



The moderator effect of commitment on the relation between satisfaction and motivation of employees with mild intellectual disabilities

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***Running Title:* Commitment, satisfaction and motivation of ID**

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Method Employees with IDs answered a questionnaire with three scales: satisfaction, motivation and commitment. We examined correlation matrices to test bivariate relations across all variables used in the model. Subsequently, a moderator model was tested, using the Johnson–Neyman and the pick-a-point approximation.

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Conclusions Our research provides tools to HR managers to increase the motivational levels of employees with intellectual disabilities.

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Introduction

Several studies have analysed the job motivation of direct support providers (Hensel *et al.* 2015; Hickey 2014; Higgins *et al.* 2015; Young *et al.* 2005), but few have focused on the study of motivation of employees with disabilities (Negrini *et al.* 2014). Included among them are those that point out the existence of a lack of motivation among people with disabilities. Nevertheless, some studies state that people with disabilities should not be thought of as having motivational problems relating their desire for work. The main barriers are connected to “*discrimination, lack of support, and availability of suitable jobs*” (Marston & Moss 2009, p. 30.4).

In this context, our research aims to analyse the antecedents and mediators of the motivation of employees with mild intellectual disability, attending to their specific characteristics.

Motivation is a basic psychological process. Luthans (1998, p. 26) asserts that it “*is the process that arouses, energizes, directs, and sustains behaviour and performance*”. It facilitates organizational effectiveness (Rutherford 1990) because the employee is responsive to their goals and objectives (Shadare & Hamed 2009) and is constantly looking for improved practices when doing a job (Manzoor 2012).

Several empirical studies concluded motivation as being linked to job satisfaction (Landy 1978; Syptak *et al.* 1999). Some of them have tried to establish that motives drive the individual's action, noting that “*the factors leading to job satisfaction are separate and different from those that lead to discontent*” (Giacomozzi *et al.* 2008, p.1022). So, those organizational interventions trying to minimize aspects of discontent “*can bring harmony, but not necessarily motivation*” (Giacomozzi *et al.* 2008, p. 1221).

García del Junco and Brás dos Santos (2008), and Organ and Ryan (1995) have empirically found the impact of job satisfaction and organizational commitment in

organizational behaviour. Additionally, Bagozzi (1980), Bartol (1979), Brown and Peterson (1994), Mathieu and Hamel (1989), or Reichers (1985) suggest a causal relation between both variables

Nevertheless, little is known about the relation between satisfaction, commitment and motivation amongst employees with mild intellectual disabilities (IDs). The present research proposes how employees' motivation is affected by their satisfaction with regard to retribution, physical conditions, stability of work, relationship with co-workers and supervisors, recognition by supervisors, professional development opportunities, and social benefits.

According to the literature, we propose the following hypothesis: i) satisfaction will correlate positively with commitment (Caykoylu *et al.* 2007; Chen 2007; Jernigan *et al.* 2002; Lok & Crawford 2001; Samad & Selangor 2005) and with motivation (Landy 1978; Syptak *et al.* 1999); ii) assuming the complexity of human behavior in organizations, satisfaction will interact with commitment in its effect on employees' motivation. In other words, employees' commitment moderates the effect of employees' satisfaction and their motivation.

Method

Participants and data collection

Employees with intellectual disabilities in different Special Employment Centres (SEC), in Catalonia were invited to participate in our research. The SECs are defined as organizations that should have as a social objective the inclusion of people with disabilities (Royal Decree 2273/1985, art. 42). According to the Royal Decree, these centers can be created directly by the public administrations or by natural or legal persons who meet the appropriate civil requirements. Additionally, they can be public or private, and profit or nonprofit (Royal Decree 2273/1985, art. 5).

A total of seventy employees with mild intellectual disability completed the online survey. A greater number of participants were men (52.1%) and had primary (45.1%) or secondary studies (28.2%). The mean age was 38.79 years (SD = 9.26) and mean tenure 13.91 years (SD = 7.24). Almost all employees had permanent contracts (87.3%) and worked full-time (84.5%), and almost all of them held production positions (91.5%). In general terms, they had middle to high levels of satisfaction (between 2.8 and 4.14 in a 5-points scale), commitment (M=3.6, SD=.66) and motivation (M=4.01, SD=.72).

Design and procedure

This study had a sectional design. Researchers contact previously with the managers of the centres in order to get their commitment to participate. Direct support employees administered the survey. The survey included a cover letter with information about the purpose of the survey, the research ethics protocols, and the survey itself. To increase participation, in some centres the administration was in group, in a room with computers. Participation in the survey was voluntary and strictly confidential.

Measures

Satisfaction

The survey measured eight distinct dimensions of job satisfaction based on single-item scales: relationship with supervisor, relationships with co-workers, pay, social benefits, professional development opportunities, physical conditions, job stability, and recognition by supervisors. A 5-point Likert scale ranging from 1 (very dissatisfied) to 5 (very satisfied) was used. The internal consistency of the scale was .90 (Quijano *et al.* 2000).

Motivation

We analysed the direct motivation from a three-item scale (Navarro *et al.* 2011), based on the intrinsic motivation of the Job Diagnostic Survey of Hackman and Oldham (1975). The internal consistency of the scale, measured by Cronbach's alpha was .683. Its criterion validity, proven through its correlation with intrinsic work motivation scale developed by Warr *et al.* (1979) was .63 (Navarro *et al.* 2011).

Commitment

The eight items of the Commitment scale from the Identification-Commitment Inventory (Quijano *et al.* 2000; Romeo *et al.* 2011a, 2011b) was used. Cronbach's alpha was .94 (Romeo *et al.* 2011a). The ICI model fit is verified with root mean square error of approximation (RMSEA) = .028, root mean squares residual (RMSR) = .041, goodness-of-fit index (GFI) = .983, adjusted goodness-of-fit index (AGFI) = .977, and comparative fit index (CFI) = .994 (Romeo *et al.* 2011a).

Data analysis

We examined correlation matrices to test bivariate relations across all variables. Subsequently, a moderator model was tested using the Hayes' PROCESS macro (Hayes 2013). We use the Johnson–Neyman (JN) technique to interpret interaction effect (Spiller *et al.* 2013). Based on the pick-a-point approximation, graphical computational tools were also used to further explore the interactions of the predictor and moderator variables (Hayes 2013).

Results

Hypothesis 1: Satisfaction will correlate positively with commitment and with motivation

Satisfaction correlated with commitment and motivation. Analysing satisfaction components, we found two exceptions: satisfaction with recognition by supervisors and

professional development opportunities did not correlate with commitment and satisfaction with payment and satisfaction with social benefits did not correlate with motivation (Table 1).

INSERT TABLE 1

Hypothesis 2: Satisfaction will interact with commitment in its effect on employees' motivation

The majority of relations between satisfaction components and motivation were moderated by commitment. In all these cases, the interaction coefficient was negative and significant, and accounts for between 11.71% (satisfaction with recognition by supervisors) and 22.47% (satisfaction with job stability) of the explained variance. Satisfaction with the relationship with co-workers had a direct effect on motivation, but this effect was not moderated by commitment. There was no relation (neither direct nor moderated by commitment) between satisfaction with payment or with social benefits and motivation (Table 2).

INSERT TABLE 2

When analysing our data by the Johnson-Neyman approach, results showed that the moderated effect of commitment was established on low and high levels. Low scores on commitment had a positive moderator effect on the relation between satisfaction and motivation. On the other hand, high scores on commitment had a negative moderator effect, but this situation included less than 1.5% of participants (except for general satisfaction, 2.8%, satisfaction with physical conditions, 7.3%, and satisfaction with job stability, 20%).

Using the pick-a-point approach (Hayes 2013), low and high levels of commitment were defined ($\pm 1SD$). Based on this approach, our results indicated that the moderator effect was only significant on the lowest levels of commitment. Figure 1

represents graphically the moderator effect of commitment on the relation between satisfaction and motivation.

INSERT FIGURE 1

There was only one exception on the relation between satisfaction with stability of job and motivation. In that case, low and high levels of commitment had a moderation effect, positive on low levels and negative on high levels (Figure 2).

INSERT FIGURE 2

Discussion

In general terms, participants showed middle to high levels of satisfaction, commitment and motivation. Regarding our hypotheses, the results suggested that there was a direct effect between employees' satisfaction, concerning certain aspects of work and organization, and motivation. Additionally, commitment had a moderator effect on this relation, especially for those employees with low levels of commitment. In these cases, the higher the satisfaction, the higher the motivation.

In this sense, our research provided evidence to affirm that the most satisfied IDs employees are those who are most motivated. This result is challenging for HR managers. To achieve high levels of motivation in employees, and therefore on effectiveness (Rutherford 1990), it is necessary to generate policies that favor the employees' psychological link with the organization. Nevertheless, it is important to note that this relation is reversed on employees with high levels of organizational commitment, especially on interaction with satisfaction with job stability. Employees highly committed and satisfied with job stability, had lower levels of motivation, but even in these cases their levels of motivation are greater than 4 in a 5 points scale.

Secondly, our results showed there were only direct positive effects (not moderated by commitment) between employees' satisfaction with co-workers and

motivation. In this sense, we think it would be interesting to promote a culture oriented to facilitate positive interpersonal relationships (Cook & Lafferty 1983) and wellbeing (Quijano *et al.* 2008) in order to enhance the employees' motivation.

Contrarily, satisfaction with retribution and social benefits had neither direct nor moderate effect on motivation. This result is in the sense of Marston and Moss (2009), who considered the existence of a prejudice related to the lack of motivation of people with disability to find a job: *“the main barriers to people with a disability finding work to be their own lack of motivation, which can be corrected by cutting their level of benefits”* (pp. 30.3-30.4).

Even so, there was no interaction effect over motivation, satisfaction with retribution and social benefits correlated with commitment. These results highlighted the importance of commitment defined as the link *“based on more or less satisfactory retributions/compensations (intrinsic or extrinsic) received from the organization”* (Romeo *et al.* 2011a, p. 2), and focused on the perceived benefits of staying in the organization, instead of focusing on the costs of leaving the organization (Cohen 2007).

Summarizing, our research centers on the antecedents of motivation of those employees with disabilities, in order to facilitate HR managers to increase the employees' motivational levels. This will encourage organizations to achieve one of the most important current challenges, *“to attract and retain qualified employees, many of whom will experience disability during their working years”* (Cook *et al.* 2016, p.101).

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Table 1 Means, standard deviations and correlation coefficients

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Retribution	3.09	1.032	-										
2. Physical conditions	3.51	.918	.432**	-									
3. Stability of work	3.81	.767	.229	.398**	-								
4. Relationships with co-workers	3.90	.950	.324**	.541**	.312**	-							
5. Relationship with supervisor	4.03	.985	.115	.412**	.330**	.512**	-						
6. Recognition by supervisors	4.14	.785	.117	.440**	.332**	.468**	.835**	-					
7. Professional development opportunities	4.04	.751	.209	.509**	.493**	.500**	.738**	.718**	-				
8. Social benefits	2.80	1.21	.206	.162	-.084	.174	-.083	-.012	-.126	-			
9. SATISFACTION	3.64	.58	.603**	.731**	.546**	.742**	.711**	.707**	.739**	.300*	-		
10. COMMITMENT	3.60	.66	.374**	.460**	.366**	.446**	.168	.200	.186	.275*	.508**	-	
11. MOTIVATION	4.01	.72	.090	.316**	.456**	.437**	.348**	.321**	.372**	-.030	.437**	.481**	-

Table 2 Analyses of the moderator effect of commitment

Predictor		Coeff	SE	t	p	R ²	R ² change	MSE	F (p)
SATISFACTION	<i>i</i> ₁	-5.7367	1.6432	-3.5103	.0008**	.4528	.1713**	.2976	F(3,67)= 18.479 p<.0001
	<i>b</i> ₁	2.4621	.485	5.0761	<.0001**				
	<i>b</i> ₂	2.5406	.4853	5.2351	<.0001**				
	<i>b</i> ₃	-.6290	.1374	-4.5791	<.0001**				
Physical conditions	<i>i</i> ₁	-2.3776	1.2231	-1.9439	.0562	.3793	.1379**	.3438	F(3,65)= 13.2395 p<.0001
	<i>b</i> ₁	1.5196	.3848	3.949	.0002**				
	<i>b</i> ₂	1.7535	.3608	4.8594	<.0001**				
	<i>b</i> ₃	-.4079	.1073	-3.8	.0003**				
Stability of work	<i>i</i> ₁	-6.1313	1.3718	-4.4695	<.0001**	.5464	.2247**	.2496	F(3,66)= 26.5043 p<.0001
	<i>b</i> ₁	2.3331	.3643	6.4042	<.0001**				
	<i>b</i> ₂	2.7097	.4156	6.5206	<.0001**				
	<i>b</i> ₃	-.6121	.107	-5.7184	<.0001**				
Relationship with supervisor	<i>i</i> ₁	-2.256	1.0932	-2.0637	.0429*	.4244	.1192**	.313	F(3,67)= 16.4684 p<.0001
	<i>b</i> ₁	1.147	.2631	4.3601	<.0001**				
	<i>b</i> ₂	1.6767	.3388	4.9492	<.0001**				
	<i>b</i> ₃	-.3007	.0807	-3.7245	.0004**				
Recognition by supervisors	<i>i</i> ₁	-3.2898	1.3961	-2.3564	.0214*	.3998	.1171**	.3304	F(3,66)= 14.6522 p<.0001
	<i>b</i> ₁	1.3362	.3247	4.1146	.0001**				
	<i>b</i> ₂	1.9736	.4319	4.5697	<.0001**				
	<i>b</i> ₃	-3.3559	.0992	-3.5879	.0006**				
Professional development opportunities	<i>i</i> ₁	-4.5425	1.4131	-2.144	.002*	.4626	.1498**	.2958	F(3,66)= 18.9405 p<.0001
	<i>b</i> ₁	1.699	.3418	4.971	<.0001**				
	<i>b</i> ₂	2.1767	.4112	5.2939	<.0001**				
	<i>b</i> ₃	-.4202	.098	-4.2889	.0001**				
Relationships with co-workers	<i>i</i> ₁	.2188	.9601	.2279	.8204	.3254	.0329	.3712	F(3,66)= 10.614 p<.0001
	<i>b</i> ₁	.7011	.2859	2.4522	.0169*				
	<i>b</i> ₂	.8849	.3	2.95	.0044*				
	<i>b</i> ₃	-.1488	.0829	-1.795	.0772				
Retribution	<i>i</i> ₁	4.4127	1.0823	4.077	.0001**	.2059	.0372	.3279	F(3,66)= 5.7028 p=.0016
	<i>b</i> ₁	-.6961	.3779	-1.8419	.07				
	<i>b</i> ₂	-.0672	.3031	-2.216	.8253				
	<i>b</i> ₃	.1777	.101	1.7587	.0833				
Social benefits	<i>i</i> ₁	2.9755	1.0675	2.7874	.007**	.2738	.0069	.3971	F(3,65)= 8.1702 p=.0001
	<i>b</i> ₁	-.4448	.4361	-1.02	.3115				
	<i>b</i> ₂	.3719	.2881	1.291	.2013				
	<i>b</i> ₃	.0893	.1138	.7847	.4355				

Coeff: No standardised coefficient, SE: Standard errors, MSE: mean squared error

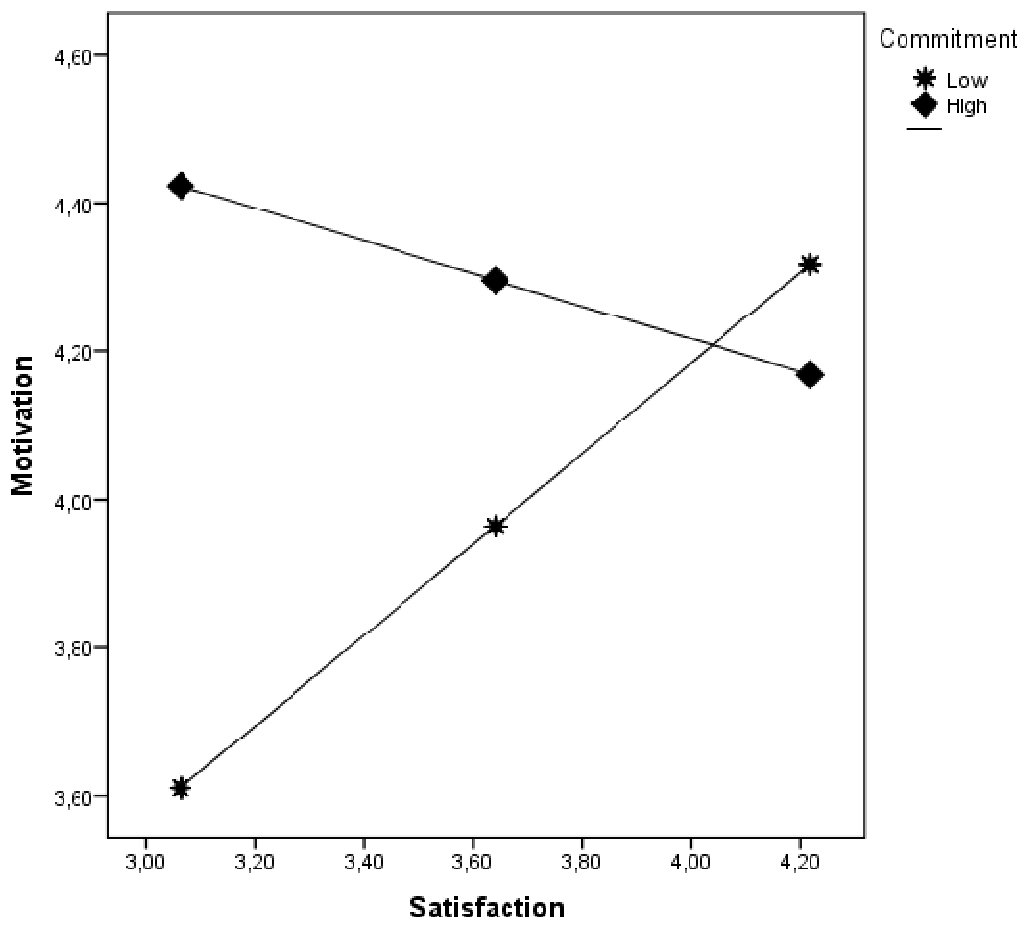
*p<.05; **p<.001

Figures

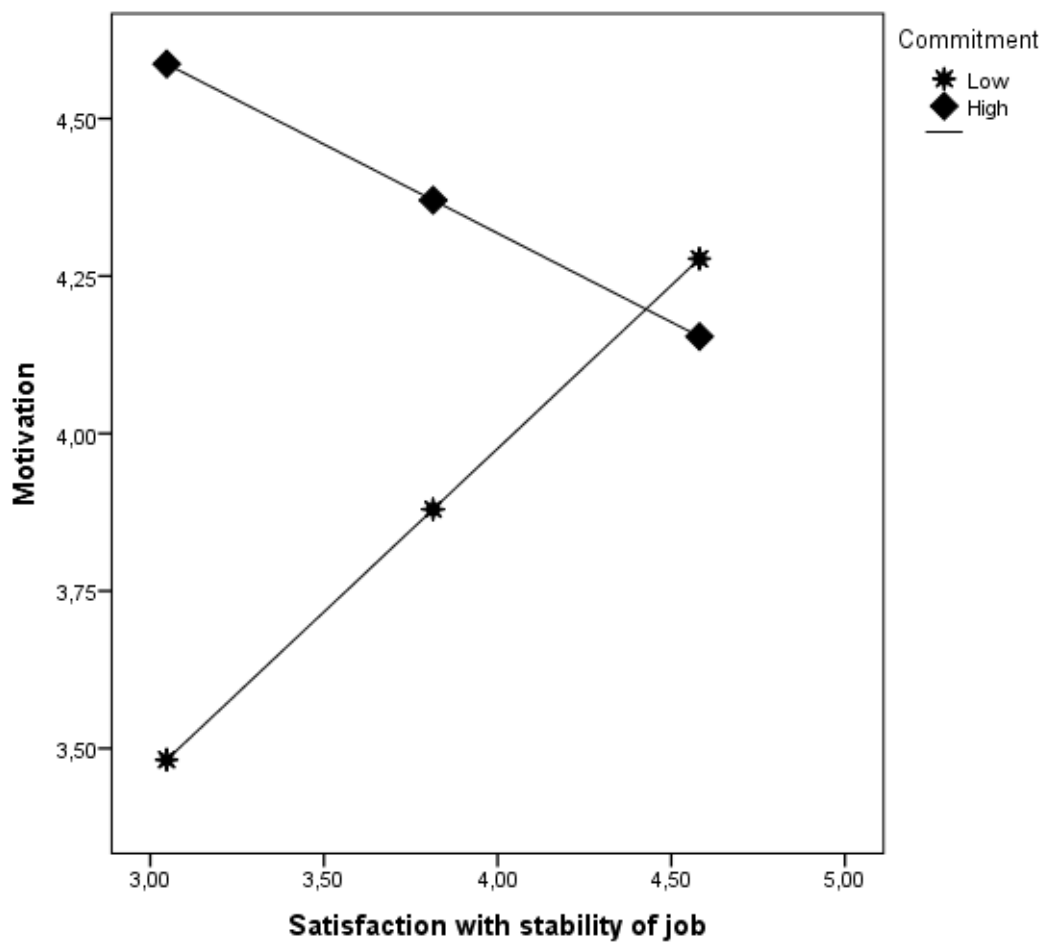
Figure 1. Moderation effect of commitment on the relationship between satisfaction and motivation

Figure 2. Moderation effect of commitment on the relationship between satisfaction with stability of job and motivation

For Review Only



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