

**WORK AS DUTY: A STUDY ON 'DEONTIC WORK
MOTIVATION', ORGANIZATIONAL SOCIALIZATION
AND EMPLOYEE COMMITMENT**



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ABSTRACT

Scholars in the field of work motivation unanimously agree that the research on work motivation has hit a plateau because over a period of time research in this area has focused only on refinements of existing theories which predominantly deal with extrinsic aspects of work motivation based on self interest. However, there are a growing number of scholars who have begun to challenge the notion of explaining all human behaviours solely on the basis of self interest. It is argued that the over reliance on self interest has constrained the theory development in work motivation and there is a need for examining other perspectives for theory development in this area. It is in this context that the theory of deontic motivation proposed by Schwartz (1983) calls for a scientific investigation. Schwartz has opined that the idea of deontic motivation ran afoul of the mainstream types because it called for dropping of narrow constraints. The word 'deontic' is derived from the Greek word '*deonta*' meaning duties. In this sense, 'deontic motivation' should be understood as the motivation founded on psychological attribute of the feeling of obligation. The present research is designed and executed with a view to explain the phenomenon of deontic work motivation within the context of an organization as well as the operationlization of the construct and examining its linkages with that of organizational socialization and organizational commitment.

The present study reports the development of the measurement scale for deontic motivation which invariably involves a hybrid approach that combined qualitative as well as quantitative methods. The data for scale development is collected from various companies through online and also by directly contacting the respondents. The data for scale validation and model testing is collected from a large company in public sector known for its sustained performance as well as employment practices of organizational socialization. The scale is operationalized and validated through EFA and CFA by using these two sets of data. Thereafter, the linkages of deontic motivation with that of organizational socialization and organizational commitment are examined by developing a model and testing it with SEM in AMOS. The results emerging from this study provide empirical evidences to show that deontic motivation could be a potential new frontier in work motivation research and related aspects are discussed in this study. Similarly, the findings of the present empirical study on deontic motivation reported in this thesis have considerable ramifications for practice as well. The present study is concluded with a roadmap for future studies in this area and also the limitations of the present study.

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