



## The impact of job motivation on organizational commitment: A study on travel agencies<sup>1</sup>

### İş motivasyonunun örgütsel bağlılık üzerindeki etkisi: Seyahat acenteleri üzerine bir çalışma

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#### **Abstract**

This study examines job motivation's influence on organizational commitment among employees of Group A travel agencies operating in İstanbul. Adopting a qualitative research design, data for this study were collected through face-to-face surveys using a convenience sampling method from travel agency employees in İstanbul from January to April 2023. The analysis of the obtained data reveals a positive impact of job motivation on organizational commitment. This study provides a valuable contribution to understanding the relationship between job motivation and organizational commitment, as well as enhancing the performance of agency employees. The findings can assist businesses in developing strategies to increase employee motivation.

**Keywords:** Distributor Job Motivation, Organizational Commitment, Tourism Industry, Travel Agencies, İstanbul

**Jel Codes:** I30, J24, L83

#### **Öz**

Bu çalışma, İstanbul'da faaliyet gösteren A Grubu seyahat acente çalışanlarının iş motivasyonunun örgütsel bağlılık üzerindeki etkisini incelemektedir. Nitel bir araştırma tasarımı benimseyen bu çalışma için veriler, Ocak-Nisan 2023 tarihleri arasında İstanbul'daki seyahat acentesi çalışanlarından kolayda örnekleme yöntemiyle yüz yüze anket tekniği kullanılarak toplanmıştır. Elde edilen verilerin analizi, iş motivasyonunun örgütsel bağlılık üzerinde olumlu bir etkisinin olduğunu ortaya koymaktadır. Bu çalışma, iş motivasyonu ile örgütsel bağlılık arasındaki ilişkiyi anlamaya ve acentenin çalışanlarının performansını artırmaya yönelik literatüre katkı sağlamaktadır. Bulgular, işletmelere çalışan motivasyonunu artırmak için stratejiler geliştirmeleri konusunda yardımcı olacaktır.

**Anahtar Kelimeler:** İş Motivasyonu, Örgütsel Bağlılık, Turizm Sektörü, Seyahat Acenteleri, İstanbul

**Jel Kodları:** I30, J24, L83

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## Introduction

To achieve high competitiveness, businesses aim to have qualified, highly motivated, satisfied employees committed to their organization. In other words, companies should have to implement appropriate strategies to increase their employees' motivation levels and loyalty to the organization of their employees for the sustainability of their (Yılmaz, 2010). Travel agencies are important institutions in the tourism industry. Due to their wide customer base and numerous sales points at the national or international level, travel agencies play a crucial role in connecting tourism businesses with potential customers. Additionally, as specialized professionals in the tourism industry, travel agencies are considered important for the sustainability of tourism businesses as they assist tourists in travel planning and other related matters. Tourism businesses can benefit from the knowledge and expertise of travel agencies to increase tourist satisfaction and gain a competitive advantage in the market.

Furthermore, businesses can obtain promotional and advertising opportunities through travel agencies, effectively promoting destinations or tourism establishments. Therefore, employee engagement is one of the crucial factors for the sustainability of the business in the labour-intensive tourism industry. Thus, the job motivation and organizational commitment of travel agency employees play a critical role in the overall success of the sector. One of the businesses' fundamental goals is to maximize employees' productivity by developing their skills and abilities (Ergun, Giderler and Baran, 2008). Undoubtedly, optimizing the productivity of employees within the organization is directly proportional to their job motivation and organizational commitment (Yazıcıoğlu and Topaloğlu, 2009). Travel agency employees' job motivation and organizational attachment are significant for their performance since they are intrinsic psychological needs influencing tourists' decision to participate in tourism activity.

Therefore, it is necessary to focus on travel agency employees' job motivation and organizational commitment. Previous research has found a significant positive relationship between job motivation and organizational commitment among employees in the tourism and hospitality industry (Montes et al., 2003). Various studies in the literature emphasize the importance of job motivation and organizational commitment in different sectors (Karatepe and Uludağ, 2007; Sabuncuoğlu, 2007). This study distinguishes itself from other studies by focusing on the job motivation and organizational commitment of employees working in travel agencies, which are important promotional businesses for developing the tourism industry. By examining the relationship between job motivation and organizational commitment, this study aims to contribute to the literature and provide insights for human resources practitioners in travel businesses.

## Literature review

Job motivation is a crucial factor influencing their performance, job satisfaction, turnover intentions, working conditions, organizational commitment, employee turnover, and attrition rates (Gökçe, Bulduklu and Şahin, 2010). Attaining desirable levels of these values translates into successful management. Therefore, organizations must prioritize their employees' job motivation, particularly in the service industry. For instance, in tourism businesses, which are part of the service sector, employees with low job motivation may fail to meet the needs and desires of their customers with a smile and a satisfactory level of service, resulting in negative impacts on guest satisfaction. Indirectly, this situation reduces the desirability of the business, leading to negative economic consequences. According to Herzberg (1968), job motivation is a psychological process that fosters an individual's enthusiasm, direction, and continuity in achieving personal and organizational goals. Job motivation is the desire and effort of an individual to achieve their personal goals to attain the organization's objectives (Vincent, Herzberg, and Mausner, 1960). Organizational commitment is an important concept that signifies an individual's affective, continuance and normative attachment to an organization's commitment.

This commitment can be demonstrated by adapting to the organization's goals and adhering to its values and principles. Various researchers have studied organizational commitment since the 1950s, and it continues to be an interesting topic in contemporary research (Bakan, 2018). Organizational commitment is an important factor determining employees' tendency to stay within the organization. For example, employees with high organizational commitment are more likely to have a higher inclination to remain within the organization (Mowday et al., 1982). Furthermore, employees with high organizational commitment are more likely to align with the organization's goals and have higher levels of job satisfaction (Meyer and Allen, 1997). Academic studies indicate a relationship between job motivation and employees' organizational commitment. Studies have shown that employees' levels and types of commitment to their organizations and jobs can lead to positive or negative attitudes toward their organizations and work (Moon, 2000; Kuruüzüm et al., 2010; Kaş, 2012). The study by Snyder and Spreitzer (1984) found that intrinsic motivational factors positively impact employees' affective

commitment towards their organizations. A study conducted on 316 bank tellers in Spain aimed to determine the relationship between job motivation and the organizational commitment of tellers. The findings revealed a positive relationship between employee motivation and organizational commitment. It was found that higher levels of job motivation among tellers resulted in a stronger affective attachment to the bank they worked for (Montes et al., 2003). Karatepe and Uludağ (2007) conducted a study on the determination of the relationship between job motivation and organizational commitment among employees working in a hotel in Northern Cyprus. The study concluded that the internal motivation levels of employees positively influenced their affective commitment to the organization.

It was also found that employees with a high affective commitment to the organization performed their jobs satisfactorily without expecting rewards. Similarly, a study conducted by Kuruüzüm et al. (2010) found that internal motivational factors significantly influenced employees' level of organizational commitment. Kaş (2012) performed a study to determine the relationship between job motivation and organizational commitment. The study's findings indicated that both intrinsic and extrinsic motivational factors possessed by employees had a positive relationship with the sub-dimensions of organizational commitment, including continuance, normative, and affective dimensions. His study results also showed that the relationship between employees' intrinsic motivational factors and affective commitment was the highest correlation in this positive relationship. A study by Sohail, Azeem, Ansar, Saleem, and Safdar (2014) on 140 educators in Pakistan found that job satisfaction and organizational commitment increase job motivation. Nguyen et al. (2020), in their study on the relationship between job motivation and organizational commitment, concluded that normative commitment, as a sub-dimension of organizational commitment, enhances job motivation. Koç and Kargün (2021) studied 401 employees working in accommodation businesses in Ankara to determine the relationship between employees' motivation, organizational commitment, and job performance. The study revealed a strong positive relationship between job motivation and organizational commitment.

## **Methodology**

This study aims to determine the relationship between job motivation and organizational commitment levels among employees of Group A travel agencies operating in Istanbul. In this context, the research hypotheses are defined as follows:

H1: Job motivation has a significant positive impact on organizational commitment.

H1.1: External motivation has a significant positive impact on affective commitment.

H1.2: External motivation has a significant positive impact on continuance commitment.

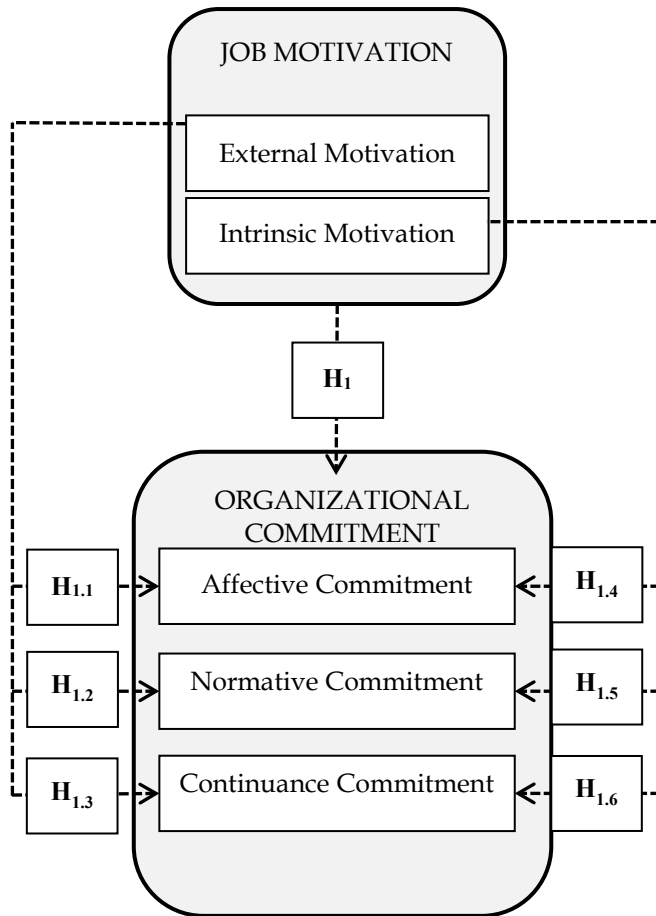
H1.3: External motivation has a significant positive impact on normative commitment.

H1.4: Intrinsic motivation has a significant positive impact on affective commitment.

H1.5: Intrinsic motivation has a significant positive impact on continuance commitment.

H1.6: Intrinsic motivation has a significant positive impact on normative commitment.

The relational survey model regarding job motivation and organizational commitment is presented in Figure 1.



**Figure 1:** Job Motivation and Organizational Commitment Model

In this study, a quantitative research approach has been adopted, which focuses on the abstraction and objectification of facts and the transformation of these facts into observable and measurable forms (Erdoğan, 2003). It is stated that this method allows for more accurate measurements and careful quantification, resulting in a more realistic, understandable, and definable description of the problem (Ataseven, 2012). Quantitative research provides clearer results regarding the proposed hypotheses, enabling more decisive conclusions about which hypotheses are accepted and rejected. Various models in the literature are related to qualitative, quantitative, and mixed research. Considering the variables or phenomena examined in this study, a correlational survey model was chosen as the most suitable and appropriate. As is known, the correlational survey model is a type of model that explains the cause-and-effect relationship between the variables investigated in the research (Kırcaali-İftar, 1999a). The research population was determined as travel agencies operating in Istanbul. According to the 2022 data from the Ministry of Culture and Tourism, there are 12,200 licensed travel agencies in Turkey, with 7,564 operating in Istanbul. However, due to low response rates, time constraints, and high costs, it was decided that selecting a sample from the population would be more appropriate. In this context, it was concluded that convenience sampling would be the most suitable sampling method (Altunışık et al., 2010: 128).

The primary characteristic of convenience sampling is that the researcher can determine who will be included in the study (Yağar and Dökme, 2018: 5). The sample size was determined using the table proposed by Krejcie and Morgan (1970). According to the table, considering a 95% confidence interval, with  $p=0.5$  for the occurrence of the event and  $q=0.5$  for the non-occurrence frequency, it was stated that a minimum of 366 units should participate in the research when  $N=7,564$ . To achieve more realistic and accurate results, 391 agency employees and owners were included in the study. The questionnaire used as the data collection tool in this study consists of 46 statements and three sections. The first section of the questionnaire includes the participants' demographic information and additional details. Except for demographic and additional information, the participants' statements in the other two scales were determined using a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree). The second section of the questionnaire comprises the two-dimensional job motivation scale developed by Mottaz (1985) to measure employees' job motivation. The third section includes the organizational commitment questionnaire developed by Allen and Meyer (1991) and adapted by Wasti (2000), consisting of three dimensions in total. Although these scales have been used in scientific research before, they will be used

in the same questionnaire for the first time, as the application was made to the Karabuk University Scientific Ethics Committee. Approval was obtained with the decision number 2023/03- 37. The obtained data were analyzed with a statistical package program.

## Findings

Findings related to descriptive characteristics in this section of the study, the descriptive information of the participants were examined, and the conclusions obtained are presented in Table 1.

**Table 1:** Findings Related to Demographic Characteristics

Employment Status in the Agency	n	%	Gender	n	%
Agency Owner/Partner	99	25,3	Female	163	41,7
Employee	292	74,7	Male	228	58,3
Age	n	%	Education Level	n	%
18-25 age	58	14,8	Primary School	8	2,0
26-33 age	132	33,8	High School	58	14,8
34-41 age	170	43,5	Associate Degree	92	23,5
42-49 age	23	5,9	Bachelor's Degree	147	37,6
50 years of age and above	8	2,0	Postgraduate Degree	86	22,0
Experience in the Industry	n	%	Tourism-Related Training Received	n	%
3 years and below	62	15,9	High School	43	11,0
4-6 year	79	20,2	Associate Degree	70	17,9
7-10 year	84	21,5	Bachelor's Degree	230	58,8
11-15 year	88	22,5	Postgraduate Degree	48	12,3
15 years and above	78	19,9	Marital Status	n	%
Experience in the Industry	n	%	Married	110	28,1
Less than 1 Year	21	5,4	Single	281	71,9
1-3 Year	76	19,4			
4-6 Year	54	13,8			
7-10 Year	84	21,5			
11-15 Year	89	22,8			
15 Years and above	67	17,1			
<b>Total</b>	<b>391</b>	<b>100</b>			

Sources: It has been conducted by the author.

### Findings on demographic characteristics

Table 1 reveals that 25.3% of the participants were agency owners/partners, while 74.7% were employees. Among the participants, 41.7% were female, and 58.3% were male. Regarding marital status, 28.1% were married, and 71.9% were single. Most participants received their education at the undergraduate level (37.6%) and postgraduate level (22.0%) in tourism. The numbers are fairly balanced when considering the participants' work experience in the industry and at the agency.

### Findings on structural validity and reliability

To test the structural validity of the utilized scales for job motivation and organizational commitment, an Exploratory Factor Analysis (EFA) was conducted. EFA aims to combine interrelated variables and summarize and explain the data (Tabachnick and Fidell, 2013). By doing so, it enables the creation of meaningful structures (dimensions/factors) that can be identified from a complex system involving numerous variables (items) (Büyüköztürk, 2007). This study chose the Maximum Likelihood (ML) method as the Extraction Method for EFA. ML is one of the factorization techniques that provides the best fit for data with a normal distribution (Şencan, 2007). This technique allows for reorganising the relationships between the data set and indicators by extracting the correlation matrix's highest computed load values at the probabilities of the factors to conduct the most appropriate factor analysis (Tabachnick and Fidell, 2013; Brown, 2015).

Furthermore, rotation was employed to assign items to factors. Rotation is a method that facilitates the decision-making process regarding which items should be loaded onto which factors without compromising the explained variance in factor analysis. To find the most suitable factor structure, the Varimax rotation method was determined due to the approximate meanings of the factors and the partially related nature of factor structures (Büyüköztürk, 2007). The number of items to be included under each factor was determined by considering the item's relationship with the factor, in other words, its factor loading, which indicates how much the items grouped under a factor measure that particular factor or construct (Erkuş, 2009). Regarding item loading values, Field (2000) states that values greater than 0.60 are considered high, while values between 0.30 and 0.59 are considered of moderate

magnitude. In this study, to create a more concise measurement tool with fewer items while maintaining validity, the minimum item loading value was set to 0.35. The strategy of determining the number of factors was based on the eigenvalue method (Büyüköztürk, 2007). Within this framework, the EFA and reliability results for the work motivation scale are presented in Table 2.

**Table 2:** Results of Exploratory Factor Analysis and Reliability for Job Motivation Scale

Item	Average	Common Variance	Factor Loading	Eigenvalue	Explained Variance	$\alpha$
<b>External Motivation</b>						
MO21	3,263	0,871	0,913	14,866	61,941	0,982
MO17	3,199	0,850	0,906			
MO19	3,212	0,827	0,896			
MO20	2,869	0,875	0,893			
MO14	2,859	0,867	0,889			
MO16	2,867	0,856	0,887			
MO18	2,951	0,889	0,880			
MO15	2,882	0,841	0,873			
MO23	3,230	0,813	0,866			
MO12	3,186	0,783	0,865			
MO24	3,286	0,752	0,840			
MO22	3,173	0,774	0,834			
MO11	2,930	0,810	0,823			
MO10	2,923	0,806	0,823			
MO13	2,974	0,500	0,707			
<b>Internal Motivation</b>						
MO5	2,856	0,821	0,885	4,197	17,488	0,961
MO8	2,833	0,831	0,874			
MO9	2,874	0,805	0,868			
MO3	2,762	0,819	0,860			
MO6	2,920	0,766	0,855			
MO2	2,887	0,766	0,854			
MO7	3,168	0,783	0,813			
MO4	3,145	0,643	0,799			
MO1	2,764	0,714	0,781			
<b>Cronbach's Alpha Value (<math>\alpha</math>): 0.972</b>						
<b>Explained Total Variance (%): 79.430; Mean: 3.001; SS: 1.063; n: 391</b>						
<b>Note: KMO: 0.963; Bartlett's Test: 13146.498; p &lt; 0.001</b>						
<b>Extraction Method: Principal Component Analysis</b>						
<b>Rotation Method: Varimax with Kaiser Normalization</b>						

Sources: It has been conducted by the author.

When examining the KMO value of the Work Motivation scale, it was determined that the number of participants (N=391) for the 24 items in the scale was sufficient to conduct factor analysis. The total variance explanation rate 79.430 was above >0.55 (Hair, Anderson, Babin, and Black, 2010), indicating that the scale was structurally appropriate to address the research problem. The scale consists of two sub-dimensions: internal and external motivation. The factor loadings of the items grouped under these dimensions were well above the acceptable threshold ( $\geq 0.35$ ), ranging from 0.913 to 0.707. Therefore, it can be concluded that the factor loadings are sufficient for the usability of the scale (Büyüköztürk, 2007). The overall reliability of the Work Motivation scale was found to be  $\alpha=0.972$ , while for the sub-dimensions, external motivation was  $\alpha=0.982$ , and internal motivation was  $\alpha=0.961$ . The scale can be considered highly reliable as the overall and dimensional reliability coefficients were  $\geq 0.80$  (Kalaycı, 2010).

Following structural validity and general reliability, the corrected item-total correlations of the scale were calculated. The item-total correlation explains the relationship between the scores obtained from the items in the measurement tool and the total score. A high and positive item-total correlation indicates that the items in the measurement tool sample similar behaviours and that the internal consistency of the scale is high (Büyüköztürk, 2017). For the items in the measurement tool, it is stated that item-total correlations  $\geq 0.30$  are sufficient and that items with these values are considered good items (Tavşancıl, 2002). Within this framework, the results of the item-total correlations for the Work Motivation scale are presented in Table 3.

**Table 3:** Results of Item-Total Correlations for the Work Motivation Scale

Items	If Item is Deleted Scale Mean	If Item is Deleted Scale Variance	Total Corrected Item-Total Correlation	Reliability Coefficient if Item is Deleted
MO1	69,260	606,034	0,712	0,972
MO2	69,138	610,078	0,769	0,972
MO3	69,263	605,789	0,808	0,972
MO4	68,879	623,962	0,609	0,973
MO5	69,168	608,433	0,805	0,972
MO6	69,104	609,243	0,740	0,972
MO7	68,856	594,887	0,772	0,972
MO8	69,191	604,771	0,824	0,972
MO9	69,150	605,744	0,797	0,972
MO10	69,102	583,615	0,884	0,970
MO11	69,094	583,988	0,885	0,970
MO12	68,838	597,489	0,822	0,971
MO13	69,051	613,059	0,492	0,973
MO14	69,166	589,457	0,939	0,970
MO15	69,143	590,564	0,926	0,971
MO16	69,158	590,672	0,913	0,971
MO17	68,826	599,575	0,866	0,971
MO18	69,074	583,894	0,899	0,970
MO19	68,813	598,752	0,859	0,971
MO20	69,156	587,737	0,903	0,970
MO21	68,762	597,787	0,889	0,971
MO22	68,851	595,968	0,835	0,971
MO23	68,795	594,743	0,866	0,971
MO24	68,739	598,522	0,770	0,971

**Sources:** It has been conducted by the author.

When examining the corrected item-total correlation values of the Work Motivation measurement tool, it can be observed that the lowest is  $r=0.492$  (MO13), and the highest is  $r=0.939$  (MO14). Based on Tavşancıl's (2002) observation that  $\geq 0.30$  is an acceptable value for item-total correlation, it was determined that all 24 items in the scale have correlations within the accepted range, affirming the positive nature of the expected structure measured by this scale. To assess the data obtained using the organizational commitment scale for travel agencies operating in Istanbul, EFA analysis was applied to determine the reliability of the data. In this context, the EFA and reliability results related to the organizational commitment scale are presented in Table 4.

**Table 4:** EFA and Reliability Results Regarding The Organizational Commitment Scale

Item	Average	Common Variance	Factor Loading	Eigenvalue	Explained Variance	$\alpha$
<b>Affective Commitment</b>						
OC6	3,025	0,855	0,893	8,918	40,536	0,961
OC1	2,994	0,845	0,890			
OC5	2,992	0,831	0,879			
OC7	3,017	0,794	0,864			
OC3	2,941	0,748	0,848			
OC8	2,849	0,776	0,847			
OC2	3,002	0,762	0,839			
OC4	2,652	0,689	0,813			
<b>Continuance Commitment</b>						
OC10	2,764	0,861	0,888	4,255	19,339	0,954
OC15	2,833	0,815	0,888			
OC9	2,900	0,813	0,884			
OC13	2,833	0,827	0,883			
OC11	2,887	0,846	0,882			
OC14	2,759	0,827	0,875			
OC12	2,859	0,579	0,645			
<b>Normative Commitment</b>						
OC19	3,785	0,727	0,850	2,994	13,607	0,891
OC20	3,695	0,702	0,834			
OC17	3,575	0,660	0,812			
OC16	3,631	0,625	0,778			
OC21	3,844	0,603	0,776			
OC22	3,867	0,517	0,718			
OC18	3,659	0,464	0,681			
<b>Cronbach's Alpha Value (<math>\alpha</math>): 0,899</b>						
<b>Explained Total Variance (%): 77,482; Ort: 3,153; ss: 0,781; n: 391</b>						
<b>Note: KMO: 0.963; Bartlett's Test: 8449,612; p&lt;0,001</b>						
<b>Extraction Method: Principal Component Analysis.y</b>						
<b>Rotation Method: Varimax with Kaiser Normalization</b>						

Sources: It has been conducted by the author.

The organizational commitment scale was subjected to varimax rotated EFA on travel agencies. The KMO value of the scale was determined to be 0.889. According to this value, the data obtained from 391 individuals for the 22-item scale was  $\geq 0.60$ , indicating suitability for factor analysis (Tabachnick and Fidell, 2013). The total variance explained by the scale was 77.482%, exceeding the threshold of  $\geq 0.55$ , establishing its relevance to the research problem (Hair et al., 2010). The factor loading values of the scale ranged from 0.893 to 0.645, well above the threshold of  $\geq 0.35$  (Çokluk et al., 2014). The overall reliability of the organizational commitment scale was  $\alpha=0.899$ , while for its sub-dimensions, emotional commitment was  $\alpha=0.961$ , continuance commitment was  $\alpha=0.954$ , and normative commitment was  $\alpha=0.891$ . Given the alpha coefficients being  $\geq 0.80$ , it can be concluded that the organizational commitment scale is highly reliable (Akgül and Çevik, 2003: 436). Following structural validity and general reliability, the corrected item-total correlations of the scale were calculated. Within this context, the results of the item-total correlations for the organizational commitment scale are presented in Table 5.



**Table 5:** Results of Item-Total Correlations for the Organizational Commitment Scale

Items	If Item is Deleted Scale Mean	If Item is Deleted Scale Variance	Total Corrected Item-Total Correlation	Reliability Coefficient if Item is Deleted
OC1	66,378	260,338	0,819	0,890
OC2	66,370	260,993	0,737	0,890
OC3	66,432	264,349	0,721	0,891
OC4	66,721	270,314	0,669	0,893
OC5	66,381	261,395	0,803	0,890
OC6	66,347	259,422	0,853	0,889
OC7	66,355	260,989	0,792	0,890
OC8	66,524	262,363	0,751	0,890
OC9	66,473	268,814	0,757	0,893
OC10	66,608	266,049	0,829	0,891
OC11	66,485	266,107	0,814	0,891
OC12	66,514	266,004	0,627	0,892
OC13	66,539	267,090	0,777	0,892
OC14	66,613	266,725	0,783	0,891
OC15	66,539	268,685	0,764	0,892
OC16	65,741	283,038	0,821	0,903
OC17	65,798	280,444	0,849	0,900
OC18	65,713	284,041	0,397	0,903
OC19	65,588	283,566	0,848	0,902
OC20	65,677	281,706	0,865	0,900
OC21	65,529	283,660	0,530	0,901
OC22	65,506	284,748	0,452	0,902

Sources: It has been conducted by the author.

When examining the corrected item-total correlation values of the organizational commitment measurement tool, it can be observed that the lowest is  $r=0.397$  (OC18), and the highest is  $r=0.865$  (OC20). According to Tavşancıl (2002), the item-total correlation of the organizational commitment scale is at an acceptable level ( $\geq 0.30$ ). Therefore, it can be said that all 22 items in the scale have correlations within the accepted range, affirming the positive nature of the expected structure measured by this scale.

### Descriptive findings on job motivation and organizational commitment

Arithmetic means were used to determine job motivation and organizational commitment levels among employees and owners of travel agencies operating in Istanbul.

**Table 6:** Results of Factor Analysis and Reliability For the Organizational Commitment Scale

Variables	n	Min.	Max.	X̄	SS
<b>Job Motivation</b>	391	1,00	4,63	3,001	1,063
Extrinsic Motivation	391	1,00	5,00	2,958	1,214
Intrinsic Motivation	391	1,00	5,00	2,912	1,136
<b>Organizational Commitment</b>	391	1,32	4,41	3,153	0,781
Affective Commitment	391	1,00	4,88	2,934	1,271
Continuance Commitment	391	1,00	5,00	2,834	1,157
Normative Commitment	391	1,00	5,00	3,722	1,080

Sources: It has been conducted by the author.

As seen in Table 6, the overall population's job motivation ( $M=3.00$ ) and its sub-dimensions, extrinsic ( $M=2.95$ ) and intrinsic ( $M=2.91$ ) motivation levels, were moderate. Generally, the levels of organizational commitment ( $M=3.15$ ), affective commitment ( $M=2.93$ ), and continuance commitment ( $M=2.83$ ) were average, while normative commitment ( $M=3.72$ ) was high.

**The impact of job motivation on organizational commitment**

In this section of the study, the influence of job motivation on the levels of organizational commitment among agency employees was examined in general and in terms of dimensions. The findings regarding the impact of job motivation on organizational commitment are presented in Table 7.

**Table 7:** The Impact of Job Motivation on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
Constant	1,327	0,066		19,976	0,000*
Job Motivation	0,609	0,021	0,828	29,175	0,000*
R	0,828				
R <sup>2</sup>	0,686				
Adjusted R <sup>2</sup>	0,685				
Standard Error	0,438				
F	851,186				0,000*

Sources: It has been conducted by the author.

\*p<0,05

Table 7 shows that the variation in job motivation can explain 68.6% of the variation in organizational commitment. Therefore, job motivation has a positive and significant impact of 0.609 units on organizational commitment. In this regard, the hypothesis "H1: Job motivation has a positive and significant impact on organizational commitment" is accepted. The impact of the sub-dimensions of job motivation, namely external and internal motivation, on affective commitment has been examined, and the findings are presented in Table 8.

**Table 8:** The Impact of External and Internal Motivation on Affective Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
Constant	0,357	0,125		2,849	0,005*
External motivation	0,742	0,039	0,709	19,174	0,000*
Internal motivation	0,131	0,041	0,117	3,172	0,002*
R	0,773				
R <sup>2</sup>	0,598				
Adjusted R <sup>2</sup>	0,596				
Standard Error	0,808				
F	288,720				0,000*

Sources: It has been conducted by the author.

\*p<0,05

The model established for external and internal motivation on affective commitment is significant (F=288.720, p<0.05). The external and internal motivation changes can explain 59.6% of the variance in affective commitment. Regarding unit effect, external stimulation positively influences affective commitment by 0.742 units, while internal motivation positively influences it by 0.131 units. Therefore, both hypotheses, "H1.1: External motivation has a significant positive impact on affective commitment" and "H1.4: Internal motivation has a significant positive impact on affective commitment," are accepted. The impact of the sub-dimensions of job motivation, external and internal motivation, on continuance commitment was examined, and the findings are presented in Table 9.

**Table 9:** The Impact of External and Internal Motivation on Continuance Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Error	Beta		
Constant	1,109	0,081		1,349	<b>0,035*</b>
External motivation	0,053	0,025	0,055	2,120	<b>0,022*</b>
Internal motivation	0,882	0,027	0,866	33,165	<b>0,000*</b>
R	0,894				
R <sup>2</sup>	0,800				
Adjusted R <sup>2</sup>	0,799				
Standard Error	0,519				
F	744,243				<b>0,000*</b>

Sources: It has been conducted by the author.

\*p<0,05

The model for extrinsic and intrinsic motivation about continuance commitment has yielded significant results [F=744.243, p<0.05]. Approximately 79.9% of the variance in continuance commitment can be explained by extrinsic and intrinsic motivation changes. From a unit standpoint, it can be observed that extrinsic motivation positively influences continuance commitment by 0.053 units, while intrinsic motivation positively influences it by 0.882 units. In this regard, the hypotheses "H1.2: Extrinsic motivation has a positive and significant impact on continuance commitment" and "H1.5: Intrinsic motivation has a positive and significant impact on continuance commitment" have been accepted.

The impact of the sub-dimensions of work motivation, namely extrinsic and intrinsic causes, on normative commitment has been analyzed. The findings are presented in Table 10.

**Table 10:** The Impact of Extrinsic and Intrinsic Motivation on Normative Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
Constant	3,688	0,168		21,954	<b>0,000*</b>
External motivation	-0,017	0,052	-0,020	-0,336	<b>0,737</b>
Internal motivation	0,029	0,055	0,031	0,532	<b>0,595</b>
R	0,027				
R <sup>2</sup>	0,001				
Adjusted R <sup>2</sup>	-0,001				
Standard Error	1,082				
F	0,145				0,845

Sources: It has been conducted by the author.

\*p<0,05

The model constructed for extrinsic and intrinsic motivation about normative commitment did not yield significant results [F=0.145, p>0.05]. Based on these findings, it has been determined that extrinsic and intrinsic motivation do not substantially affect normative commitment. In this regard, the hypotheses 'H1.3: Extrinsic motivation has a positive and significant impact on normative commitment' and 'H1.6: Intrinsic motivation has a positive and significant impact on normative commitment' were not accepted.

## Conclusion

In this study, the influence of job motivation on the level of organizational commitment was examined both overall and dimensionally. Three hundred ninety-one participants participated in this study on travel agencies operating in Istanbul. In this context, it was determined that job motivation positively influenced organizational commitment. The analysis revealed that the participants' levels of job motivation and sub-dimensions, namely extrinsic and intrinsic motivation, were moderate. Organizational, affective, and continuance commitment levels were moderate, while normative commitment was high. The findings were consistent with the results of other studies in the literature (Yıldırım and Arslan, 2015: 30). Based on the findings, it can be said that both intrinsic and extrinsic motivation factors contribute to employees' job motivation (Dündar et al., 2007; Kaş, 2012). The results are consistent with the findings of other studies conducted in the literature on similar topics (Balfour and Wechsler, 1996; Pierce and Gardner, 2004).

Additionally, the analysis focused on the dimensions of job motivation, namely extrinsic and intrinsic motivation, and their impacts on affective commitment. The results demonstrated that both extrinsic motivation ( $\beta = 0.709$ ,  $p < 0.001$ ) and intrinsic motivation ( $\beta = 0.117$ ,  $p = 0.002$ ) had a significant positive

impact on affective commitment. These findings are consistent with previous research suggesting that extrinsic and intrinsic motivation are important in increasing organisational affective commitment (Deci and Ryan, 2000b; Meyer and Herscovitch, 2001). The study's results highlight the importance of addressing external and internal motivation factors to foster employee affective commitment. Moreover, the analysis investigated the impact of external and internal motivation on continuance commitment. The results revealed that intrinsic motivation had a significant positive impact on continuance commitment ( $\beta = 0.866$ ,  $p < 0.001$ ), while external stimulation exhibited a weaker positive relationship ( $\beta = 0.055$ ,  $p = 0.022$ ). These findings align with previous studies emphasizing the importance of intrinsic motivation in enhancing continuance commitment (Gagné and Deci, 2005; Meyer and Allen, 1991). The study highlights the significance of developing intrinsic motivation to increase employees' commitment to the organization.

However, the analysis did not find a significant relationship between external and internal motivation and normative commitment ( $p > 0.05$ ). The absence of a significant relationship between external and internal motivation and normative commitment ( $p > 0.05$ ) suggests that, within the scope of this study, motivational factors might not strongly influence employees' normative commitment to the organization. This result underscores the intricate interplay of individual and organizational factors that can shape commitment beyond traditional motivational drivers. This result differs from previous studies suggesting a positive impact of both external and internal motivation on normative commitment (Meyer and Herscovitch, 2001; Rhoades and Eisenberger, 2002). Other factors not examined in this study contribute to normative commitment. Future research could explore additional variables interacting with job motivation to influence normative commitment. Overall, this study supports the hypothesis that job motivation positively and significantly impacts agency employees' organizational, affective, and continuance commitment. These findings underscore the importance of increasing motivation to enhance employees' commitment to the organization. By understanding the different dimensions of job motivation and their impacts on specific aspects of organizational commitment, organizations can develop targeted strategies to promote employee commitment and engagement.

It is important to note some specific limitations of this study. Firstly, the research focused on a particular region and sample of agency employees, which may limit the generalizability of the findings to other contexts. Future studies should consider different models to enhance the external validity of the results. Secondly, the study primarily relied on self-report measures, which may introduce common method bias and subjective perceptions. Future research could better incorporate multiple data sources and objective performance indicators to understand the relationships between job motivation and organizational commitment. The study highlights the importance of job motivation in enhancing employees' commitment to the organization. By acknowledging the significance of external and internal stimulation, organizations can implement strategies that promote effective responsibility and continuance commitment among employees, enhancing organizational performance and success.

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