



RESEARCH ARTICLE / ARAŞTIRMA YAZISI

# The Relationship of Organizational Commitment and Motivation among the Cypriot and Turkish Academicians: The Mediating Role of Culture Attitudes

## Akademisyenlerde Örgütsel Bağlılık ve Motivasyon İlişkinin İncelenmesi: Kültür Tutumlarının Aracı Rolü

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### Abstract:

The main purpose of this study is to determine the relationship between cultural attitude, organizational commitment and motivation among academics from Turkish Republic of Northern Cyprus (TRNC) and Turkish Republic (TR) citizens. The other main aim of the study is to determine the mediating role of the cultural attitudes on the relationship of the organisational commitment and motivation. The TR and TRNC academicians of the American University of Cyprus in the Nicosia region are taken to the study. The questionnaire form, which uses a 5-point Likert scale, consists of demographic questions, organizational commitment scale, motivation scale and culture attitude scale. In this context, a total of 150 questionnaires sent to the relevant institution were distributed. Correlation analysis was conducted to examine the relationship between organizational commitment, motivation and culture attitude. PROCESS (model 4, Hayes, 2018) was used for mediation analysis. As the result of the study, the relationship between organizational commitment and motivation are found to be positive correlation among TRNC nationals but this was seen as negative correlation among TR citizens ( $p<0.01$ ). For the organizational commitment positive correlations are found among the TRNC Citizens who has integration and assimilation attitudes and also TR citizens who has marginalization and separation attitudes  $p<0.01$ ). For the motivation positive correlations are found among the TRNC citizens who has integration and assimilation and with the same result motivation are found to be positively corelated the TR citizens who has integration and assimilation attitude  $p<0.01$ .

**Keywords:** Organizational Commitment, Culture Attitude, Motivation

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**Öz:**

Bu çalışmanın temel amacı Kuzey Kıbrıs Türk Cumhuriyeti (KKTC) akademisyenleri ile Türkiye Cumhuriyeti (TC) vatandaşları arasında kültürel tutum, örgütsel bağlılık ve motivasyon arasındaki ilişkiyi belirlemektir. Araştırmanın diğer temel amacı ise örgütsel bağlılık ve motivasyon ilişkisinde kültürel tutumların aracılık rolünü belirlemektir. Çalışmaya Lefkoşa bölgesindeki Kıbrıs Amerikan Üniversitesi'nin TC ve KKTC'li akademisyenleri alınmıştır. 5'li Likert ölçeğinin kullanıldığı anket formu demografik sorular, örgütsel bağlılık ölçeği, motivasyon ölçeği ve kültür tutumu ölçeğinden oluşmaktadır. Bu kapsamda ilgili kuruma gönderilen toplam 150 adet anket dağıtılmıştır. Örgütsel bağlılık, motivasyon ve kültür tutumu arasındaki ilişkiyi incelemek amacıyla korelasyon analizi yapılmıştır. Aracılık analizi için PROCESS (model 4, Hayes, 2018) kullanıldı. Araştırma sonucunda örgütsel bağlılık ile motivasyon arasındaki ilişkinin KKTC vatandaşları arasında pozitif korelasyon olduğu, TC vatandaşları arasında ise negatif korelasyon olduğu görülmüştür ( $p<0.01$ ). Örgütsel bağlılık açısından entegrasyon ve asimilasyon tutumlarına sahip KKTC vatandaşları ile ötekileştirme ve ayrışma tutumlarına sahip KKTC vatandaşları arasında pozitif korelasyonlar bulunmuştur.  $p<0.01$ ). Motivasyon açısından entegrasyon ve asimilasyon tutumuna sahip KKTC vatandaşları arasında pozitif korelasyonlar bulunurken, aynı sonuçla motivasyon açısından entegrasyon ve asimilasyon tutumuna sahip KKTC vatandaşları arasında pozitif korelasyon olduğu bulunmuştur ( $p<0.01$ ). Araştırma sonucunda örgütsel bağlılık ile motivasyon arasında pozitif bir ilişki olduğu tespit edilmiştir.

**Anahtar Kelimeler:** Örgütsel bağlılık, Kültür Tutumu, Motivasyon

**Introduction**

With the effect of globalizing world and competition, organizations have to increase their competitiveness in order to compete in the national and international arena. Increasing competition depends on the fact that employees establish a bond with the organization and make sacrifices for the organization easily (Jigjiddorj et al., 2021). This creates a common power between the employee and the organization. This common power that exists in organizations from the smallest to the largest is culture (Sevinç et al., 2001).

The interaction between the cultural attitude, commitment and motivation of the institutions they work for is an undeniable fact, since employees are physiological and psychological entities (Sevinç, 2015). Therefore, it will be extremely important for educators raising new generations to feel like a part of the organization and their attitude. Organizational culture is like the personality of an organization and is the most important factor that determines the identity of the organization (Deal and Kennedy, 1983). All employees develop a sense of shared ownership and a spirit of cooperation to achieve success (Katzenbach, 1997). Most organizations today seek the support of their employees to achieve their goals. It should be taken into account that organizational culture will definitely increase the commitment and motivation of employees (Güçlü, 2003). The concept of organizational culture has been a widely researched subject in business practices and academic studies. The reason for this is that organizational culture is an element that affects all the factors of the organization. One of these factors is organizational commitment, which is one of the important concepts related to and affected by organizational culture (Hakan, 2009). Recent studies have revealed that people who are committed to their organization in terms of cultural attitude are happier at work, spend more time on their jobs, and show less departure behaviors from the organization they work for the employee's commitment to the organization (Aydınlı, 2003; Chang and Lin, 2015; Hoş

and Oksay, 2015). It has an effect that increases productivity, strengthens the probability of employee retention and makes his participation consistent with his work (Pratama et al., 2022). Organizational commitment studies have gained increasing importance today. Organizational commitment can be listed as an expression of organizational citizenship behaviors such as dedication and honesty (Uludağ, 2018). It is accepted that an individual cannot act without being motivated. In the rapidly increasing competition conditions, institutions have to make different applications from other institutions in order to maintain their existence. The continuity of the institutions depends on the continuity of the employees. Accordingly, it will be in the interest of institutions to act on an employee-based basis (Hensel and Kacprzak, 2020). Motivating employees in order to achieve individual goals will also direct them to the goals of the institution. Since motivation sources differ from individual to individual, it is very difficult to provide common motivation for each individual (Paais and Pattiruhu, 2020). Ensuring the motivation of individuals in organizations to work effectively and efficiently is of great importance.

In this context, determining and meeting the needs of the employees in order to provide motivation and establishing a relationship between individual needs and organizational needs are among the biggest responsibilities of managers (Jehanzeb and Mohanty, 2018). Today, the administrators of academic institutions, in order to motivate the employees and increase their performance, they apply to dozens of motivational tools such as wage improvement, social assistance, rewarding, delegation of authority, participation in decisions, improvement of working conditions, job rotation, empowerment, communication and training (Solmaz and Çolakoğlu, 2019).

However, motivation is another important factor of organizational culture and commitment. Organizations need high-performing employees to survive, which can only be achieved with well-motivated employees (Mangkunegara and Octorend, 2015). Considering all these factors, organizational culture and cultural attitude

are extremely important concepts on individuals. Employees are culturally active with other employees because they are aware of the differences between themselves and others and their own feelings, and they can adapt actively (Mangkunegara and Octorend, 2015). Experiencing culture shock is part of the successful adaptation process and can facilitate the integration and assimilation process. It is an undeniable fact that the effect of culture attitude as well as commitment and motivation in organizational culture (Damgacı, 2013).

In the developing and changing world, they have realized that the most important element of all the experiences and successes to reach the goals from the past to the present is human. The human perspective of every business is changing towards cultures and attitudes. The cultural structures of all organizations are different from each other. Therefore, businesses with the same culture can achieve different results from each other. It is an undeniable fact that cultural attitudes, organizational commitment and motivation are among the most important factors affecting individuals and organizations. The main purpose of this study is to determine the relationship between cultural attitude, organizational commitment and motivation among academics from TRNC and TR citizens. It is aimed to help new studies by examining all the variables between this academic study and the developed model.

## Methods

In this section, research hypotheses are presented. In this study, the relationship of organizational commitment, motivation and cultural attitudes has been examined. The other main aim of the study is to determine the mediator role of culture attitudes between the relationship on organizational commitment and motivation.

Hypotheses:

H1: There is a positive relationship between organizational commitment and motivation

H2: There is a positive relationship between employee motivation and culture attitude

H3: There is a positive relationship between organizational commitment and culture attitude

H4: There is a mediating role of cultural attitude on organizational commitment and motivation relationship

## Data Collection Tool

The socio-demographic information form to be used in the study was created by the researcher by examining the risk factors related to the studies conducted on the subject in the literature. There are 16 questions in the socio-demographic information form and it includes questions to understand the individual's gender, age, nationality, marital status, working hours, place of residence, average income level and previous or current psychological illness.

## Organizational Commitment Scale

The first part is based on the relevant literature and Mowday et al. It was created using the organizational commitment scale prepared by (1979), it consists of 20 closed-ended questions to measure attitudinal and behavioral commitment, it is a scale with 5-point Likert type questions. The survey published by Kılıç (2008) and adapted to Turkish was used. The results obtained show

that the dependency of the relationship leads to positive aspects of the corporate culture and at the same time increases employee motivation and performance. In the reliability analysis conducted for this study, the Cronbach Alpha coefficient of the scale was .84.

## Culture Attitude Scale

It is a scale developed by Chen and Starosta (2000) to measure Culture Attitude levels and consists of 20 items and has 5-point Likert type questions to determine effective and appropriate communicative behaviors of a person in a culturally different environment. The survey published by Güvendir (2016) and adapted to Turkish was used. The scale; organizational commitment includes job commitment (items 12, 16, 17, 18, 19), employee motivation (items 7, 9, 10, 15), employee performance (items 5, 6, 11, 20), employee psychology (items 1, 2, 3, 4, 8, 13, 14).

It has a total of 4 subscales. Positive adaptation characteristics are seen in the variable averages of the people whose average scores are observed due to the cultural behaviour patterns that act as intermediaries, the commitment of the connections and the high level of motivation. In the reliability analysis conducted for this study, the Cronbach Alpha coefficient of the scale was .84.

## Motivation Scale

The "Motivation Feedback" survey prepared by Karapınar (2008) was prepared within the framework of Maslow's hierarchy of needs theory to measure workplace motivation sources. The survey is a 5-point Likert type scale consisting of 22 items. As a result of the data obtained, information about motivation-enhancing supports for the performance of employees in institutions and meeting their expectations will be important factors that increase workplace commitment, performance and job satisfaction. However, it points out that academics' physical conditions should be constantly reviewed and optionally improving their needs will increase motivation. In the reliability analysis conducted for this study, the Cronbach Alpha coefficient of the scale was .78.

## Participants and Procedure

On December 6, 2023, (Ref no. 2023-24- Fall-0002) number, the Business Faculty Research Ethics Committee of Girne American University approved this study. Scholars read and approved informed consents prior to participation. Qualitative data analysis was applied in the research. A survey form consisting of 4 sections, namely Socio-demographic Information Form, Organizational Commitment Attitude Scale, Cultural Attitude Scale and Motivation Attitude Scale, was used as data collection tool in the research. In this institution, which has 100-150 employees in the academic field, the sample of the research consists of the employees reached by face-to-face survey method. In this context, a total of 150 questionnaires sent to the relevant institution were distributed. The number of valid forms obtained is 121 questionnaires, 29 indicating that the questionnaire is invalid. It is seen that the ratio of the sample to represent the universe is also sufficient. The frequency distributions and percentages of the demographic information of the participants in the study are given in Table 1.

**Table 1.** Demographic Information of Research Participants

| Variable    | Details             | Frequency | Percent |
|-------------|---------------------|-----------|---------|
| Gender      | Female              | 45        | 37,2    |
|             | Male                | 76        | 62,8    |
| Age         | 25-30               | 36        | 29,8    |
|             | 31-36               | 24        | 19,8    |
|             | 37-42               | 13        | 10,7    |
|             | 43-48               | 12        | 9,9     |
|             | 49-54               | 15        | 12,4    |
|             | 61 and above        | 21        | 17,4    |
| Education   | Master              | 36        | 29,8    |
|             | Doctorate           | 19        | 15,7    |
|             | Doctorate and above | 66        | 54,5    |
| Nationality | TRNC                | 56        | 46,3    |
|             | Turkey              | 38        | 31,4    |
|             | Others*             | 27        | 22,3    |
| Work Time   | 1-5 years           | 62        | 51,2    |
|             | 6-10 years          | 24        | 19,8    |
|             | 11-15 years         | 35        | 28,9    |
| Total       |                     | 121       | 100.0   |

\* Other = Foreign nationality

According to Table-1, 37.2% of the people participating in the study are women and 62.8% are men. Again, in this table, 29.8% have a master's degree, 15.7% have a doctorate, 5 of 54.5% have a doctorate or higher. 29.8% in the 25-30 age group, 19.8% in the 31-36% age group, 10.7% in the 37-42 age group, 9.9% in the 43-48 age group, 12.4% in the 49-54 age group age group and 17.4% are in the 61 and over group. The working period of 51.2% is between 1-5 years, 19.8% is between 6-10 years and 28.9% is between 11-15 years. 46.3% were calculated as TRNC, 31.4% as TR and 22.3% as other nationalities.

#### Data Analysis

The study data were analysed using SPSS Statistics 24 PROCESS program. Correlation analysis was conducted to examine the relationship between organizational commitment, motivation and culture attitude. PROCESS (model 4, Hayes, 2018) was used for mediation analysis. The universe of the research was formed by the academic staff of the American University of Cyprus operating in the

Turkish Republic of Northern Cyprus, Nicosia. At least 150 questionnaires were applied according to the number of academic staff working. In the research, a total of 121 questionnaires were applied at 95% confidence level. Utmost care has been taken to ensure that the distribution of basic variables such as education, gender, nationality, business sector and age is proportional to the population constituting the universe.

#### Results

There were 121 participants in the study, considering the demographic results of the data obtained as a result of the surveys; the participants are mostly male 62.8%, they have a working time of 1-5 years 51.2%, the age range is 25-30 29.8%, in terms of education level 46.3% and the nationality of TRNC 46.3%, the number of participants was found to be high. The analysis was completed by transferring the study data to SPSS Statistics 24 and PROCESS programs.

**Table 2.** The relations between Organizational Commitment, Motivation and Cultural Attitudes among TRNC Nationality Participants with Pearson Correlation Analyses

|                             | 1       | 2       | 3       | 4       | 5        | 6 |
|-----------------------------|---------|---------|---------|---------|----------|---|
| 1 Organizational Commitment | 1       |         |         |         |          |   |
| 2 Motivation                | ,297*   | 1       |         |         |          |   |
| 3 Margination               | -0,244  | -,748** | 1       |         |          |   |
| 4 Integration               | ,408**  | ,789**  | -,975** | 1       |          |   |
| 5 Separation                | -,354** | -,866** | ,967**  | -,986** | 1        |   |
| 6 Assimilation              | ,354**  | ,866**  | -,967** | ,986**  | -1,000** | 1 |

\*\*p<0.01, \*p<0.05

In Table 2, Pearson correlation analysis was conducted to determine the relationship between motivation, organizational commitment and cultural attitudes of TRNC nationals. The Pearson correlation analyses of organizational commitment, motivation and the sub-dimensions of the culture attitude scale, which are marginalization, integration, separation and assimilation, are presented. It is determined that there is a positive correlation ( $r=0.297$ ;  $p<0.05$ ) between organizational commitment and motivation among TRNC nationals.

There were no correlation was found between organizational commitment and marginalization ( $r=-0.244$ ;  $p<0.01$ ). On the other hand, there was a positive correlation between organizational commitment and integration ( $r=0.408$ ;  $p<0.01$ ) and also with assimilation ( $r=-0.354$ ;  $p<0.01$ ). It was found that there is a negative correlation between motivation and marginalization ( $r=-0.748$ ;  $p<0.01$ ) and also with separation ( $r=-0.866$ ;  $p<0.01$ ), while there is a positive correlation between motivation and integration ( $r=0.789$ ;  $p<0.01$ ) and also with assimilation ( $r=0.866$ ;  $p<0.01$ ).

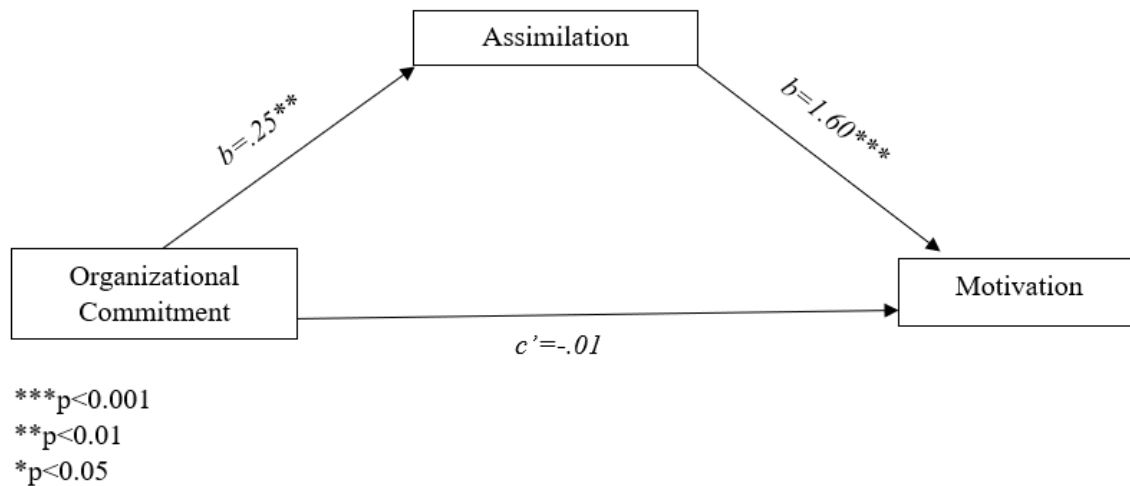
**Table 3.** The relations between Organizational Commitment, Motivation and Cultural Attitudes among TR Nationality Participants with Pearson Correlation Analyses

|                             | 1       | 2       | 3       | 4       | 5        | 6 |
|-----------------------------|---------|---------|---------|---------|----------|---|
| 1 Organizational Commitment | 1       |         |         |         |          |   |
| 2 Motivation                | -,813** | 1       |         |         |          |   |
| 3 Margination               | ,645**  | -,897** | 1       |         |          |   |
| 4 Integration               | -,759** | ,577**  | -,707** | 1       |          |   |
| 5 Seperation                | ,976**  | -,726** | ,628**  | -,866** | 1        |   |
| 6 Assimilation              | -,976** | ,726**  | -,628** | ,866**  | -,1000** | 1 |

\*\* $p<0.01$   
\* $p<0.05$

Pearson Correlation analysis was conducted in Table 3 to determine the relationship between motivation, organizational commitment and culture attitude of TR citizens. In Table 3, there is a negative correlation between organizational commitment and motivation ( $r=-0.813$ ;  $p<0.01$ ). There is a positive correlation between organizational commitment and marginalization ( $r=0.645$ ;  $p<0.01$ ) and separation ( $r=0.976$ ;  $p<0.01$ ), while there is a

negative correlation between organizational commitment and integration ( $r=-0.759$ ;  $p<0.01$ ) and also assimilation ( $r=-0.976$ ;  $p<0.01$ ). Analyses revealed that there is a negative correlation between motivation and marginalization ( $r=-0.897$ ;  $p<0.01$ ) and separation ( $r=-0.726$ ;  $p<0.01$ ), while there is a positive correlation between motivation and integration ( $r=0.577$ ;  $p<0.01$ ) and also assimilation ( $r=0.726$ ;  $p<0.01$ ).



**Figure 2.** Mediation analysis between OC and Motivation

In order to test the hypothesis of the mediating role of the assimilation relationship between organizational commitment and motivation, the PROCESS (Model 4, Hayes, 2018) was used. Organizational commitment was found to have a significant indirect effect on motivation through assimilation,  $b = .41$ , 95% CI [.2379, 1.0272].

The analysis suggests full mediation as the direct effect between organizational commitment and motivation was not significant ( $b=-0.13$ ,  $t=-.1357$ ,  $p=.89$ , CI [-.2065, .1803]) (see Figure 1). In the model, 75.1% of the variance in motivation is explained.

**Discussion**

As a result of the research, It has been determined that there is a relationship between organizational commitment and motivation. Ensuring the motivation of the employees and establishing the appropriate organizational commitment by the managers will positively affect the employees' perceptions of their attitudes towards the management (Bade et al., 2019). Mostly the studies shows that more successful employees will increase their level of decision-making and responsibility, the sense of belonging to the organization and high psychological motivation

(Han et al., 2014). Motivational effects differed between employees with a high level of satisfaction with organizational commitment and employees with low organizational commitment. It was found that there are significant relationships between organizational commitment, performance, and motivation (Baltacı et al., 2016). Considering that one of the most important factors of people's quality of life is to provide satisfaction in the field of work, it can be said that organizational commitment is a factor that positively supports the quality of life in a sense. In this context, studies have shown that there is a significant relationship between personal-demographic factors on organizational commitment and motivation (Küçüközkan, 2015). The study findings show that organizational commitment, work motivation, and job performance of employees vary depending on control variables (demographic characteristics), while commitment, motivation, and performance variables vary depending on control variables (Ertan and Ağca, 2008).

In this study, it was seen that there is a relationship between cultural attitudes, motivation and organizational commitment. One of the results that emerge here is that different cultural attitudes have different effects on organizational commitment and cultural attitudes. Studies indicate that cultural attitudes can have an impact on human behaviour. Studies even show that it may affect the prevalence of mental disorders (Orhan and Mamatoğlu, 2019; Çakıcı et al., 2021). While some cultural attitudes soothe psychological problems, others can exacerbate them. This study reveals that TRNC citizens' integration and assimilation culture attitudes have a positive relationship with organizational commitment. It has been observed that loyalty increases after individuals who are TRNC citizens become closer to or integrate with another culture, which is a local culture. This situation seems to have developed due to the increase in the culture of separation and marginalization among TR citizens. Therefore, it is seen that the organizational commitment of individuals showing immigrant cultural behaviour may be at a higher level. It has been observed that motivation can increase in both TR and TRNC citizens if there is an attitude of integration and assimilation. Therefore, it has been observed that cultural attitudes, especially

assimilation culture attitudes, have a more intense effect on motivation (Salvemini et al., 1993; Finegan, 2000).

The research is limited to academics at the American University of Cyprus in the Turkish Republic of Northern Cyprus. In conclusion, the impact of organizational culture on organizational commitment and motivation is significant and complex. A positive organizational culture can lead to increased levels of commitment and motivation, while a negative organizational culture can have the opposite effect. Culture attitude can play an important role in mediating the relationship between organizational culture and commitment and motivation. In our study, it was revealed that organizational commitment has a positive relationship with motivation, independent of societies. The research is limited to academics at the American University of Cyprus in the Turkish Republic of Northern Cyprus. The research is limited only to the quantitative data obtained from the data collection tools. The data in the research is limited to be used for scientific purposes only.

### Declarations

#### Ethics Approval and Consent to Participate

Ethics Approval for this research was received from Girne American University Graduate Education and Research Institute Ethics Committee on 06/12/2023 (Ref no: 2023-24- Fall-0002). Scholars read and approved informed consents prior to participation.

#### Consent for Publication

Not applicable

#### Availability of Data and Materials

Not applicable.

#### Competing Interests

The author declares that no competing interests in this manuscript.

#### Funding

Not applicable.

#### Authors' Contributions

HŞ contributed to finding the subject, writing the article, planning, literature review, and data collection. İEÖ contributed to statistical analysis, article editing, and interpretation. HH supervised the writing and control of the article. All authors have read and approved the final version of the article.

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