

The moderator effect of commitment on the relations between satisfaction and motivation in Special Employment Centres

Francisco J. Pérez-Conesa¹ | Marina Romeo²  | Montserrat Yepes-Baldó² 

¹University of Barcelona, Barcelona, Spain

²PsicoSAO, Research Group in Social, Environmental and Organizational Psychology, University of Barcelona, Barcelona, Spain

Correspondence

Montserrat Yepes-Baldó, University of Barcelona, Barcelona, Spain.
Email: myepes@ub.edu
Website: <http://www.ub.edu/catedrainlab>

Funding information

Commission for Universities and Research attached to the Ministry of Innovation, Universities and Enterprise (DIUE) of the Government of Catalonia, Grant/Award Number: 2014SGR992

Background: Little is known about the relation between satisfaction, commitment and motivation among employees with mild intellectual disabilities. The present research analyses the moderated effect of commitment on the relation between satisfaction of employees with intellectual disabilities and their motivation.

Method: Employees with legally recognized intellectual disabilities, following the Spanish law, answered a questionnaire. The present authors examined bivariate relations across all variables in the model. Subsequently, a moderator model was tested, using the Johnson-Neyman and the pick-a-point approximation.

Result: There was a direct effect between employees' satisfaction and motivation ($b = 2.4621$; $p < .0001$). Commitment had a moderator effect on this relation ($b = [-3.36$ to $-0.30]$; $p < .001$), especially for those employees with lower levels of commitment.

Conclusions: Our research focuses on the antecedents of work motivation of employees with mild intellectual disabilities as full employees. So, our results help HR managers to increase employees' motivational levels, as one of the main objectives of healthy organizations.

KEYWORDS

commitment, employees with mild intellectual disabilities, moderation, motivation, satisfaction

1 | INTRODUCTION

Several studies have analysed the job motivation of direct support providers (Hensel, Hensel, & Dewa, 2015; Hickey, 2014; Higgins, O'Halloran, & Porter, 2015; Young et al., 2005), but few have focused on the study of motivation of employees with disabilities (Negrini, Perron, & Corbière, 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 aimed 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, Marsland, & Ulmer, 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, Gallegos, & Lara, 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 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 among employees with mild