THE MEDIATING EFFECT OF EXTRINSIC MOTIVATION ON THE RELATIONSHIP BETWEEN QUICK-FIX MENTALITY AND ORGANIZATIONAL COMMITMENT WITH ORGANIZATIONAL TRUST

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Abstract:

Extrinsic motivation can have a critical role amongst academics in today's world of material importance and it can have a very humongous influence on organizational commitment and trust. Money is perceived as the most valuable factor that extrinsically motivates academics, but the notion of job safety has been uplifted as the most important factor. Hence, this paper aims to discuss the mediating effect of extrinsic motivation on the relationship between a quick-fix mentality and organizational commitment to organizational trust. The data for this paper is from a questionnaire survey amongst 314 academics in selected public universities in Selangor, Malaysia. The research is designed deductively in which the samples were selected based on their preset criteria and further conveniently sampled. Data obtained were further analyzed statistically in structural equation modeling to evaluate and calculate the mediating effects of extrinsic motivation on the relationship between organizational commitment and organizational trust. The findings indicate that Quick-fix mentality alone does not significantly influence organizational trust, but in the presence of the mediating variable of extrinsic Motivation, the relationship between Quick-fix mentality and organizational trust becomes statistically significant. In addition, extrinsic motivation partially mediates the relationship between organizational commitment and organizational trust. It is shown that there is a significant total effect of organizational commitment on organizational trust, where extrinsic motivation plays a partial mediating role. The direct effect remains substantial, implying that factors beyond Extrinsic motivation contribute to the overall influence of organizational commitment on organizational trust. These insights underscore the nuanced nature of the

relationships within organizational dynamics and may have implications for organizational strategies aimed at enhancing trust through commitment.

Keywords:

Commitment, Motivation, Quick-fix, Trust, Malaysia

Introduction

In today's complex and materialistic work environment, acknowledging the importance of a healthy, psychologically balanced, and motivated employee is the best tool for organizational aptitude in an increasingly competitive environment (Agustian, Pohan, Zen, Wiwin, & Malik, 2023; Dobre, 2013; Pham, Thanh, Tučková, & Thuy, 2020; Quader, 2024). Organizations, accordingly, tend to formulate strategies that motivate employees and as a result, they assist in organizational development (Faliza, Setiawan, & Agustina, 2024; Z. Wang, Ye, & Liu, 2024). Engidaw (2021) posits through his empirical study that increasing extrinsic motivation causes significantly positive changes in employee engagement and vice versa. His research also finds that extrinsic motivation is more effective as compared to any other motivational means. Akpom and Ibegbulam (2023) suggest a conditionality of an extrinsic reward system in place to retain productive workers. Along the same lines, according to Mahmood and Tajuddin (2024), extrinsic or hygiene factors help organizations retain their employees and it is highly unlikely that an employee would opt to leave the organization. Darmawan (2024) confers that there exists a significant relationship between motivation and employees' satisfaction, recognition, and fulfillment. Besides that, Gist-Mackey, Piercy, and Bates (2024), suggest that extrinsic rewards can be quantified as compared to intrinsic motivation.

Multiple researchers, over the last two decades, have argued that extrinsic motivation is an effective instrument to control employees' behavior for the desired outcome as compared to intrinsic motivation (Aljumah, 2023; Liaquat et al., 2024; Meng & Li, 2024; Mickel & Barron, 2008; Raza, St-Onge, & Ullah, 2023). There is a common perception that money is the most valuable factor that extrinsically motivates employees, but research shows that gratitude and job safety motivate workers more than any other factor (Garg, Mahipalan, & Sharma, 2023; Gherca, 2021). According to Edrak, Yin-Fah, Gharleghi, and Seng (2013) extrinsic motivation contributes to job satisfaction and contributes to organizational promotion, while organizations use extrinsic motivation to induce their employees. And in this context, academics in the public higher education institution are not exempted. Academics are like any employee in an organization (Farid, Warraich, & Iftikhar, 2023; Hopkins & Bardoel, 2023). They work for money to fulfill the basic human needs to survive and to live. But since money is not the only motivation for today's complex environment, other extrinsic motivations have been noted to be critical too (Órdenes & Ulloa, 2024; Turner, 2017). Therefore, it is pertinent to determine the mediating effect of extrinsic motivation on the relationship between organizational commitment with organizational trust among academics in selected public universities in Selangor, Malaysia.

Literature Review

Theory Of Self-Determination and Human Psychological Needs

Ryan and Deci's (2017) theory of self-determination dealing with human psychological needs contributed a great deal to the literature in the last couple of decades. They found extrinsic

motivation entails some actions to achieve a separable outcome. In other words, extrinsic motivation is a systematic evaluation of employees' expectations concerned with rewards and penalties (Ryan, Deci, and Edward 2000). At the same time, some scholars view extrinsic motivation as a "bad" proposition for strategic management (Gerhart & Fang, 2015; Kwon & Sonday, 2024). When employees perceive being controlled by others through threats and rewards, such understanding can cause collateral damage and, at times, the organizational spill-over effect (Deci, Olafsen, & Ryan, 2017; Sarwar, Imran, Hafeez, Zaheer, & Fatima, 2024). A longitudinal study found generation Y strongly associated with extrinsic work value and some studies find them inclined towards materialistic rewards (Dreyer & Stojanová, 2023; Krahn & Galambos, 2014), along with Twenge and Donnelly (2016) who found new generation has more emphasis on extrinsic values.

Organizations attempt to juggle a balancing act between organizational goals and employee self-fulfillment by applying different approaches to handle disruptions (Adnan Bataineh, 2019; Al-Henzab, Tarhini, & Obeidat, 2018; Gerçek, 2024). Therefore, it is essential to design jobs and skills training programs while having employees' self-development in mind (Shin & Park, 2024). Because employees with fulfilled self are more productive, reliable, and helpful (Bakker & de Vries, 2021; Dhingra, Samo, Schaninger, & Schrimper, 2021; Islami, Mulolli, & Mustafa, 2018). Although literature is quiet on the direct or indirect relationship between a quick-fix mentality and employees' self-fulfillment, literature proves that a fixed mindset does not help self-fulfillment (Heslin & Keating, 2017; Saeed & Abdullah, 2024). The concept of an employee's self-fulfillment depends upon self-conception—which requires freedom of thought and trust in organizational culture that is impossible in a fixed mindset (Thanapiyawanich, 2019).

Extrinsic Motivation Role in the Relationship Between Organizational Commitment and Organizational Trust

Extrinsic motivation's mediating role in the relationship between organizational trust and organizational commitment underscores the intricate dynamics within workplaces. When workers have an emotional connection to their place of employment, organizational commitment—which reflects their commitment to the company's objectives and core values—often promotes a healthy culture of trust (W. Wang, Albert, & Sun, 2020). In this relationship, extrinsic motivation—which is motivated by outside rewards—may act as a mediating factor. According to (Fischer, Malycha, & Schafmann, 2019), organizations can strengthen the dedication of workers who appreciate receiving external recognition and rewards for their achievements when they apply extrinsic motivators in an open and consistent manner. When workers feel valued and appreciated, organizational trust may rise as a result (Utomo et al., 2023). However, the effectiveness of extrinsic motivation as a mediator primarily depends on how ethically it is used (Yang & Wei, 2017); if extrinsic motivators are thought to be unfair or dishonest, they may negatively affect trust and organizational commitment (Hancock, Pullins, Johnson, & Mallin, 2022). To establish a healthy and mutually reinforcing cycle of commitment and trust at work, it is crucial to match external rewards with the organization's values, objectives, and culture. The ability of extrinsic motivation to mediate the relationship between organizational commitment and organizational trust makes this possible. Henceforth, it is hypothesized that there is a significant mediating effect of Extrinsic Motivation on the relationship between Organizational Commitment and Organizational Trust.

Methods

The ontological perspective of this research is to understand the reality of the mediating effect of extrinsic motivation on the relationship between organizational commitment and organizational trust. This is to concur with the desire to know what exists in the higher public institution in Malaysia. In examining the ontological perspective of this research, a quantitative research method was employed. Quantitative research aims to answer different social phenomena in different times and backgrounds. Hence, the research design selected is correlational as it aims to determine the relationship between organizational commitment and organizational trust mediated by extrinsic motivation.

This investigation employed a basic random sampling method to gather data from four public universities located inside Selangor's borders. To obtain data for this research, 950 questionnaires in total were given out to the academics in the selected public universities, in a total of 314 valid and usable questionnaires were received. This research used adapted and designed instruments to obtain data from the target population through a self-administered questionnaire. The questionnaires were distributed electronically as well as hand-delivered to the academics. Ethical considerations like informed consent and confidentiality were made sure of prior to data collection, and the necessary approvals were secured from pertinent institutional review boards or ethics committees. Data collected were analyzed using SmartPLS version 4, using factor analysis and multiple regression in the structural modeling process, while the mediation analysis was conducted by using SPSS version 29.

Findings

Mediation Analysis of Quick-Fix Mentality on Organizational Trust Through Extrinsic Motivation

The present study utilized the Hayes Process Macro to investigate the mediation effect of Extrinsic Motivation (EM) in the relationship between Quick-Fix Mentality (QFM) and Organizational Trust (OT). The direct effect analysis (QFM → OT) revealed a non-significant direct pathway (B = 0.0573, t = 0.7490, p = 0.4547, 95% CI [-0.0935, 0.2082]), suggesting that Quick-Fix Mentality alone does not significantly influence Organizational Trust, it rather has an adverse effect on the relationship. However, the indirect effect analysis indicated a substantial indirect pathway through Extrinsic Motivation (EM) with an effect size of 0.5044 (BootSE = 0.0671, BootLLCI = 0.3726, BootULCI = 0.6345). The confidence interval for the indirect effect did not include zero, signifying statistical significance and supporting the notion that Extrinsic Motivation mediates the relationship between Quick-Fix Mentality and Organizational Trust.

Additionally, the total effect of the Quick-Fix Mentality on Organizational Trust, considering both direct and indirect paths, was 0.5617 (SE = 0.0485, t = 11.5764, p < 0.001, 95% CI [0.4661, 0.6574]). This comprehensive effect underscores the importance of accounting for the mediating role of Extrinsic Motivation in understanding the impact of Quick-Fix Mentality on Organizational Trust. The findings suggest that, while the direct effect may not be significant, the presence of mediation reveals a more nuanced relationship between these constructs.

Table 1: Findings of (QFM) on (OT) Through (EM)

Total Effect

Relationship	Effect	*t-values*	*p-values*	LLCI	ULCI
QFM —> EM —> OT	.5617	11.576	0.0000	0.4661	.6574

Direct Effect

Relationship	Effect	*t-values*	*p-values*	LLCI	ULCI
QFM —> EM —> OT	.0573	.7490	0.4547	-.0935	.2082

Indirect Effect

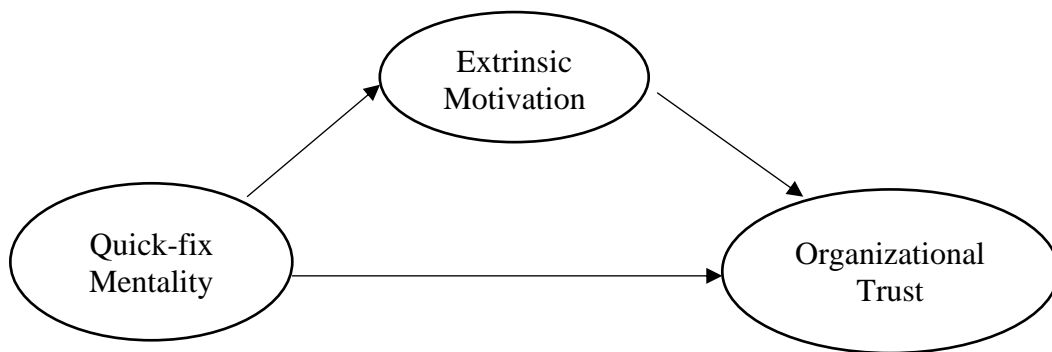| Relationship	Effect	BootSE	BootLLCI	BootULCI	Conclusion
QFM —> EM —> OT	.5044	.0671	.3752	.6365	**Full Mediation**

Note: *significant at p<0.05, t>1.96, two-tailed

Figure 1: The Model

As shown, the β value of 0.5617 indicates the effect size, which commonly measures the strength of relationships between variables in statistical analyses. With a value of 0.5617, the effect size indicates a moderate to large impact, suggesting a significant influence of the independent variable on the dependent variable through the mediator. This metric provides insight into the practical importance of the mediated relationship illustrated in the figure.
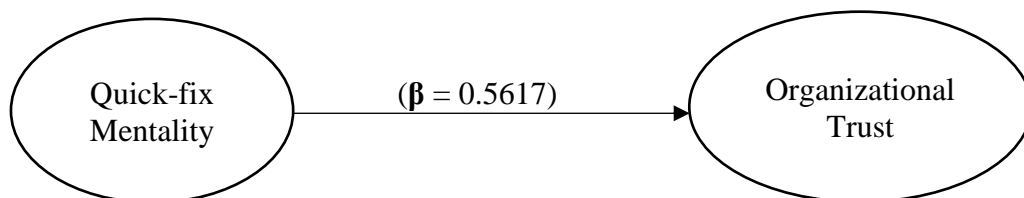

Figure 2: The Effect Model

Notably, Quick-Fix Mentality alone does not significantly influence Organizational Trust, but in the presence of the mediating variable—Extrinsic Motivation (EM)—the relationship between Quick-Fix Mentality (QFM) and Organizational Trust (OT) becomes statistically significant. Therefore, the **H₁** is accepted and validates the statement.

H₁: **Extrinsic motivation has a significant mediating effect on the relationship between Quick-Fix Mentality and Organizational Trust.**

Mediation Analysis of Organizational Commitment to Organizational Trust Through Extrinsic Motivation

The mediation analysis explored the influence of Organizational Commitment (OC) on Organizational Trust (OT) through the mediating mechanism of Extrinsic Motivation (EM). The findings, presented in Table 5.30, reveal valuable insights into the total, direct, and indirect effects of this complex relationship. The total effect of OC on OT, considering the pathway through EM, is 0.2442 (t = 4.4024, p < 0.0001, 95% CI [0.1348, 0.3535]). This suggests a significant overall impact of Organizational Commitment on Organizational Trust when accounting for the mediating role of Extrinsic Motivation. Meanwhile, the direct effect of OC on OT, without considering the mediating influence of EM, is 0.1471 (t = 3.7362, p = 0.0002, 95% CI [0.0695, 0.2247]). This highlights a significant direct relationship between Organizational Commitment and Organizational Trust. The indirect effect through EM is calculated as 0.0971, with a bootstrapped standard error of 0.0437 and a 95% confidence interval ranging from 0.0141 to 0.1880. As the confidence interval for the indirect effect does not include zero, it signifies statistical significance. Therefore, Extrinsic Motivation partially mediates the relationship between Organizational Commitment and Organizational Trust.

In summary, the findings indicate a significant total effect of Organizational Commitment on Organizational Trust, where Extrinsic Motivation plays a partial mediating role. The direct effect remains substantial, implying that factors beyond Extrinsic Motivation contribute to the overall influence of Organizational Commitment on Organizational Trust. These insights underscore the nuanced nature of the relationships within organizational dynamics and may have implications for organizational strategies to enhance trust through commitment.

Table 2: Findings of (OC) on (OT) Through (EM)
Total Effect

Relationship	Effect	*t-values*	*p-values*	LLCI	ULCI
OC —> EM —> OT	.2442	4.4024	0.0000	0.1348	.3535

Direct Effect

Relationship	Effect	*t-values*	*p-values*	LLCI	ULCI
OC—> EM —> OT	.1471	3.7362	0.0002	.0695	.2247

Indirect Effect

Relationship	Effect	BootSE	BootLLCI	BootULCI	Conclusion
OC —> EM —> OT	.0971	.0437	.0141	.1880	**Partial Mediation**

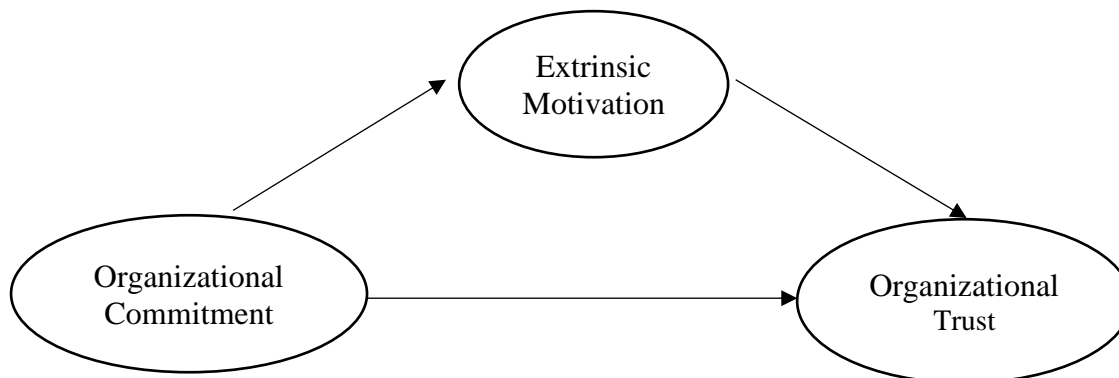Note: *significant at p<0.05, t>1.96, two-tailed

Figure 3: The Model

In Figure 4 below, the β value of 0.2442 indicates the effect size, which commonly measures the strength of relationships between variables in statistical analyses. With a value of 0.2442, the effect size indicates a moderate to large impact, suggesting a significant influence of the independent variable on the dependent variable through the mediator. This metric provides insight into the practical importance of the mediated relationship illustrated in the figure.
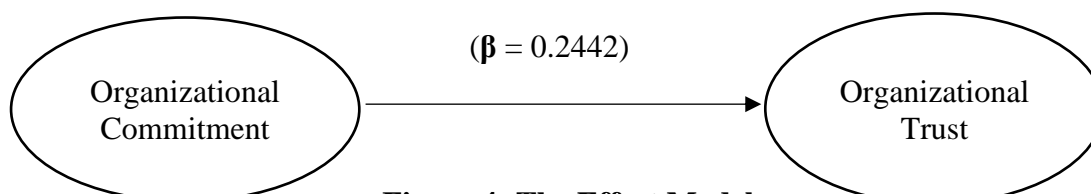

Figure 4: The Effect Model

The findings indicate a significant total effect of Organizational Commitment on Organizational Trust, where Extrinsic Motivation plays a partial mediating role. Therefore, **H₂: Extrinsic motivation has a significant mediating effect on the relationship between organizational commitment and organizational trust** is accepted and rejects the null hypothesis.

Discussion

The mediating effect of extrinsic motivation in the relationship between quick-fix mentality and organizational trust among members of academia addresses the research objective and conclusively answers the research question. While the direct relationship between quick-fix mentality and organizational trust may not be significant, the results reveal a substantial mediation effect of extrinsic motivation. This suggests that while a quick-fix mentality alone may not directly influence organizational trust, it can indirectly affect trust levels through its impact on extrinsic motivational factors. These findings align with recent research emphasizing the importance of understanding the underlying mechanisms through which individual attitudes

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and behaviors influence organizational outcomes. By examining this mediation effect within the unique context of academia, this study contributes novel insights into the dynamics shaping trust dynamics among academic professionals. These insights have practical implications for academic institutions, highlighting the importance of addressing quick-fix mentalities and promoting extrinsic motivation as a means of fostering a trusting organizational climate. Ultimately, these findings underscore the complex interplay between individual attitudes, motivational factors, and organizational trust within academic environments, emphasizing the need for holistic approaches to promoting trust and engagement among faculty and staff.

A substantial mediation effect of extrinsic motivation, indicating that the influence of quick-fix mentality on organizational trust is partially explained by its impact on extrinsic motivational factors. While the direct relationship between quick-fix mentality and organizational trust may not be significant, the mediation analysis highlights the crucial role played by extrinsic motivation in shaping trust dynamics within academic environments. These findings align with recent research emphasizing the importance of understanding the underlying mechanisms through which individual attitudes and behaviors influence organizational outcomes (Cao, Duan, Edwards, & Dwivedi, 2021; Kim, Kim, & Kim, 2021). By examining this mediation effect within academia, this study contributes novel insights into the complex interplay between cognitive attitudes, motivational factors, and organizational trust among academic professionals. These insights hold practical implications for academic institutions, underscoring the importance of addressing quick-fix mentalities and promoting extrinsic motivation as a means of fostering a trusting organizational climate. Ultimately, the findings underscore the multidimensional nature of trust formation within academic settings and highlight the need for comprehensive approaches to cultivating a culture of trust and collaboration among faculty and staff.

The mediating effect of extrinsic motivation in the relationship between organizational commitment and organizational trust among academic members illuminates the crucial aspect of organizational dynamics. The research objective aimed to uncover the intricate interplay between these variables, and the results not only confirm the significance of this mediation but also affirmatively address the research question. The findings reveal that extrinsic motivation plays a pivotal role in mediating the relationship between organizational commitment and organizational trust, indicating that the influence of organizational commitment on trust levels is partially explained by its impact on extrinsic motivational factors. While the direct relationship between organizational commitment and organizational trust may not be solely significant, the mediation analysis underscores the importance of considering motivational mechanisms in understanding trust dynamics within academic environments. These results are consistent with recent research highlighting the relationship between motivation, trust, and organizational commitment in diverse organizational contexts (Loor-Zambrano, Santos-Roldán, & Palacios-Florencio, 2022; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Thus, the importance of fostering both organizational commitment and extrinsic motivation to cultivate a trusting organizational climate is crucial in shaping trust dynamics among academics. Ultimately, these findings emphasize the multifaceted nature of trust formation within academia and underscore the need for comprehensive approaches to nurturing a culture of trust and collaboration among faculty and staff.

Conclusion

This study clarifies the critical function of extrinsic motivation in educational settings, especially when it comes to organizational commitment and trust. The study, which involved faculty members at selected public universities in Selangor, Malaysia, challenges the conventional focus on monetary and other extrinsic rewards by highlighting the significance of job safety among the primary extrinsic motivators. The findings show that organizational trust is not greatly impacted by a quick fix mentality, it rather has an adverse effect on the relationship. Nevertheless, this relationship becomes statistically significant when extrinsic motivation is considered. This suggests that the efficacy of temporary fixes in fostering trust can be increased by extrinsic motivation. Furthermore, the relationship between organizational commitment and organizational trust is partially mediated by extrinsic motivation. This implies that although extrinsic elements like financial incentives and job safety are important, they are not the only ones affecting this relationship. There are other important factors as well, some of which may be intrinsic in nature. Extrinsic motivation acts as a partial mediating factor in the significant overall impact of organizational commitment on organizational trust. The significant direct effect suggests that this relationship is influenced by elements other than extrinsic motivation, such as organizational culture and intrinsic motivations. Therefore, the objective of this study has been achieved.

The results have significant ramifications for organizational tactics meant to increase commitment and trust in academic settings. Organizations in education ought to think about motivating students holistically, considering both internal and external influences. Creating a positive work atmosphere, offering financial incentives, and guaranteeing job safety can all help to increase organizational commitment and trust. Subsequent investigations may delve into the internal elements that, when combined with external incentives, impact trust and dedication within an organization. Furthermore, studying the effects of extrinsic rewards other than financial incentives and job safety may offer a more thorough understanding of motivation in academic settings.

Besides this study's insightful findings about how extrinsic motivation can mediate relationship between defined constructs, it is not without limitations. Firstly, this study focuses solely on the members of academia from a specific geographical boundary, which makes it context-specific. Second, the cross-sectional design restricts the ability to infer causality between the variables. Future research should consider longitudinal research designs to find the nature of organizational trust development over time. Furthermore, the inclusion of private universities could embolden the practical side of the findings. Incorporating qualitative methods, such as interviews, might also provide deeper insights into the underlying mechanisms of extrinsic motivation and quick-fix mentality in shaping organizational trust.

This study's conclusion emphasizes the complex interactions that exist between trust, organizational commitment, and extrinsic motivation. Academic institutions can enhance their organizational effectiveness and success by developing strategies that foster a committed and trusting workforce by acknowledging the complex nature of these relationships.

expertise, and insights were instrumental in the successful completion of this study. Additionally, we confirm that this research was conducted without financial support from any public, commercial, or non-profit funding agencies.

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