

The Influence of Leadership and Motivation on Job Commitment and Performance

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Abstract: *Human Resource is one of the most important resources for achieving the objectives of any organization. One of these objectives is to provide suitable leadership pattern and appropriate methods of motivation for the purpose of getting satisfied productivity to solve the issue of environmental workplace changes. Thus, effective leadership and suitable motivation can increase the level of commitment and improve the performance of workers. The main aim of this study is to determine the impact of leadership and motivation on commitment and employees performance in The Royal Court in Oman. The independent variables in this research are the administrative leadership and motivation while the dependent variables are commitment and performance of employees. The design of this research was based on descriptive quantitative approach. The population of this study was the staff of The Royal Court Affairs in Oman. The research instrument was a structured questionnaire. The population of this study was 1845 while the sample size has been selected to be 318. Stratified random sampling was used to determine the sample size for each department in The Royal Court System of Oman. A sample of 318 staff was chosen through multi stage sampling. A total of 318 questionnaires were distributed and the analysis was based on 310 usable questionnaires. Descriptive analyses mean scores, and multiple regression analyses were conducted using SPSS16. The results of this study showed that both extrinsic and intrinsic motivations have positive significant influence on job commitment. Also, leadership and extrinsic motivations positively impact on performance of employees.*

Keywords: Leadership, Motivation, Commitment, Performance

1. Introduction

In this era of technology understanding management and implement appropriate strategies has become very important for any successful organization (Sikander, 2016). Among these strategies are the personal motivational factors and leadership styles for the employees and managers within the organization. This study has focused on leadership and motivational factors and their influences on job performance and commitment in the Royal Court Affairs of Oman as it is one of the most government agencies in Oman that have the interest in rehabilitation and training of its staff at the highest levels; whether civilian or military. Due to the continuous changes in employees' needs, expectations, occupational goals, changes in structures and systems, and methods of work within the corporations and institutions, it has become very essential for the Royal Court Affairs to have highly qualified leaders and managers with distinct administrative capabilities.

Leadership is one of the most effective tools of directing employees at the workplace and it can solve many complicated tasks and complexities of work. This is due to the fact that leaders are those who follow up and monitor the workers, make the right decisions, direct and issue instructions, and influence the behavior and trends of the workers. The leadership has four different styles; charismatic, transactional, servant and transformational with different competence for specific leadership style (Chen, 2006).

Many writers and researchers pointed to the role of leadership in improving employees' performance. A study conducted by (Miao, Newman, Schwaz and xu, 2014) stated that normative commitment can be influenced by servant leadership however it has no impact on continuance commitment in the Chinese government sectors.

Jacobsen and Andersen. (2015) discussed the differences between the intended and employee-perceived leadership. The study highlighted that Perceived leadership is positively associated with organizational performance commitment.

The study that was done by (Thamrin, 2012) in Indonesia concluded that the employee's performance and commitment toward the organization can be enhanced with transformational leadership. Even if job satisfaction can raise the performance of employees, the transformational leadership cannot raise job satisfaction. Also in Vietnam, (Lin, Li, Pham and Lin, 2015) discussed the factors that can influence organizational commitment in Vietnamese public servants. Their research showed that among leadership styles and satisfaction and characteristics of the job; only leadership styles and job characteristics have strong positive impact on commitment of the organization.

Another factor to improve the commitment and performance of employees is the personnel motivation. Motivations play an essential role in providing a suitable workplace for the employees through offering them financial or moral stimulations to raise their level of performance and ensure their commitment towards achieving the goals of the institution (Stroeh, 2006).

Motivations can be intrinsic or extrinsic. Intrinsic is between the worker and the performed task such as achievement, accomplishment, challenges and competence which means that it is self applied. While extrinsic is related to the work environment such as good salary, fringe benefits (Broni, 2012).

Aarabi, Subramaniam and Akeel. (2013) stated that intrinsic motivation is more important than extrinsic. However according to (Tella, Ayeni and Popoola, 2007), money is the

most important factor in motivating workers as it symbolizes intangible goals and has the power to attract individuals to achieve high performance.

Based on the evaluation results of the staff performance of the Royal Court Affairs in Sultanate of Oman for several years ago, the reports have proven that there is a lack of concentration and a clear negligence among the staff in performing their jobs. In addition, there is a lack of commitment at work in terms of absenteeism with unacceptable excuses and escaping from work for no apparent reasons. Weak leadership of the top management and not providing motivations for the hardworking employees are possible factors that can influence the performance and commitment of the employees at work.

Lack of motivations for the hardworking employees may negatively impact on their performance, loyalty and productivity. Consequently, this may reduce the opportunity of achieving goals and carrying the court's activities as required. As for the leadership, organizations always highlights the importance of having a highly qualified and skilled managers due to the fact that weak leadership in the organization may lead to frustration, resentment and lack of loyalty among the personnel. The leader is the one who has to make the decisions and the consequences of these decisions could positively or negatively impact the success of the organization. Thus, it can be summarized that poor performance and lack of commitment of the employees can be resulted from the lack of two main factors which are management leadership and motivation. From this perspective, the idea of the research came up to measure the relationship between leadership & motivation and their impact on the performance and commitment of employees of the Royal Court Affairs in Oman.

The primary concern of this research is to encourage the managers to adopt appropriate leadership patterns that correlate to the activities and functions of the Royal Court Affairs in Oman due to their obvious and positive impact on the overall activities and administrative practices of the court. Besides, the research also aimed at addressing the most effective stimulation methods that can raise the performance level of the individuals working in the Royal Court Affairs.

The study questions:

- 1) What is the level of leadership, motivation, commitment, and performance among the employees in the Royal Court System in Oman?
- 2) Is there influence of leadership on the job commitment in a Royal Court Affairs?
- 3) Is there influence of leadership on job performance in a Royal Court Affairs?
- 4) Is there influence of motivation on job commitment in a Royal Court Affairs?
- 5) Is there influence of motivation on job performance in a Royal Court Affairs?

Objectives of the study:

- 1) To identify the level of leadership, motivation, commitment, and performance among employees in the Royal Court System in Oman.

- 2) To determine the influence of the leadership on job commitment in the Royal Court system in the Sultanate of Oman.
- 3) To determine the influence of the leadership on job performance in the Royal Court system in the Sultanate of Oman.
- 4) To determine the influence of motivation on job commitment in the Royal Court system in the Sultanate of Oman.
- 5) To determine the influence of motivation on job performance in the Royal Court system in the Sultanate of Oman.

Hypotheses:

- Ha1: There is significant influence of leadership on commitment.
- Ha2: There is significant influence of extrinsic motivation on commitment.
- Ha3: There is significant influence of intrinsic motivation on commitment
- Ha4: There is significant influence of leadership on job performance.
- Ha5: There is significant influence of extrinsic motivation on job performance.
- Ha6: There is significant influence of intrinsic motivation on job performance.

2. Research Methods

According to the nature of research and the main objective of study which was to identify the impact of leadership and motivation on job commitment and performance, the descriptive quantitative approach was the most suitable approach. Moreover, the inferential statistics used to draw inferences and test the hypothesis of study for achieving the study's objectives. In addition, the population of this research was the employees in The Royal Court Affairs in The Sultanate of Oman. A number of populations were 1845 employees who are working in 11 departments in the Royal Court Affairs in Sultanate of Oman. Based on the reliable table of (Krejcie and Morgan, 1970), only 318 out of 1845 of the employees in the Royal Court Affairs in Oman were as the sample size of study. Stratified random sampling was used to determine sample size of each department. The instrument of study was questionnaire. A total of 318 questionnaires were distributed. The results discussed were based on 310 questionnaires out of 318 (97.5% rate of return) returned by the respondents. Besides, the usable return rate was 100%. Statistical Package for Social Science (SPSS) program version 16.0 was used to analyze the gathered data from the questionnaires. Descriptive statistics comprise the mean, standard deviation was used to achieve first study objective. In addition, inferential statistics include multiple regressions was used to accomplish the other objectives of this study.

3. Analysis and Findings

3.1 Demographic Background

Table 3.1: Demographics Characteristic of Respondents

Demographics	
(n=310)	Category
Gender	Female (f = 19%) Male (f = 81%)
Age	Between 50-55 years old; 30%
Academic Qualifications	Bachelor holders; 45.2%
Working Experience	10-15 years; 34.2% 5-10 years; 29.3%

The table 3.1 states the demographic data of respondents for showing the respondents' profile.

3.2 Level of Leadership, Motivation, Commitment, and Job performance

This section aimed to achieve the first objective of study.

Table 3.2: Level of Leadership, Motivation, Commitment and Job Performance

Items (n=310)	Mean	Std. Deviation	Rank Order	Level
Leadership	2.6	5.57448	Fourth	Moderate
Extrinsic Motivation	2.8	3.641	Third	Moderate
Intrinsic Motivation	2.4	0.925	Fifth	Moderate
Commitment	4.0	3.433	First	High
Performance	3.5	2.810	Second	Moderate

The table 3.2 states the levels of leadership, motivation, commitment, and performance among the employees' members working in Royal Court System in Oman. It is clear from the table that the means of leadership, motivation, commitment, and performance ranged from a low of 2.62 (mean of motivation) to a high of 4.03 (mean of commitment) and all of them had moderate level except commitment which had high level.

3.3 The Impact of Leadership and Motivational Factors on Job Commitment

This section related to the remaining objectives of this study, i.e. to identify the influence of leadership and motivation on the job commitment and performance. In order to know the influence of leadership and motivation on job commitment, Multiple Regression Analyses were performed. In addition, this section has tested the first, second, and third hypotheses of this study.

Table 3.3 Multiple Regression of Analysis with Leadership, Extrinsic Motivation, and Intrinsic Motivation as Predictors of Job Commitment Model Summary

Model	R	R Square	Adjusted R Square
1	0.268 a	0.072	0.063

a) Predictors: (Constant), Leadership, extrinsic Motivation, and Intrinsic Motivation

According to multiple regression analysis, in the table 3.3, the R-squared value from model summary is 0.072 which means 7.2% of variation in job commitment is accounted by variation in the three factors namely, leadership, extrinsic motivation, and intrinsic motivation in the Royal Court System.

Table 3.4: Statistical Significance of the Result of Multiple Regressions

Model	Sum of Squares	D F	Mean Square	F	Sig.
1 Regression	3.527	3	1.17	67.868	0.000a
Residual	45.718	306	0.149		
Total	49.244	102			

b) Predictors: (Constant), Leadership, extrinsic Motivation, and Intrinsic Motivation

a. Dependent Variable: Job Commitments

The results of ANOVA presented in table 3.4, where $F=7.868$ and $p < 0.05$ indicated that the regression model of work leadership and motivation on the commitment assessed was statistically significant. That means the least one of the three independent variables can be used to explain job commitment of employees in Royal Court System in Oman. Also, this indicates the regression of commitment on the dimensions assessed expressed through the adjusted squared multiple (R - squared (adj.) = 6.3%) is statistically significant. These variables account for 7.2% of the variance in job commitment. This finding suggests that other unexplored variables could account for the other variance in job commitment

Table 3.5: Regression Coefficients for the Influence of Predictor Variables on Job Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.53	1.102		34.473	0.000
	Leadership	0.05	4.038	8.133	1.413	0.159
	Exr. Motivation	0.21	4.054	4.343	3.951	0.000
	Intr. Motivation	-0.17	6.043	-0.408	-4.102	0.000

Dependent Variable: Commitment.

Table 3.5 above presents the influence of leadership, extrinsic and intrinsic motivation variables and job commitment. The results show that extrinsic motivation had effect on job commitment ($B = 0.214$, $p < 0.05$) and intrinsic had effect on job commitment ($B = -0.176$, $p < 0.05$). Therefore, both of extrinsic and intrinsic motivations have impact on job commitment. However, there is no significant impact of leadership on job commitment ($B = 0.054$, $p > 0.05$) was found to be not significant. Therefore, H_{a2} and H_{a3} are accepted. While, H_{a1} is rejected.

Therefore, the results also exposed that two of the three independent factors were found to be significant in this study. The analysis demonstrated that the most significant motivational factor of job commitment was extrinsic motivation as the first significant factor. While, intrinsic motivation was the second significant factor.

3.4 The Impact of Leadership and Motivational factors on Job Performance

This section related to the remaining objectives of this study, i.e. to identify the influence of leadership and motivation on the job performance. In order to know the influence of leadership and motivation on job performance, Multiple Regression Analyses were performed. In addition, this section has tested the remaining hypotheses of this study (H_{a4} , H_{a5} , and H_{a6}).

Table 3.6 Multiple Regression of Analysis with Leadership, Extrinsic Motivation, and Intrinsic Motivation as Predictors of Job Performance Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.798 a	0.637	0.634	0.33427

a. Predictors: (Constant), Leadership, Extrinsic Motivation, and Intrinsic Motivation

According to multiple regression analysis, in table 3.6 above, the R-squared value from model summary is 0.637 which means 63.7% of variation in job performance is accounted by variation in the three factors namely, leadership, extrinsic motivation, and intrinsic motivation in the Royal Court Affairs..

Table 3.7: Statistical Significance of the Result of Multiple Regressions

Model	Sum of Squares	D F	Mean Square	F	Sig.	
1	Regression	129.189	3	43.063	179.217	0.000 a
	Residual	73.527	306	0.240		
	Total	302.716	309			

Table 3.8: Regression Coefficients for the Influence of Predictor Variables on Job Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.465	0.130		11.283	0.000
	Leadership	0.488	0.048	0.592	10.090	0.000
	Exr. Motivation	0.180	0.069	0.143	2.630	0.009
	Intr. Motivation	0.101	0.054	0.116	1.860	0.064

Table 3.8 above presents the influence of leadership, extrinsic motivation, and intrinsic motivation variables on job performance. The results show that leadership has influence on job performance (B=0.488, $p < 0.05$). Therefore, extrinsic motivation had effect on job performance (B = 0.180, $p < 0.05$). Therefore, both of leadership and extrinsic motivation have influence on job performance. However, there is no significant influence of intrinsic motivation on job performance (B = 0.101, $p > 0.05$) it was found to be not significant. Therefore, Ha4 and Ha5 are accepted, while, Ha6 is rejected.

Therefore, the results also exposed that two of the three independent factors were found to be significant in this study. The analysis demonstrated that the most significant factor of job performance was leadership as the first significant factor, while, the extrinsic motivation was the second significant factor.

4. Discussion, Conclusion and Recommendation

4.1 Discussion

The factors of leadership, extrinsic motivation, and intrinsic motivation had moderate levels. These mean values indicate that the most likely areas where employees get motivated. As determined by the questionnaire of study, the employees in the sample are most likely to be motivated due to their

- a) Predictors: (Constant), Leadership, Extrinsic Motivation, and Intrinsic Motivation.
- b) Dependent Variable: Job Performance.

The results of ANOVA are presented in table 3.7, where $F = 179.217$ and $p < 0.05$ indicated that the regression model of work leadership and extrinsic and intrinsic motivation on the performance assessed was statistically significant. That means the least one of the three independent variables can be used to explain job performance of employees in Royal Court Affairs in Oman. Also, this indicates the regression of performance on the dimensions assessed expressed through the adjusted squared multiple (R - squared (adj.) = 63.4%) is statistically significant.

These variables account for 63.7% of the variance in job performance. This finding suggests that other unexplored variables could account for the other variance in job performance.

extrinsic motivation more than intrinsic motivation. The level of commitment had high level mean which indicates that the most likely areas where staff is committed. Consequently, the employees in Royal Court Affairs in Oman are most likely to be committed in their job. According to the study of (Ajang, 2005), there is significant influence of extrinsic or monetary motivation on job commitment which agrees with this study findings. In addition, the result of data analysis in regression test showed that there is no relationship between leadership and job commitment.

The results of this study stated that there is significant influence of leadership on job performance and these results are consistent with results of previous study done by (Aydin, 2012). Moreover, according to the result of regression analysis of extrinsic motivation on job performance, there is significant influence of extrinsic motivation on job performance which is consistent with the result of (Saleh, 2015). However, there is no significant influence of intrinsic or extrinsic motivation on job performance.

4.2 Conclusion

In order to improve the productivity and performance of employees in the Royal Court Affairs of Oman as well as to make them satisfied and committed to their jobs, there is a need for strong and effective motivation factors and suitable leadership stratifies at the various levels, departments, and

sections of the court. Leadership and motivational factors and their influences on job performance and commitment in the Royal Court Affairs of Oman as is one of the most government agencies. The analysis demonstrated that the most significant influencing factor on job commitment was extrinsic motivation, while, intrinsic motivation was the second significant influencing factor on job commitment. Both of leadership and extrinsic motivation have significant influence on job performance. However, there is no impact of intrinsic motivation on job performance. Also there is no significant influence of leadership on job commitment.

4.3 Recommendation

Human resource management in Royal Court Affairs is highly recommended to have more extrinsic motivational factors for employees such as enhanced salary, fringe benefit to improve their level of job commitment. Also, human resource development is recommended to focus on intrinsic motivational factors such as responsibility, promotion, supervision, training to improve employees' job commitment, productivity, and performance.

Royal Court Affairs is advised to improve the strategies and styles of leadership in its departments since there is significant influence of leadership on job performance for achieving high levels of job satisfaction and commitment.

The Royal Court Affairs is passing through an age of transition, where it must shift from traditional organization to a modern one. For achieving this process of transition, the management of Royal Court Affairs should provide a satisfied working environment for its employees.

Finally, management of the Royal Court System is advised to look at other factors such as the enhancement of relationship between co-workers, managers and leaders and creating ideal job conditions for the employees.

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