employees are among the important issues emphasized. Managers' trust in their employees, developing a leadership style based on participation, and being open to innovation positively affect employees' commitment to the organization (Bakan, 2011).

2.2. Motivation Theories

Motivation can be interpreted as the process of influencing an individual to adopt a certain behavior or situation. In the context of the organization, the concept of motivation is the process of influencing the employee to perform his duties in the expected quality and quantity. Mobilizing the members of the organization towards a common goal can be expressed as all the efforts made (Robbins and Judge, 2013). The concept of motivation animates or causes people to act, directs behavior towards the achievement of specific goals, and sustains the efforts expended to achieve these goals (Riggio, 2023). Motivation is the situation that activates the organism (Bacanlı, 2021). The concept of motivation can be expressed as all the internal and external events that push the organism to act in order to achieve the goal (Erkuş, 1994; Özbay and Erkan, 2023). Gains or benefits obtained (protecting or increasing one's status, eliminating possible penalties or losses) can be expressed as external motivations (Bilgin, 2016).

Motivation, which is generally a psychological factor that directs the individual toward certain goals or motivates them to perform certain behaviors, refers to a change or tension that activates the organism (Bilgin, 2016). The concept of motivation includes some concepts such as need, impulse and drive. Every individual has some needs throughout his or her life. Needs can be expressed as psychological or physiological deficiencies that an organism is obliged to satisfy (Riggio, 2023). When the needs of the individual are met, the individual will be happy and when the needs are not met, the individual will be unhappy. These needs can be divided into two categories: primary and secondary. Primary needs are expressed as physiological needs and are considered to be the category of needs that are necessary for the individual to survive. These needs are universal and vary in intensity from person to person. Situations such as food, sleep, breathing, shelter, sexual needs can be given as examples of physiological needs. Secondary needs can be expressed as needs that are generally described as socio-psychological. Needs such as reward, status and self-esteem can be given as examples of secondary needs (Robbins and Judge, 2013).

In general, the motivational process can be expressed as a set of internal and external mechanisms that push the individual(s) to a certain behavior, determine the frequency of these behaviors, and direct and ensure their continuity. The concept of motivation in the work environment can be considered as the efforts made by employees who are motivated to satisfy their personal needs in order to achieve organizational goals. The motivation process from the perspective of the organization can be evaluated as the sum of the forces that drive the employee to work and ensure its continuity (Latham and Ernst, 2006). Uniting, directing and mobilizing organizational members around a common goal can be considered important in the concept of motivation considered for the organization. The emergence of innovations such as division of labor and specialization brought by the industrial revolution and their negative effects on employees, such as reluctance and resistance to work and the organization, revealed the importance of the motivational process in working life (Alkan, 2019).

Motivation studies are basically aimed at re-energizing employees and finding methods to provide work-related motivation within the organization. Determining the motivational differences between individuals within the organization can be stated as an important problem of these studies. After the industrial revolution in the 1800s,

more technology came to the fore, production volume increased, but negative situations such as disinterest in work, dissatisfaction and decrease in job satisfaction began to occur among employees.

In the 1900s and beyond, the importance of the individual in working life diminished, and tools such as mechanization and automation increased the value of technological human production. While the main goals of managers in organizations have been to maximize production and achieve high profits, the increasing pressure of competition has commoditized the human element and rendered the employee's labor worthless to the organization. There has been a decline in the motivation and job satisfaction of employees in the organization, and the management perspective of the employee as an "*economically motivated employee*" has become dominant. This perception, expressed as classical management thought, suggests that the employee is motivated only by financial incentives (*wage increase, bonus, salary payment*) and his productivity will increase with financial factors.

The view of organizations as technical systems forms the basis of the traditional management approach (Kreitner and Kinicki, 2004). The view that people are socio-psychological beings emerged with the understanding developed as a model of human relations in the organizational environment and transformed the work environment into socio-technical systems. While the human relations movement is known as a movement based on the research of Elton Mayo, which emphasizes the importance of social factors in influencing work performance, the Hawthorne effect can be expressed as changes in behavior as a function of participants' knowledge that they are being observed and their expectations regarding their role as research participants (Riggio, 2023). As a result of Hawthorne research, the important driving force of productivity is social factors before physical conditions; it can be said that factors such as valuing employees, appreciating their achievements, creating a desire to work as a group, the level of cooperation and the importance of intra-group communication, and the trust environment created in the workplace are the determining factors of organizational efficiency and motivation. Argyris, who mentioned that the employee's scope of authority and responsibility can be expanded, put forward the idea that both individual and organizational performance can be improved as a result (Dessler, 2000).

The hierarchy of needs theory can be expressed as the motivation theory developed by Abraham Maslow (1943), which organizes needs in a hierarchy from more basic needs to higher level needs (Riggio, 2023). According to Maslow, lower level needs (physiological needs, safety needs, social needs), which he calls deficiency needs, must be satisfied step by step before moving on to higher level needs (esteem needs, self-actualization needs), which he calls growth needs. Maslow's theory is not a theory for workplace behavior. According to Maslow, human needs must be met for physical and psychological health. Human needs, which include physical, social, and psychological needs, are also arranged in a hierarchy. Maslow's hierarchy of needs theory can have a positive impact on organizations. It can be said that managers pay attention to the issue of focusing on the needs of employees.

The ERG theory, which was implemented to fill in the missing points of Maslow's hierarchy of needs theory, was proposed by Clayton Alderfer. Alderfer created a list of needs like Maslow; however, he discussed the hierarchy of needs that motivate the individual in three categories. Clayton Alderfer's (1972) ERG theory, which was partially based on Maslow's theory, reduced the needs that Maslow studied in five categories to three categories (Riggio, 2023). It is classified as the need for existence, the need for affiliation, and the need for growth. It can be expressed as the need for existence (*physical and material needs*), the need for relatedness (the individual's desire to establish relationships with others), and the need for development (*the skills and abilities that the individual will use in problem solving*) (Alderfer, 1969). In ERG theory, the order of needs may differ for different individuals. This difference was created based on the criticism of Maslow's theory of needs, and in the ERG theory, the individual can satisfy two needs at the same time. Managers within the organization should be aware that employees may have many needs that need to be met at the same time. If a manager tries to meet just one of the employee's needs, it may not be effective in motivating the employee.

Developed by Frederick Herzberg (1968), the two-factor theory aims to identify the motivational elements of individuals in an organizational context. Herzberg developed a theory of motivation that emphasizes the role of job satisfaction in determining employee motivation. In Herzberg's motivation theory, which is presented as two concepts that are important in determining employee satisfaction and motivation, motivators and hygienics, motivators are expressed as elements related to working conditions that lead to job satisfaction when they are present, while hygienics, in their absence, cause job dissatisfaction. They are mentioned as elements related to the work environment (Riggio, 2023). The two-factor theory examines work motivation in the context of job satisfaction. Job satisfaction (motivators) and job dissatisfaction (hygiene) are separate and independent dimensions. Examples of hygiene categories that cause job dissatisfaction include pay, non-pay

opportunities/organizational policies, relationships with coworkers, physical working conditions, and advice from supervisors. Employee motivation is not possible without these factors such as salary, job security, company policies, and working conditions. The existence of these concepts, called hygiene or external factors, does not directly motivate the individual; however, their absence leads the individual to dissatisfaction (Robbins and Judge, 2013). Examples of motivating factors that provide job satisfaction include success, status, recognition, responsibility, nature of the work, opportunities for creativity, and autonomy. Again, internal motivators are expressed as factors that motivate the individual, such as success, professional development, opportunities for advancement, recognition, and responsibility. Fulfilling the function of internal motivating factors is possible by providing hygiene factors under minimum conditions (Sabuncuoğlu and Tüz, 2001). In conclusion, the presence of motivating factors motivates employees and leads to job satisfaction. Hygiene practices do not motivate or satisfy employees, but their existence prevents individuals from experiencing job dissatisfaction. When evaluated in the organizational setting, the two-factor theory emphasizes that meaningful work is important to employees.

The Need for Achievement Theory is expressed as McClelland's Motivation Model, which emphasizes the importance of the three needs of achievement, power, and relatedness in determining employee motivation. The need for achievement, the compelling drive to succeed and get the job done; the need for power, the need to be effective by directing and controlling the actions of others; the need for relatedness can be expressed as the desire to be loved and accepted by others (Akar, 2020). Employees in the need for achievement category generally need to achieve challenging goals. They take calculated risks to achieve goals and enjoy receiving feedback on their success and the process. They prefer to work alone within the organization.

Employees in the affiliation need category want to belong to a group, be loved by the group, and fit in with the group. This need motivates individuals to take actions to establish and develop interpersonal relationships (Gönültaş, 2021). They do not like too much risk and uncertainty and prefer cooperation to competition. On the other hand, employees in the need to gain power category like to control others, influence others, be recognized, have status and compete. The need to gain power mentions that the individual is motivated to realize his or her desire to control others (Robbins and Judge, 2013). The work motivation of employees can vary from person to person depending on their needs. Every employee has these needs, but one is usually more dominant. Managers need to determine what motivates employees and create the appropriate conditions. The difference between McClelland's needs theory and other scope theories is that the needs in question are not innate, but can be learned throughout life (Northcraft and Neale, 1990).

Traditional motivational or content theories have evolved over time and laid the groundwork for the emergence of process theories. Content theories focus on examining motivational factors that arise from an individual's intrinsic needs. Theories referred to in the literature as process theories include reinforcement theory, motivation equality theory, goal setting theory, and expectancy theories of motivation, including the Pygmalion effect. In process theories, needs can be expressed as one of the factors that direct the individual to a certain behavior (Koçel, 2005). Process theories assert the variability of these needs and emphasize the subjectivity of the needs addressed in scope theories. Process theories focus on the cognitive processes that motivate a behavior, concentrating on the events that lead the individual to a particular behavior (Rollinson and Broadfield, 2002).

Reinforcement theory is based on the principles of operant conditioning and states that behavior is activated by its consequences (Riggio, 2023). According to Skinner, the concept of behavioral conditioning states that when an individual's behavior is reinforced with rewards and similar positive behaviors, the individual will exhibit and continue the behavior in question, but otherwise, that is, when the behavior is not reinforced and when punishment is encountered, the behavior will not be repeated and will be abandoned (Robbins and Judge, 2013).

J. Stacey Adams (1965) includes the idea that individuals constantly compare themselves to other employees on issues such as salary, promotion, and status. As a result of this perception of comparison, if the individual perceives that he or she is in a situation of inequality, the individual will tend to act to eliminate the situation in question (Tucker et al., 2002). Equity theory states that employees are motivated by the desire to be treated equally or fairly, and that employees are motivated by reducing perceived inequalities between work-related inputs and outputs (Riggio, 2023).

Goal setting theory emphasizes the role of specific and challenging performance goals and employee commitment to those goals as important determinants of motivation (Riggio, 2023). Developed by Edwin Locke (1990), goal setting theory can also be used in non-work settings, such as motivating people to lose weight, exercise regularly, and work regularly. In goal setting theory, it is believed that if an individual is given a difficult and lofty goal to achieve, he or she will be more motivated and perform at a higher level compared to a

goal that is easier to achieve. E. Locke emphasized the importance of goal setting and suggested that the set goals should be achievable and should be clearly expressed by the organizational leaders based on open communication. It is stated that it is important that the goal set within the organization should reveal the individual's competence and develop the person. The reasons why goals have a motivational value are that they cause attention and efforts to be focused in a certain direction; it helps to be persistent while doing the job and to develop business strategies. For goals to be motivating, they must be difficult, ambitious, and achievable; goals must be set with employee input or employee acceptance; the goal should be specific rather than general; objective feedback to the employee at regular intervals while trying to achieve the goal can be considered as an example. Limitations of goal setting theory include the fact that goal setting is not appropriate for every job, conflict between goals occurs as the number of goals increases, it is more effective for simple tasks, group goals are more effective than individual goals, and goals that are difficult to achieve in stressful environments cause low performance.

Expectancy theory, one of the popular theories of motivation, is also known as VIE theory because it refers to three basic elements: goal valence, instrumentality, and expectancy (Riggio, 2023). Expectancy theory is associated with Vroom (1964); it is expressed as the cognitive theory of motivation, which states that employees evaluate the expected costs and benefits of certain paths before being motivated to act. According to the expectancy theory developed by Vroom, an individual's motivation is equal to the expectation that a certain behavior will achieve the goal multiplied by the importance the individual attaches to that goal (Sabuncuoğlu and Tüz, 2001). The expectancy theory states that the motivation to perform a certain behavior depends on a number of factors; whether the outcome of the behavior is desired or not (goal value); it can be expressed as whether the individual has the skill, ability, or energy to do the job (expectancy); and whether the behavioral performance will actually cause the expected result (instrumentality) (Riggio, 2023).

In expectancy theory, employees are motivated when they believe their behavior will lead to desired rewards or outcomes. Concepts include business outcomes, attractiveness, instrumentality, expectancy, and power. Business outcomes: Includes positive outcomes such as pay, recognition, appreciation, promotion, vacation time that the organization offers its employees, and negative outcomes such as being fired or transferred to a new city. Attractiveness: Employees' feelings about their job outcomes and how much job satisfaction they have. It can be said that this is only meaningful if the effect of the salary increase on the results is ignored (Koçel, 2005; Robbins and Judge, 2013). It takes a value between -10 and +10. It is how impressive the result is perceived by the employee. Characteristics that have a positive impact may not be the same for every employee. The person tries to avoid situations that have a negative appeal, such as job loss or stress. Instrumentality: This is the belief about the relationship between the behavior or performance and the outcome. It involves the person's subjective perception of the relationship between the performance and the achievement of the result. It is when the employee sees hard work to achieve results that he finds attractive. It is expressed as a probability number ranging from 0 to 1.

The salary increase of the employee in the organization can only be a tool for higher status and improvement of living conditions. Expectation: It is the perceived relationship between effort and performance. It is expressed as a probability between 0 and 1, where 0 means that one does not believe that one will perform well no matter how much effort one makes. If the employee believes that he can achieve the desired result with a certain behavior, the expectation is rated as 1. Strength: It can be expressed as a person's effort or the pressure to do the job. Attraction, instrumentality, and expectancy combine to create the motivational force. First, the business results must be attractive. Second, there must be a relationship between those work results and the person's work behavior. People in the organization want to know what their performance will be as a result of their efforts. The limitations of expectancy theory are that there is a mathematical formula, the concepts are difficult to measure, and environmental factors are not considered.

The Pygmalion effect is expressed as the process of adaptation of employee behavior within the organization within the framework of managerial expectations, bringing a new perspective to the expectancy theory of motivation that affects individual behavior in the organizational environment. The concept of Pygmalion Effect, also known as "*self-fulfilling prophecy*" in the literature, can be considered important in today's organizational and working conditions in terms of its results. In the literature, it is generally mentioned that the expectations of managers in the organizational environment can have a significant impact on the behavior of employees. In order to prevent role conflict for each member of the organization, employees must have an appropriate understanding of their roles (Rowe and O'brien, 2002). The expectation of managers in the organization to be informed about the expectations of their employees and what they value in terms of attractiveness is expressed as the Pygmalion effect.

The manager's expectation becomes the employee's reality and has a significant impact as a determinant of organizational performance. Tajfel, who clarified the concept of Pygmalion effect as a self-fulfilling prophecy in the field of social psychology, expressed the theory as the individual's belonging to a certain group and the meaning and emotional value that he attributes to the group he belongs to (Haslam, 2004). The individual who evaluates himself within the framework of a certain social environment and the classification of the group to which he feels belonging as in-group and the others as out-group generally shows that it is compatible with the characteristics of individuals (Ashforth and Mael, 1989). Within the organization, individuals are expected to act within the framework of social norms established by the community to which they belong. Expectations about when and how individuals in the organization should behave are generally shaped by group membership and the values attached to that membership (Demirtaş, 2012). The concept of Pygmalion effect or self-fulfilling prophecy can be expressed in such a way that the positive and high expectations of the manager towards his employees in management can lead to high performance of the employees in the organization.

3. METHOD OF RESEARCH

The aim of this research was to examine the factors of motivational theories that affect organizational commitment in the workplace in relation to industrial and organizational psychology using the keywords "*organization*", "*organizational commitment*", "*motivation*", "*motivational theories*", "*industrial and organizational psychology*". Studies in Turkish and international literature databases are discussed from the perspective of industrial and organizational psychology. The universe of this research is the studies on organizational commitment and motivation theories in Turkey and the world, between 1948 and 2023, in YÖK National Thesis Center, Google Scholar, ProQuest, ResearchGate databases, "*organization*", "*organizational commitment*", "*motivation*", "*motivational theories*", "*industrial and organizational psychology*". It was reached by searching with the keywords. The search yielded 75 articles, books, and master's and doctoral theses. 68 articles, books, and dissertation materials were selected as the research sample. In the research, a general research trend was revealed by examining the articles, books, master's and doctoral theses and information contained in the research on the concepts of "*organizational commitment*" and "*motivational theories*" in the world and in Turkey. The researched literature has been simply explained, reinterpreted and presented to the reader.

4. DISCUSSION

The Pygmalion effect within the organization has also been supported by various experimental studies conducted by Livingston (Livingston, 2009). According to the results of this study, one of the important contributions is that the concept has an impact in different areas regardless of age (Eden and Shani, 1982). Livingston (2009), in his study titled "*Pygmalion in Management*", presented some results that were compiled from the concept of Pygmalion Effect. These are (Bayrakçı, 2017); the expectations of managers in the organization from their employees and how they behave towards them determine the performance and career development of employees. A unique characteristic of a superior manager can be expressed as his or her ability to create high performance expectations from his or her employees. Less effective managers fail to develop similar expectations and, as a result, the productivity of their employees within the organization may suffer. It is observed that employees within the organization develop attitudes in line with what is expected of them. The productivity and job performance of employees who have low expectations from their managers within the organization and who are perceived as low-productivity employees generally tend to decline (Oberlander, 1963).

It is generally accepted in the literature that positive managerial expectations have a positive effect on the self-efficacy of employees within the organization; negative managerial expectations have a negative effect on the self-efficacy of employees within the organization (Reynolds, 2002). Positive behaviors such as creating a warm socio-emotional climate within the organization, verbally supporting and encouraging employees, positive use of body language such as tone of voice and eye contact, helping employees to successfully direct their goals, and receiving support from their managers for employees to realize themselves.

Examples that positively affect the self-esteem and self-sufficiency of individuals in the work environment (Mcnatt, 2017). Allocating extra time to employees beyond work requirements, giving them ideas so that they can realize their projects, and allocating sufficient resources to employees can be given as examples of the behavior of a manager with high expectations. Leading, guiding, and supporting his employees within the

organization and supporting them when necessary can be cited as the behaviors of a manager who has high expectations for his employees.

Organizational managers identifying differences among employees and creating policies to increase organizational commitment together with human resource experts, industrial and organizational psychologists can be considered as important initiatives for organizational environments. In today's globalized environment, human power has become the most important resource for organizations whose access to resources has been facilitated by communication and technological developments to make a difference in a highly competitive environment. Effective and efficient use of human resources within the organization can also be achieved with an effective management approach. An effective management approach is related to managers creating achievable expectations for their employees. These expectations enable employees to develop positive work attitudes and motivate them; thus, highly motivated employees can demonstrate higher performance by increasing their job satisfaction. Employees with high performance in the organizational environment contribute greatly to the overall efficiency and effectiveness of organizations. It has been supported by empirical studies in the literature that employees develop in line with the expectations of managers in the work environment.

The behavior and expectations of managers toward their employees are considered important in increasing employee productivity. The concept of the Pygmalion Effect can be expressed as a manager creating expectations that support the employee's development. These expectations are confirmed by the employee and lead to higher performance than the employee's current situation. Managers with high expectations in the organization increase the internal motivation of employees by creating a supportive organizational climate. Managers communicate the expectations they set for their employees through processes such as goal setting and feedback. In the work environment, employees tend to respond and behave in ways that are expected of them. The difference between high and low performers does not depend on extrinsic motivators such as pay, but rather on the relationship with the leader. The most fundamental issue of the motivational process within the organization can be expressed as the performance expectations of managers affecting the performance of their employees. Expectations are generally an important motivational tool for employees to demonstrate their creativity and performance and can be a determining feature of the effectiveness of employee behavior.

5. RESULT

The concept of organizational commitment has been an important point in working life since the 1960s until today, as it deals with the productivity of employees in the work environment and their intention to leave the job. Grusky, one of the first people to define the concept of organizational commitment, clarifies the concept as the power of the individual to accept himself as a part of the organization (Wahn, 1998). The concept of organizational commitment, which arises because of the relationship of the employee(s) with the work environment, can be expressed as the psychological approach felt by the employee(s) towards the organization. While commitment is one of the strong emotions felt by individuals, the concept of commitment to an idea, person or institution also expresses the responsibilities that must be fulfilled (Balay, 2000). The fact that the business world is becoming more competitive by the day reaffirms the importance of the concept of organizational commitment.

Finding ways to strengthen employees' sense of belonging to the organizational environment can be considered one of the critical issues of recent times. The implementation of organizational commitment in business life is considered important for the sustainability of the business environment. As a precaution against the increasing competition in the work environment, trying to increase employees' organizational commitment can be considered as an important issue for the survival of organizations. Studies conducted in the literature (Öz, 2015; Yiğit, 2010; Bektaş, 2014; Ok, 2019; Gürbüz, 2015) have generally concluded that Generation Y employees have lower levels of organizational commitment than Generation X employees. In his study, Akıncı (2018) mentioned that organizational commitment can be increased by first determining the factors that increase the motivation of generation Y. In the concept of organizational commitment, avoiding practices that harm employees' sense of commitment and ensuring employees' trust in the organization should be the main goal of managers in work environments. It can be mentioned that the concept of organizational commitment can be closely related to issues such as job performance, absenteeism, and thoughts of leaving the job, and that ensuring organizational commitment is important for employees in different areas of working life.

According to some studies that examined the relationship between the concepts of organizational commitment and performance, the existence of economic conditions, expectations, and family obligations causes the relationship between the two concepts to weaken. The mentioned problems cause employees in the workplace to

demand high salaries from the organization and negatively affect the relationship between organizational commitment and performance concepts (Eden et al., 2000). However, some researchers have also found that high levels of organizational commitment increase job performance (Mowday et al., 1982; Randall, 1987). Reichers (1986) concluded in his study that organizational commitment creates a sense of belonging and trust in employees so that they experience less stress.

According to the study results of Mathieu and Zajac (1990), it was found that employees with high levels of organizational commitment did not experience attendance problems. Between organizational commitment and absenteeism, the study of Mowday et al. (1982) concluded that there is an inverse relationship. Employees with high organizational commitment work hard for their organizations and do not have attendance problems. An individual's idea of leaving a job is one of the important behavioral consequences regarding employee turnover rate and organizational commitment. In the study of Mathieu and Zajac (1990), it was concluded that there is a negative relationship between organizational commitment and the tendency to leave the job, and individuals with a high level of organizational commitment tend to continue in the organization.

Concepts such as alternative job opportunities, the socio-economic situation of the country, and the unemployment rate that affect organizational commitment are among the factors other than personal and organizational factors, that is, non-organizational factors. The existence of alternative job opportunities is considered to be one of the important external factors that affect people's organizational commitment and is considered to be related to concepts such as the sector in which the organization is located and regional economic conditions (İnce and Gül, 2005). Having different job opportunities can cause employees to lose their sense of responsibility and can lead to a decrease in organizational commitment. It can be assumed that the professionalism factor related to commitment to one's profession is related to employees establishing an organization within themselves and participating in educational activities, having a sense of social responsibility, following current publications in their field, and being independent (Açikkol, 2019).

In studies conducted in the literature, it is generally stated that the most common findings in inferences regarding the behavioral consequences of organizational commitment are related to job performance, attendance problems, and the idea of leaving the job. The concept of organizational commitment can trigger a high sense of responsibility and ownership in employees, and as a result, difficulties may be experienced in the process of achieving the goal, overcoming the work, success and motivation. This emerging psychological reason can cause stress and poor performance on employees (Latham and Ernst, 2006; Mathieu and Zajac, 1990).

The Pygmalion Effect can be expressed as definitions or expectations of a situation becoming an integral part of that situation over time and influencing subsequent processes (Merton, 1948). As the manager develops expectation(s) for his employees in the organizational environment, the employee perceives the manager's expectations of him, and as a result, the employee exhibits higher performance. The concept expressed as the Pygmalion effect can be expressed as the manager's tendency to improve the individual's performance by paying special attention to the employee (Kamphorst and Swank, 2013). In the studies in the literature, it is mentioned that some managers in the organization exhibit behaviors that tend to increase the performance of their employees, while others exhibit attitudes that push their employees to behave at a lower level than they can achieve. Thus, the attitudes of the manager within the organization are related to his expectations of his employees. Employees within the organization perform in line with the expectations of their managers (Livingston, 2009). The concept of the Pygmalion Effect is supported by empirical studies in the industrial and organizational psychology literature (Barsade et al., 2003). While the first study investigating the Pygmalion effect was conducted by King in the industrial sector (King, 1971), Eden questioned the applicability of a similar effect in business (Eden et al., 2000). For future studies, researchers may be advised to conduct a larger meta-analysis study or research article with a larger sample size on motivation theories that affect organizational commitment in the workplace.

YAZAR BEYANI / AUTHORS' DECLARATION:

Bu makale Araştırma ve Yayın Etiğine uygundur. Beyan edilecek herhangi bir çıkar çatışması yoktur. Araştırmanın ortaya konulmasında herhangi bir mali destek alınmamıştır. Makale yazım ve intihal/benzerlik açısından kontrol edilmiştir. Makale, “en az iki dış hakem” ve “çift taraflı körleme” yöntemi ile değerlendirilmiştir. Yazar(lar), dergiye imzalı “Telif Devir Formu” belgesi göndermişlerdir. Mevcut çalışma için mevzuat gereği etik izni alınmaya ihtiyaç yoktur. Bu konuda yazar tarafından dergiye “Etik İznine Gerek Olmadığına Dair Beyan Formu” göndermiştir. Yazar, çalışmanın tüm bölümlerine ve aşamalarına tek başına katkıda bulunmuştur. / This paper complies with Research and Publication Ethics, has no conflict of interest to declare, and has received no financial support. The article has been checked for spelling and plagiarism/similarity. The article was evaluated by "at least two external referees" and "double blinding" method. The author(s) sent a signed "Copyright Transfer Form" to the journal. **There is no need to obtain ethical permission for the current study as per the legislation. The "Declaration Form Regarding No Ethics Permission Required" was sent to the journal by the authors on this subject. The author contributed to all sections and stages of the study alone.**

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