

**IMPACT OF WORKPLACE MOTIVATION AND COMMITMENT ON  
EMPLOYEE EFFICIENCY**

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**SEPTEMBER, 2023**

## CERTIFICATION

We the undersigned certify that this research work was carried out by Anuoluwapo Joshua OYEWALE in the Department of Vocational And Technical Education, Faculty of Education, University of Benin.

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## **DEDICATION**

This research is dedicated to God Almighty and my self

## **ACKNOWLEDGEMENT**

The researcher's gratitude goes to Almighty God for his guidance and protections towards him during the course of his study, may his name be praise forever, Amen.

The researcher appreciates his wonderful and dedicated project supervisor, Dr. Mrs. H.E. Chukwuemeke for her time and effort in guiding him in carrying out his research efficiently, God bless you greatly ma.

He is also grateful to his parents Mr. & Mrs. OYEWALE and brother Mr. ITUNU OYEWALE who stood by him through his days in school and he is grateful for their prayers in the course of his study. I pray that God in his infinite mercies will make you reap the fruits of your labour. Also, he appreciates all the lecturer in the Department of Vocational and Technical education for their advice and supports, and teachings. And to all his friends most especially RAJI OPEYEMI, course mates, and everyone who contributed one way or the other to the successful completion of his project work, god bless you all.

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## **ABSTRACT**

This study was carried out to examine impact of workplace motivation and commitment on employee efficiency. The study employed the survey descriptive research design. A total of 50 responses were validated from the survey. From the responses obtained and analyzed, the findings revealed that there is a correlation between motivation and commitment, and employee's efficiency. Also, there is a relationship between motivation and commitment, and employee's efficiency. The study thereby recommend that employees must attend any training that can help in developing their career and getting a good performance in their work. And in other to increase employee workplace commitment there should be a form of motivation in form of incentives like, money, promotion, and bonuses.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **BACKGROUND OF THE STUDY**

Employees are the heart of any organization. Hence, the smooth running of organizational activities constantly require employees' cooperation and cannot be replaced with anything else. Notably, to ensure full employees' cooperation in an organization, much more is needed than just a strong relationship with the top management and a healthy professional relationship with their coworkers.

According to Vroom (2019), to get the best out of employees, organizations must meticulously take into consideration possible motivational elements that positively entice employees to not just accomplish their official duties but compels them to go extra miles in the organization. Furthermore, motivation is recognized as one of the most crucial challenges in most organizations, be they public or private (Ali, 2018). An employee who is appropriately motivated will strive to provide favorable results. In other words, motivation is the force that energizes, sustains, and drives a worker toward goal achievement.

Employee motivation, according to Khanam(2017), is a process in which organizations encourage their staff to achieve organizational goals via the use of incentives, rewards, and increments, among others. Similarly, Karlos (2017) proposed

that a highly motivated employee with a good grasp of the job will strive hard to improve his or her efficiency, productivity, and growth in order to meet the organizational goal.

In the view of Assam (2020), employee motivation plays a vital role in the management field, both theoretically and practically. In a cooperate organization, one of the important functions of the human resource manager is to ensure in-job commitment in the workplace, and this is achievable through motivation (Banjoko, 2017). "A key issue in industrial relations is the discovery and assessment of elements relating to individual disparities in work engagement, productivity, and growth" (Eze,2019). The primary roles of motivating factors or instruments are discovery and assessment. According to Jibowo (2017), motivation is essential to effective productivity, and therefore it has become extremely necessary for organizations to investigate and understand what drives their employees' greater commitment and productivity.

Undoubtedly, staff dedication plays a critical role in increasing organizational effectiveness. Increased organizational employee commitment to a specific project or business is viewed as a primary cause of organizational success. A study by Arthur, 2016 revealed that an employee's ability only partially determines his output or productivity; the major determinant is his motivation level. This simply implies that to get employees to give their very best, boost their commitment, and even stretch to

improve efficiency, productivity, and growth, financial and non-financial incentives must be properly utilized and implemented in working organizations. Thus, this study is set to critically examine the impact of motivation and commitment on employees' efficiency, productivity, and growth.

There are different types of Workplace Motivation which includes; Intrinsic, extrinsic and goal orientation; Intrinsic Motivation: Measure the extent to which employees are driven by internal factors such as job satisfaction, personal growth, and a sense of purpose; Extrinsic Motivation: Assess the influence of external factors such as rewards, recognition, and promotions on employees' motivation levels, and Goal Orientation: Evaluate the degree to which employees set and strive towards challenging goals.

There are three major types of Commitment namely; Affective, Continuance and Normative commitment. Affective Commitment: Measure employees' emotional attachment, identification, and involvement with their organization; Continuance Commitment: Assess the extent to which employees feel compelled to remain with the organization due to factors like financial stability or lack of better alternatives; and

Normative Commitment: Evaluate employees' sense of obligation and moral responsibility to remain with the organization.

There are different types of efficiency which includes; Time management, Task completion and Error rate. Time Management: Measure employees' ability to prioritize tasks, meet deadlines, and make efficient use of their time; Task Completion: Assess the speed and accuracy with which employees complete their assigned tasks; and Error Rate: Evaluate the frequency and severity of errors made by employees in their work.

Without these indices mentioned above it will be literally difficult to attain productivity and career growth in workers. Workplace Motivation plays a crucial role in employees' productivity and growth within an organization. When employees are motivated, they are more likely to be engaged, committed, and proactive in their work, which can lead to significant improvements in productivity and overall growth.

## **STATEMENT OF THE PROBLEM**

In today's modern and competitive world, corporate organizations face ever-increasing hurdles in terms of employee engagement, productivity, and loyalty. According to a Nwachukwu (2018) survey, just 19% of workers in the manufacturing

firms are highly engaged in their organizations. On the other hand, there are differing perspectives on employees' engagement and mentality toward motivation, as well as its influence on employee performance. As a result, employers of labour have encountered and lamented that employees perform efficiently in the early stages of employment, but with time, their efficiency and productivity decrease. On the other hand, Agwu (2017) stipulated that employees' decrease in efficiency and productivity is attributable to the fact that employers do not provide adequate motivation to enable them to put in their best.

The impact of workplace motivation and commitment on employee efficiency, productivity, and growth has become a critical concern for organizations. While organizations recognize the significance of a motivated and committed workforce, the specific factors that influence employee motivation and commitment and their subsequent effects on efficiency, productivity, and growth remain unclear. This knowledge gap hinders the development of effective strategies to enhance workplace motivation and commitment and maximize employee potential.

The existing research on workplace motivation and commitment often focuses on general frameworks, neglecting the specific contextual factors that influence these constructs. Furthermore, the interplay between motivation, commitment, and their impact

on employee efficiency, productivity, and growth requires further investigation to identify key drivers and barriers.

### **PURPOSE OF THE STUDY**

The purpose of this study is to investigate the impact of workplace motivation and commitment on employee efficiency. Specifically the study seeks to:

1. Determine the extent workplace motivation impacts employees' efficiency.
2. Determine the extent commitment impacts employees' efficiency.
3. Determine the extent workplace motivation and commitment impacts employees' efficiency.

## **RESEARCH QUESTIONS**

The following research questions were raised to guide the study:

1. To what extent does workplace motivation impacts employees' efficiency?
2. To what extent does commitment impacts employees' efficiency?
3. To what extent do motivation and commitment impacts employees' efficiency?

## **HYPOTHESES**

The following hypothetical statements will be tested in the course of this study;

1. There is no significant relationship between motivation and employee's efficiency.
2. There is no significant relationship between commitment, and employee's efficiency.

## **SIGNIFICANCE OF THE STUDY**

This study aims to examine the relationship between workplace motivation and commitment and its impact on employee efficiency. By investigating these factors, the study seeks to provide valuable insights that can benefit various stakeholders, including

employees, organizations, and policymakers, when it's findings are published in journals, presented at seminars and conferences.

Employees: Understanding the impact of workplace motivation and commitment on efficiency, productivity, and growth can help employees recognize the importance of these factors in their professional lives.

Employees can learn about effective strategies and practices to enhance their motivation and commitment, leading to improved job satisfaction, career advancement opportunities, and personal growth.

By recognizing the significance of motivation and commitment, employees can make informed decisions regarding their career choices and job engagements.

Organizations: The study can provide organizations with evidence-based insights on the importance of fostering a motivated and committed workforce.

Organizations can identify key motivational drivers and commitment factors that significantly influence employee efficiency, productivity, and growth.

The findings can guide organizations in designing and implementing effective motivation and commitment strategies, such as reward systems, training programs, performance feedback mechanisms, and career development initiatives.

Increased employee motivation and commitment can lead to higher levels of employee engagement, reduced turnover rates, improved performance, and overall organizational success.

**Policymakers and Human Resource Professionals:** Policymakers and human resource professionals can utilize the study findings to develop and implement policies and practices that promote employee motivation and commitment.

The study can contribute to the formulation of guidelines and frameworks for organizations to enhance motivation and commitment within their workforce.

Policymakers can recognize the importance of employee well-being, job satisfaction, and personal growth in the overall socio-economic development of a region or country.

Human resource professionals can gain insights into effective strategies for attracting, motivating, and retaining talented employees, ultimately contributing to organizational success and competitiveness.

## **SCOPE AND DELIMITATION OF THE STUDY**

Generally, the study is designed to examine the impact of workplace motivation and commitment on employees efficiency. Hence, the study will be limited to Faculty of

Education, University of Benin, Edo State. In the course of carrying out this study, the researcher experienced some constraints, which included time constraints, financial constraints, language barriers, and the attitude of the respondents.

## **DEFINITION OF TERMS**

**Motivation:** it a social process in which some members try to influence others, to work harder, and work more efficiency. It is a person's state of mind which energizes channels and sustains behavior to achieve the person's needs. Motivation is also the willingness to do something and its conditioned actions and ability to satisfy some needs for the individual.

**Commitment:** Commitment refers to a state of dedication, loyalty, or obligation towards a particular person, cause, goal, or course of action. It involves a strong sense of responsibility and a willingness to invest time, effort, and resources to fulfill one's obligations or achieve desired outcomes.

**Employee Efficiency:** Employee efficiency refers to the extent to which an employee can accomplish tasks and produce desired results in an effective and timely

manner. It is a measure of how well an employee utilizes their time, skills, and resources to complete their work efficiently. High employee efficiency means that an employee can complete tasks with minimal waste of time, effort, or resources while achieving the desired outcomes.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

Our focus in this chapter is to critically examine relevant literature that would assist in explaining the research problem and furthermore recognize the efforts of scholars who had previously contributed immensely to similar research. The chapter intends to deepen the understanding of the study and close the perceived gaps. Precisely, the chapter will be considered in the following sub-headings:

1. Theoretical Framework
2. Workplace Motivation and Employee's efficiency
3. Commitment and Employee's Efficiency
4. Workplace Motivation and Commitment on Employee's Efficiency
5. Review of Empirical Studies
6. Summary of Review of literature.

### **THEORETICAL FRAMEWORK**

The theoretical framework of this study is hinged on Herzberg's factor theory propounded by Frederick Herzberg(1959). It is adequately documented in the literature that several thinkers from Adam Smith to Abraham Maslow and others have studied human

behaviour from different perspectives – economic, psychological, behavioural, etc., to understand what motivate people to do the things they do. In the process, they developed several theories of motivation. This section presents a brief review of some of the theories and empirical evidences on the relationship between motivation and commitment. Broadly speaking the theories of motivation can be classified in to content theories and process theories. The former deals with what motivates and are concerned with identifying people’s needs and their relative strengths, and the goals they pursue in order to satisfy these needs. The main content theories include Maslow’s hierarchy needs; Herzberg’s two factor theory and McClelland’s achievement motivation theory. Process theories on the other hand, place emphasis on the actual process of motivation. These theories are concerned with the relationships among the dynamic variables which make up motivation and with how behaviour is initiated, directed and sustained. Examples are expectancy –based models, equity theory goal theory and attribution theory (Uzonna, 2013). The most popular theory of motivation in the classical literature is perhaps that of a United States psychologist, Abraham Maslow’s Hierarchy of Needs Theory. Maslow (1943) discussed five levels of employee needs: physiological, safety and security, social, esteem or ego and self- actualization. According to this theory, people have many needs which motivate them to work, that those needs are arranged in a hierarchical manner in

such a way that lower level needs (physiological and safety) had to be satisfied before the next higher level social need would motivate employees to work hard and increase productivity. The second theory of motivation is the two factor theory or motivator and hygiene theory developed by Frederick Herzberg (Herzberg, 1966). Motivators or intrinsic factors such as drive for achievement and advancement, being treated in a caring and considerate manner and receiving positive recognition are inherent in the job itself and which the individual enjoys as a result of successfully completing the task, produce job satisfaction and motivate employees to work harder. Hygiene or extrinsic factors, such as salary, benefits and job security are external to the task and often determined at the organizational level can lead to dissatisfaction and lack of motivation if not present in positive degrees. Uzonna (2013) argues that one important element of Herzberg's theory is that knowing employee needs can help us motivate today's young, ambitious and knowledge and technology-based workers. Given the fact that these workers already command high paying jobs, we can infer that money or cash rewards alone does not provide enough of an incentive as a motivator for performance. This implies that to motivate workers, organizations need to look beyond monetary rewards. Victor Vroom developed the expectancy theory based on the belief that employee effort will lead to performance and performance will lead to rewards. Rewards may be either positive or

negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated to work harder (Vroom, 1964, as cited in Malik, et al, 2011: 39). This theory was further developed by Porter and Lawler (1968). Another theory is the equity theory of motivation developed in the early 1960's by J. Stacey Adams, a psychologist. The theory proposes that a person's motivation is based on what he or she considers being fair when compared to others (Redmond & Housell, 2015). It recognizes that motivation can be affected through an individual's perception of fair treatment in social exchanges. When compared to other people, individuals want to be compensated fairly for their contributions to the organization. A person's beliefs regarding what is fair and what is not can affect his motivation, attitudes and behaviours which will in turn affect subsequent performance. When applied to the workplace, equity theory focuses on an employee's work compensation relationship or "exchange relationship" as well as that employee's attempt to minimize any sense of unfairness that might result. According to the theory, underpayment inequity induces anger and distress while over payment induces guilt. (Redmond & Housell, 2015). Lastly, B.F. Skinner's reinforcement theory states that those employee behaviours that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated (Skinner, 1953, as cited in Malik, et. al.,

2011:39). A reinforcer can therefore be seen as a reward or incentive to behave in a certain way. Reinforcers may be tangible like food or money and they can be intangible like approval or praise. The implication is that organizations should reinforce employee behaviours that lead to positive outcomes and discourage those behaviours that lead to negative outcomes. This can be achieved through staff training and development, among other strategies.

### **Workplace Motivation And Employee's Efficiency**

As per the study of Mikkelsen et al. (2017), “the motivation concept referred to internal factors that impel action and to external factors that can act as inducements to action”. They further suggested that direction, intensity, and duration are the three-action influenced by motivation. Thus, understanding different employees’ motivational style will help to explain and predict the affect, cognition, and behavior patterns that are displayed by different employee (Hsiung & Tsai, 2017). Kanfer et al.(2017) argued that some common words like goals, incentives, needs, aims, wishes, wants or desires are included in motivation. According to Cameron and Green (2019) the inner force which gives energy to the individuals for the accomplishment of organizational and personal goals is known as motivation. Hence, work motivation has been referred as the process that contributes to the initiation and maintaining goal-directed performance(Larsson et al.,

2018). The importance of achievement motivation in work is seen as focusing in intrinsic motivation, the level of the “motivational state in which individuals is attracted to and energized by the task itself might be obtained (Beal, 2017). This was supported by Jacoby (2018) who suggested that people can be motivated by the nature of work itself. According to the Cameron and Green (2019) the acquisition of abilities and skills of people can be affected by the motivation. Thus, through mastery and performance goals, motivation will prompt a focus on self rather than on task (Durodolu, 2016). As per the study of Breugh et al. (2018) employee motivation can be of two types the first type is Extrinsic and the other one is intrinsic motivation. The people who have extrinsic motivation are the one who never interested in doing any kind of odd jobs, but they get ready just for the sake of getting some extra incentives such as wages or promotion, some praises and appreciations (Larsson et al., 2018). Whereas the people with intrinsic motivation are internally motivated or are self-motivated people, and for the performing their job well they just don’t need extra praise wage or any other rewards. They actually enjoy doing the challenging jobs and complete their targets efficiently (Jacoby, 2018). Though the best form of motivation is intrinsic one because it has long term and strong effects on employees because according to the (Vanek, 2017) the intrinsic motivation cannot be imposed by the management on employee as it is inherited in employees.

According to another study of Froese et al.(2016), the turnover intention of the employees is also depending on effects of individual background. Through the motivation the employee turnover can be decreased.According to the Cook and Artino Jr (2016) the goals, incentives, needs or wants, aims and wishes or desires are the common enclosure of words that motivation have. So, for the achievement of goals the individual must be energetic and motivated effectively and focused on accomplishing their goals, and for the realization of objectives they agree to utilize their energies for long time period. Moodley and Hove (2018) have found that the employee turnover can be affected by the employee motivation, and they also stated that the demotivated employee tends to leave the organization. The organizational commitment job satisfaction and the employee motivation are the important factors which plays an important role in employee turnover. In an organization the most dedicated employees can give the best performance. There are different factors which effects the employee performance such as structure of organization, job security, trainings, compensations, employee satisfaction and motivation and appraisals, but the current study will focus on employee motivation as the employee performance can be highly affected by the employee motivation. According to the Froese et al. (2016) in an organization the managers can increase the effectiveness of

job administration among other employees by having the employee motivation as procedure.

### **Commitment And Employee's Efficiency**

In recent years, the literature on employee commitment has expanded considerably, driven by academics and practitioners. This concept has evolved since previous studies, such as those by Adenguga (2017), Akintayo (2020), Allen & Meyer (2016), Becker (2016), Buchanan (2014), Cook & Wall (2020), Dost et al. (2014), Irefin & Mechanic (2014), Meyer & Allen (2018), (2018), (2019), Mowday et al. (2017), Porter et al. (2018), Wiener (2016), Zheng et al. (2010). However, despite extensive research on e-cigarettes, little is known about recent developments in the field. Robinson (2003) even warns against viewing employees commitment as a one-dimensional concept suitable for a single human resource policy.

As we know according to Ikhwan & Wahyuni (2022) that Human Resources is a very valuable company asset because it can affect the growth and development of a business. With this perspective, they point out that, the idea of employees commitment has become dynamic and complex in practice. Human Resources is the most important component in a company or organization to run the business it does. Organization must have a goal to

be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Existing literature defines Employees Commitment as a stabilizing force designed to maintain behavioural direction even if the company fails to meet expectations. It is also defined as the force that stabilizes employee behaviour in situations where there may be attempts to change employee behaviour (Brickman, 2017). Mowday et al. (2019) stated that Employees Commitment is a relative attitude with which individuals can identify with organizational leadership. O'Reilly & Chatman (2016) proposed that Employees Commitment is an individual's emotional attachment to an organization to the extent that he or she has characteristics of that organization. Allen & Meyer (2020) mentioned that Employee's Commitment is a psychological condition that brings personal attachment to the organization. Previous researchers have classified Employee's Commitment into affective, persistent, and normative attachment such as those research carried out by Adenguga (2013), Allen & Meyer (2020), Meyer & Allen (2017), Mowday et al. (2015),

and Wu & Liu (2014). Affective commitment is defined as emotional attachment to an organization (Mowday et al., 2015). In turn, affective commitment can be viewed in four dimensions, namely personal experience, personal characteristics, structural/organizational characteristics, and job-related characteristics or work experience (Mowday et al., 2017). These arguments are also supported by some researchers, such as Rhodes & Steers (2018), who propose work experience, equitable distribution of justice and compensation, and participation in decision-making conferences. Glisson & Durick (2018) noted that role clarity and non-conflict, including supervisor reflection, drive EC. Meyer & Allen (2017) found that equity in rewarding employees in line with their performance as an enhancement to affective commitment. O'reilly & Caldwell (2018) noticed corporations with obvious development structures correlate with the higher emotional commitment of employees. Consequently, this similarly categorization of this kind of dedication can be now growing extra demanding situations to follow in literature. Despite the fact that, some research, such as Allen & Meyer (2020) have argued that affective is the maximum essential commitment to the achievement of the commercial enterprise.

Continuance dedication is known as continuing with interest in fear of a “perceived cost” due to losing employment and less to be had different opportunities (Adenguga, 2013),

(Allen & Meyer, 2020), (Meyer & Allen, 2017), (Wu & Liu, 2014)). As noted by Stebbins (2020) and Meyer & Allen (2014) define a continuance commitment as price-based totally commitment. Meanwhile, Njanja et al. (2016) define continuance commitment with the family business, where a man or woman would see continuous commitment as saving expenses. According to Ritzer & Trice (2019) Some researchers also measures which include inducing right wages may additionally boom this form of commitment and Winarsih & Fariz (2021) state that highly committed members will accept each other, learn from other members, and fully participate in all organizational activities, but this wondering became squashed via a few pupils, Meyer & Allen (2014), who argued that the advent of financial advantages complements affective as an alternative continuance dedication. Besides, continuance commitment is about the concern of what should happen in future if engagement is discontinued (Becker, 2016; Farrell & Rusbult, 2014; Rusbult & Farrell, 2013). However, Stebbins (2020) engaged in the debate and stated continuance commitment isn't always leaving the job due to economic troubles that fall into a person. Therefore, these debates may want to prove tough to understand what can be non-stop dedication.

In the literature, normative commitment is depicted as engagement that is motivated by a sense of obligation to remain with the employer for some time ((Allen & Meyer, 2020),

(Meyer & Allen, 2017), (Adenguga, 2013), (Wu & Liu, 2014)). Allen & Meyer(2020) defined normative dedication as an individual's perception as one accountable for the jogging of the business enterprise. Additionally, Wiener (2018) had recommended that normative dedication is an internalized attachment to the agency's desires and pastimes. Besides, Schwartz & Tessler (2012) and Schwartz (2013) defined the inner responsibility as a crucial character characteristic that stops a person from leaving the organization, for that reason by terminating the settlement (Prestholdt et al., 2017). Following these arguments for and in opposition to the perceived kinds of commitment in literature, know-how EC itself appear similarly perplexing. Nevertheless, Allen & Meyer (2020) of their discussion seemed they had been consolidating all styles of dedication in a try and apprehend Eemployees Commitment.

According to the existing literature, there are a number of benefits associated with Employees Commitment, those benefits include reduced absenteeism (Barber et al., 2019; Cohen, 2013), fewer intentions to searching for any other process opportunity (Cohen, 2013), and improved job satisfaction amongst committed employees (Vandenberg & Lance, 2012). Once more, Employees Commitment has blessings of improving task overall performance (Mathieu & Zajac, 2020), reduced intentions of leaving the process (Balfour & Wechsler, 2016), accelerated business' income (Barber et al.,2019), reduced

team of workers turnover (Cohen, 2015) and lastly, an accelerated returns for shareholders (Walker Information Inc, 2010). Machokoto (2019) argued that Employees Commitment manner organizational performance.

### **Workplace Motivation And Commitment On Employee's Efficiency**

This section presents a brief review of some of the theories and empirical evidences on the relationship between workplace motivation and commitment on employee's efficiency. The major theories to be reviewed include; Maslow's hierarchy needs; Herzberg's two factor theory, Hawthorne studies, goal setting theory, McGregor's Theory X and Theory Y.

#### **Maslow's Hierarchy of Needs**

In classical literature, the most renowned theory of motivation is possibly that of a United States psychologist, Abraham Maslow, with the Hierarchy of Needs Theory (Bawa 2017; Mulwa 2018; Aruma & Hanacho 2017). Maslow (2013) which discusses five levels of employee needs namely physiological, safety and security, social, esteem or ego and self-actualization (Onah 2015; Önday; 2016). He noted that the most basic need emerges first and the most complex need last. When one need is fulfilled, the next higher social need would stimulate employees to work hard and improve efficiency thus the previous needs

would lose its strength and the next level of needs is activated (Mulwa 2018; Onah 2015; Önday 2016). Maslow argues that the most powerful employee motivator is the need which has not been satisfied. According to this theory, employees have several needs which compels them to work and that those needs are coordinated in a hierarchical manner in such a way that lower level needs (physiological and safety) had to be satisfied before the next higher level social need would motivate employees to work hard and increase efficiency (Bawa, 2017).

### **Frederick Herzberg-Hygiene Theory**

Frederick Herzberg carried out studies to determine which factors in an employee's work environment induced satisfaction or dissatisfaction. Accountants and engineers were interviewed and further analyzed motivation in the light of job content and context (Rounok & Parvin 2017). He realized that motivators or satisfiers such as achievement, recognition, work itself, responsibility, advancement and growth are factors which the individual enjoys as a result of successfully completing the task increases job satisfaction and motivate employees to work harder (Singh 2013; Bawa 2017). Dissatisfaction is imminent when the hygiene factors are absent in the job which include salary, supervision, status, peer relations, benefits and job security. These factors often trigger no motivation but their absence leads to dissatisfaction (Bawa 2017; Rounok & Parvin 2011).

According to Uzonna (2013), employees have the responsibility to understand the needs of the workforce and knowing what people need can help us understand how to motivate today's workers. He further stresses that employees with high paying jobs are not motivated with money alone as this does not provide enough of an incentive as a motivator for performance. This therefore indicates that to motivate employees, organizations need to look beyond monetary rewards (Bawa 2017; Saiyadain, 2009; Uzonna 2013).

### **Victor Vrooms Expectancy Model**

In 1964 Victor Vroom developed the expectancy theory utilizing three distinct components namely expectancy, instrumentality, and valence (De Simone 2015; Bawa 2017). Underpinning the expectancy theory is the fact that people will be motivated when they believe that effort will lead to performance, they can see a strong correlation between performance and certain results (Suciu et al.2013; Parijat & Bagga 2014). An employee is motivated to the degree that he or she believes that effort will lead to acceptable performance (expectancy), performance will be rewarded (instrumentality), and the value of the rewards is highly positive (valence) (De Simone, 2015). Expectancy is an estimate of a person's probability that work related activity will result in a given level of performance. According to Rounok & Parvin, (2011), managers should build a

suitable environment for performance taking into account the differences in various situations. Expectancy theory is complex, but it is consistent with real life situations.

### **Reinforcement Theory**

F. Skinner's reinforcement theory entails that employee behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Omomia 2014). He claims that human behavior can be conditioned through the use of rewards either tangible such as food or money or intangible, approval or praise. Rounok and Parvin (2011) therefore recommend that organizations should reinforce employee behaviors that lead to positive outcomes and discourage those behaviors that lead to negative outcomes. This can be achieved through staff training and development, among other strategies (Bawa 2017).

### **Equity theory**

The theory states that an individual's motivation is centered on what he or she considers being fair or justified in comparison to others (Redmond & Housell 2015; Miner 2003; Tudor 2011). How an employee perceives fairness can influence his motivation, attitudes and behaviors which will in turn affect performance (Bawa 2017; Tudor 2011). If they feel that they are not equitably treated they may be dissatisfied and this severely impacts

productivity. If they feel that they are receiving more rewards, then they will improve their quantity and quality of work or they may discount their rewards (Redmond & Housell 2015; Bawa 2017).

### **Hawthorne Studies**

The main scholar involved in the experiment investigating the effects of the work environment on worker productivity is Elton Mayo (Rounok & Parvin 2011). The initial experiments were performed to determine the impact of lighting on worker productivity. The findings showed no strong relation between light level and productivity, the experiments then started looking at other factors (Önday, 2016). The factors that were considered when Mayo was working with a group of women included use of rest periods, duration of work day and work week, company sponsored meals and work incentives. Production increased with each of those changes. When the women were put back to their original hours and conditions, they set a productivity record (Olum, 2004; Borgatti 2004). Results from the experiments indicated that work satisfaction and hence performance is generally not economic and depend more on working conditions and attitudes, communications, positive management response and encouragement, working environment (Önday 2016). The evidence provided in the study suggests that employees should be satisfied and motivated for a better output.

### **Alderfer's ERG model**

Clayton Alderfer proposed the ERG theory which identifies three categories of needs: existence needs, relatedness needs and growth needs (Parvin & Rounok 2011). Existence needs are the desires for physical well-being. Relatedness needs are the urges to satisfactorily relating to others by establishing and maintaining interpersonal relationships. Growth needs are the desires to self-development, creativity, growth, and competence. Alderfer clearly states in his theory that, one may be motivated by needs on numerous levels at the same time and when individuals are overwhelmed in satisfying one level needs, they may concentrate on the next lower level needs.

### **Goal-setting theory**

The theory shows the significant relationship between goals and performance (Lunenburg; 2011). Goals have a pervasive influence on employee behavior and performance in organizations and management practice (Locke & Latham 2012). Employees are greatly motivated if tasks are specific, measurable, time bound, attainable and realistic. When employees are motivated to set goals for themselves and supervisor reviews and approves them, then they take challenges for achieving those targets (Rounok & Parvin 2011). If goals are entirely unrealistic, employees will become demotivated. Goal-setting theory

helps a manager to design rewards that match employees' requirements. But it is not the only one method to managers. While financial benefits influence job performance, the relationship is not mediated by goal-setting. This means, goal-setting and financial incentives have independent effect on job performance (Perry et al. 2016).

### **McGregor's Theory X and Theory Y**

Douglas McGregor developed the concepts of Theory X and Theory Y, which adopts the notion that there are different views about human nature (Carson 2005). Theory X stipulates that employees dislike work and will function only in a highly controlled work environment where managers must control, coerce and threaten employees to attain organizational goals (Mohamed and Nor 2013). Theory on the other hand, notes that employees are responsible and feel work as an important part of their lives. If they get personal rewards, they will work toward organizational targets. Theory X and Theory Y have increased the importance of social factors in the organization for motivating employees.

## **REVIEW OF EMPIRICAL STUDIES**

Motivated behaviors are deliberate choices controlled by the individual employee. Organizational leaders are compelled to create a favorable environment which the employee feels trusted and empowered to take decisions in the organization which leads to enhanced motivational levels of employees and ultimately organizational performance is enhanced (Shadare et al., 2009). A significant proportion of the theories discussed above have been tested empirically by various scholars. One of the early empirical studies on Maslow's hierarchy of needs theory tested whether the list of needs derived from Maslow is applicable to other cultures (Bawa, 2017). The study found that managers found the needs to be essential. Nonetheless, even though the needs are applicable universally, the importance attached to the satisfaction of different needs varies from culture to culture (Haire, et. al., 2013 in Bawa (2017)). According to Bawa (2017), a survey conducted by Velnampy (2017) to examine Maslow's hierarchy of needs theory and revealed that consciously or unconsciously lower level employees in both public and private sector organizations of Sri Lanka attach more importance to lower level needs and higher level employees emphasize higher level needs. Sajuyigbe, et al (2013) conducted an empirical study in manufacturing companies in Ibadan, Nigeria, in testing the Herzberg's motivation hygiene theory, and came to a conclusion that pay,

performance bonus, recognition and praise were highly related to organizational performance.

In testing the equity theory, Summers and Hendrix (2021), as cited in Bawa (2017) found a significant relationship between job satisfaction and intention to quit and Iverson and (Roy 2014, as cited in Griffeth & Gaertner, 2011) who investigated the perception of various pay and benefits in relation to coworkers and found a strong correlation between pay equity and job satisfaction. Staff training and development is another indispensable motivator in the workplace. Aibievi (2014) collected data from 100 non-academic staff of University of Benin, Nigeria to test the impact of training and development on employee motivation. The study found a significant positive correlation between training and motivation. Trained staff was found to be more dedicated to duty compared to those who did not receive training and also that training could lead to increased productivity.

Mulema (2019) carried out a study in Information Technology Support Service Companies in Kampala, Uganda. The study aimed to determine the impact of employee motivation on organizational performance. The three selected IT support services companies were Iwat Solutions, Mercury Group and Sky Hi Technology. The intention of the study was to evaluate the relationship between employee motivation and organizational performance, to analyze the relationship between employee motivation

and employee commitment and to outline the key factors that increase employee motivation. The study's main findings indicated that there is a positive relationship between motivation of employee and organizational performance.

Muze (2014) also carried a research on motivation and its impact on employees' performance in goal attainment. The intent was solely to investigate the standards which are being used by organizations in motivating their employees; to evaluate the problems that companies face in motivating their employees; and to examine the effect of motivation on employees' performance. Muze's study findings clearly indicated well the impact of employee motivation on organizational efficiency, it failed to acknowledge several indicators of employee motivation such as recognition and empowerment.

Another study conducted by Ng, et al. (2010) as cited in Singh, et. al. (2012) sought to study the expectations and priorities of young employees. They found that this category of workers rated opportunities for career advancement as the most desirable work related attribute followed by good people to relate to and opportunities for good training and development. According to these researchers, surprisingly, pay, benefits and job security were ranked in the middle behind career advancement.

According to a survey carried out by the United States of America Career and Qualification Principles in 2005, it was determined that the most important element motivating both the employees and employers were job satisfaction and personal satisfaction for both groups. According to the results of the study, it was observed that non-financial incentives are given much importance than financial incentives (Coşkun & Dulkadiroğlu 2019)

Finally, Tausif (2012) as cited in Haider, et al (2015) conducted a survey in Pakistan among public school teachers and found that non-financial rewards were essential in developing employees' job satisfaction and motivation. Likewise, Barton (2016) found that employee recognition is the most important factor among non-financial rewards in enhancing job satisfaction and motivation. Furthermore, Yousaf et al (2014) argue that the importance of a motivated workforce cannot be underestimated in boosting the organizational motivation. Besides the financial rewards, the employee expects recognition and appreciation for his efforts and contribution.

## **SUMMARY OF REVIEW OF LITERATURE**

In this paper, literature review was carried out on the impact of workplace motivation and commitment on employee's efficiency. Key motivation theories were analyzed and

reviewed from existing literature and linked it through organization productivity. The intention for choosing a few key theories is mainly the need to keep the document within a manageable size without losing sight of objectives. This study suggested ways of motivating employees based on analysis of a set of theories and empirical evidence. These motivation methods have long been acknowledged as an important personnel work with the potential to improve employee motivation and hence performance, and to deliver management with the control needed to achieve organizational objectives. Velnampy (2017) conducted his study on lower level employees in both public and private sector organisations in Sri Lanka. Sajuyigbe, et al (2013) conducted his empirical study in manufacturing companies in Ibadan, Nigeria. Aibievi (2014) collected data from 100 non-academic staff of University of Benin, Nigeria on this same study. Also Mulema (2019) carried out study on companies in Kampala, Uganda. Out of all these detailed and comprehensive studies, non have looked indepthly on the impact of workplace motivation and commitment on staff of the Faculty of Education, University of Benin. Nigeria. Which is a major gap this study intends to fill.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter describes the research procedures used for this study as shown in the following subheadings.

- Design of the Study
- Population of the Study
- Sample and Sampling Technique
- Research Instrument
- Validity of the Instrument
- Reliability of the Instrument
- Method of Data Collection
- Method of Data Analysis

#### **DESIGN OF THE STUDY**

Research designs are perceived to be an overall strategy adopted by the researcher whereby different components of the study are integrated in a logical manner to effectively address a research problem. In this study, the researcher employed the survey research design. This is due to the nature of the study whereby the opinion and views of people are sampled. According to Singleton & Straits, (2009), Survey research can use

quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods). As it is often used to describe and explore human behaviour, surveys are therefore frequently used in social and psychological research.

### **POPULATION OF THE STUDY**

According to Udoyen (2019), a study population is a group of elements or individuals as the case may be, who share similar characteristics. These similar features can include location, gender, age, sex or specific interest. The emphasis on study population is that it constitute of individuals or elements that are homogeneous in description.

This study is carried out on impact of workplace motivation and commitment on employee efficiency, using the staff of Faculty of Education, University of Benin, Edo State as a case study. Staff of Facultu of Education form the population of the study.

### **SAMPLE AND SAMPLING TECHNIQUE**

According to Nwana (2005), sampling techniques are procedures adopted to systematically select the chosen sample in a specified away under controls. This research work adopted the convenience sampling technique in selecting the respondents from the total population.

In this study, the researcher adopted the convenient sampling method to determine the sample size. Out of all the entire population of Staff of Faculty of Education, University of Benin, the researcher conveniently selected 100 out of the overall population as the sample size for this study. According to Torty (2021), a sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher.

### **RESEARCH INSTRUMENT**

The research instrument to be used in this study is the questionnaire. A survey containing series of questions will be administered to the enrolled participants. The questionnaire will be divided into two sections, the first section will enquire about the responses demographic or personal data while the second sections will be in line with the study objectives, aimed at providing answers to the research questions. Participants are required to respond by placing a tick at the appropriate column. The questionnaire will be personally administered by the researcher.

### **VALIDITY OF THE STUDY**

Validity referred here is the degree or extent to which an instrument actually measures what is intended to measure. An instrument is valid to the extent that is tailored to

achieve the research objectives. The researcher constructed the questionnaire for the study and submitted to the project supervisor who used her intellectual knowledge to critically, analytically and logically examine the instruments relevance of the contents and statements and then made the instrument valid for the study.

### **RELIABILITY OF THE STUDY**

The reliability of the research instrument will be determined. The Pearson Correlation Coefficient will be used to determine the reliability of the instrument.

### **METHOD OF DATA COLLECTION**

Two methods of data collection which are primary source and secondary source will be used to collect data. The primary sources is the use of questionnaires, while the secondary sources will include textbooks, internet, journals, published and unpublished articles and government publications.

### **METHOD OF DATA ANALYSIS**

The responses will be analyzed using the frequency percentage tables, which provided answers to the research questions. The hypothesis will be tested using pearson correlation statistical tool.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

This Chapter entails the result of the responses of students used in the study. The analyses are illustrated with discussions and tables. In analyzing the data, mean is used to determine which item expressed a positive or negative attitude of student. It will be discussed under the following headings:

- Percentage of Demographic Data
- Answering of Research Question
- Discussion of Findings

#### **Percentage of Demographic Data**

The demographic data was analyzed using frequency and simple percentage. The result are presented in Table 1

**TABLE 1: PERCENTAGE DISTRIBUTION OF RESPONDENTS BY DEPARTMENTS**

<b>DEPARTMENT</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
<b>ADT</b>	8	16%
<b>CIT</b>	6	12%
<b>DEF</b>	7	14%
<b>DEM</b>	6	12%
<b>EECP</b>	5	10%
<b>HKS</b>	6	12%
<b>HSE</b>	5	10%
<b>VTE</b>	7	14%
<b>TOTAL</b>	50	100%

The above table shows the percentage and frequency distribution of the department of respondents, ADT academic and non-academic staffs of respondents are 8 and has 16%, CIT academic and non-academic staffs of respondents are 6 and has 12%, DEF academic and non-academic staffs of respondents are 7 and has 14%, DEM academic and non-academic staffs of respondents are 6 and has 12%, EECP academic and non-academic staffs respondents are 5 and has 10%, HKS academic and non-academic staffs

respondents are 6 and has 12%, HSE academic and non-academic staffs respondents are 5 and has 10% while the VTE academic and non-academic staffs of respondents are 7 and has 14%.

### **Answers to the Research Questions**

Data collected to answer the research question was answered using mean and standard deviation. The result was shown in Table 4.

## Research Question 1

To what extent does the Workplace Motivation impacts employee's efficiency?

**Table 4: Data showing the extent to which workplace Motivation impacts employee's efficiency.**

S/N	Questions	N	Mean	Standard Deviation	Decision
1	Workplace motivation can serve as inducement to your actions internally	50	3.6400	.63116	High Extent
2	Workplace motivation can serve as inducement to your actions externally	50	3.6600	.47852	High Extent
3	Common words like praise motivate employees	50	3.3400	.62629	High Extent
4	Motivation is the inner force which gives energy as an individual for the accomplishment of organizational and personal goals	50	3.3400	.71742	High Extent
5	I am motivated by the nature of work itself	50	3.5200	.57994	High Extent
6	Motivation helps me to focus on self rather than task	50	3.1600	.73845	High Extent
7	Motivation increases my efficiency	50	3.3000	.61445	High Extent

8	Motivation of employees helps to increase their turnover	50	2.5200	1.09246	High Extent
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In response to research question one, Table 4 shows that employees have high extent to how Workplace motivation impacts efficiency. However, items 1-8 indicate high level of awareness with mean ranging from 2.52 to 3.66. With these results, the above mean score shows that the extent of workplace motivation of employee's efficiency is high.

## Research Question 2

To what extent does Commitment impacts employee's efficiency?

**Table 5: Data showing the extent on how Commitment impacts employee's efficiency.**

S/N	Questions	N	Mean	Standard Deviation	Decision
9	Employees commitment is a one dimensional concept suitable for your resource policy	50	3.3600	.77618	High Extent
10	Your commitment is very valuable company asset because it can affect the growth and development of an organization	50	3.4000	.75593	High Extent
11	Your commitment as a staff to work is the most important component in a company or organization to run effectively	50	3.5000	.61445	High Extent
12	Commitment is a force that also stabilizes employees behavior in situations where there may be attempts to change employees behavior	50	3.3400	.65807	High Extent
13	Employees commitment is a relative attitude with which individuals can identify with organizational leadership	50	3.3600	.59796	High Extent
14	Employees commitment is an individual emotional attachment to an organization to the extent that they have characteristics of that organization	50	3.9600	5.82381	High Extent
15	Work experience can boost your	50	3.3200	.84370	High

	commitment				Extent
16	Equity in rewarding employees in line with their performance is an enhancement to effective commitment	50	3.3800	.60238	High Extent
17	Your commitment as a staff is a psychological condition that brings personal attachment to the organization	50	3.2200	.78999	High Extent

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The table above shows a mean of above 2.50 for items 9-17 ranging from 3.22 to 3.96 are positive. With these results, the above mean score shows that commitment impacting employee's efficiency is high.

### Research Question 3

To what extent does Motivation and Commitment impacts employees' efficiency?

**Table 5: Data showing the extent on how Motivation and Commitment impacts employee's efficiency.**

S/N	Questions	N	Mean	Standard Deviation	Decision
18	The most powerful employee motivator and commitment to work are the needs that have been satisfied	50	3.4000	.67006	High Extent
19	Workplace motivators and commitment to work are factors which you enjoy and advances your work effectively	50	3.4800	.64650	High Extent
20	Dissatisfaction is imminent when the hygiene factors are absent in the job which includes salary	50	3.3200	.58693	High Extent
21	Employers have the responsibility to understand the needs of the work force	50	3.4200	.64175	High Extent
22	Employees with high paying jobs are not motivated with money alone	50	3.5000	.64681	High Extent
23	Employees are motivated and omitted to work to the degree that they believe that effort will lead to acceptable performance	50	3.2000	.85714	High Extent
24	Organizations should reinforce employees behaviors that lead to positive outcomes	50	3.5400	.57888	High Extent
25	Work environment depends on employees work place motivation and commitment	50	3.3000	.64681	High Extent

26	Favorable environment leads to enhanced motivational level of employees leading to enhanced organization performance	50	3.3600	.63116	High Extent
27	Employee can influence its motivation commitment, attitude and behaviours which in turn affect performance	50	3.4800	.64650	High Extent

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The table above shows a mean of above 2.50 for items 18-27 ranging from 3.20 to 3.54 are positive. With these results, the above mean score shows that motivation and commitment impacting employee's efficiency is high.

## **Discussion of Findings**

The findings of research question one indicated that the extent of workplace motivation of employee's efficiency is high.

The findings of research question indicated that commitment impacting employee's efficiency is high.

The findings of research question three also indicated that motivation and commitment impacting employee's efficiency is high. All of the questions which the respondents agreed to is that motivation and commitment impacts an employee's efficiency in his/her workplace in an organization or company. All questions which the respondents agreed to are that employees can influence its motivation, commitment and attitude. Also, employees are motivated and committed to work to the degree that the effort will lead to acceptable performance. None of the respondents disagreed of the opinion.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, RECOMMENDATIONS**

This chapter will provide information relating to the following sub heads;

- Summary
- Conclusion
- Recommendation
- Suggestions for Further Studies

#### **SUMMARY**

This study assessed the impact of workplace motivation and commitment on employee's efficiency. Three research questions were raised. The study employed the descriptive survey research design. The population for the study consists 263 academic and non-academic staffs of Faculty of education in University of Benin, Edo State. The sample size for this study was made up of 50 academic and non-academic staffs of faculty of education which is 20% of the total population using the proportionate sampling technique.

The research instrument that was used to elicit opinions and facts from Academic and non-academic staff of Faculty of Education was a structured questionnaire. It was however subjected to face validity by two experts in the Department of Vocational and Technical Education. The reliability was determined using 20 Business Education

students who were part of the study population. However, an alpha value 0.736 was obtained. The data collected were analyzed using arithmetic mean and standard deviation.

The findings generally showed the extent impact of workplace motivation and commitment on employees' efficiency. The major findings were as follows:

1. There is high extent of how workplace motivation impacts employees' efficiency.
2. There is high level of how commitment impacts employees' efficiency.
3. There is high level of how motivation and commitment impacts employees' efficiency.

## **CONCLUSION**

Based on the findings of the study, it is concluded that, the extent of impact of workplace motivation and commitment on employees' efficiency is high and this is irrespective of their level. Hence, it becomes imperative to affirm that the impact of workplace motivation and commitment on employees' efficiency will help employees enjoy and advances their work more effectively.

## **RECOMMENDATIONS**

Based on the findings of this study, the following recommendations were made;

1. When employees understand their roles, responsibilities, and the objectives they are working towards, they are more likely to be motivated and committed. Set

clear and achievable goals, and regularly communicate performance expectations to ensure everyone is aligned and focused on the same targets.

2. Recognizing and rewarding employees for their efforts and achievements can significantly boost motivation and commitment. Publicly acknowledge their contributions, offer monetary incentives, promotions, or additional responsibilities that showcase your trust in their abilities. This fosters a sense of pride and commitment to the organization.
3. A positive and inclusive work environment has a direct impact on employee motivation and commitment. Foster a culture of respect, open communication, and collaboration. Encourage teamwork, provide opportunities for skill development, and ensure that employees have the resources they need to succeed.
4. Employees are more likely to be motivated and committed if they see a clear path for personal and professional growth within the organization. Provide training programs, workshops, and opportunities for skill enhancement. When employees feel that their development is valued, they are more likely to stay committed and invested in their roles.
5. Burnout can lead to decreased motivation and commitment. Encourage work-life balance by offering flexible work arrangements, promoting the use of vacation

time, and discouraging a culture of overworking. When employees feel that their well-being is valued, they are more likely to be motivated and efficient during their working hours.

### **SUGGESTION FOR FURTHER STUDIES**

It was suggested that further studies should be carried on the following:

1. Conduct a longitudinal study to examine how changes in workplace motivation and commitment over time correlate with fluctuations in employee efficiency. This can help identify patterns, factors, and interventions that contribute to sustained high performance or efficiency slumps.
2. Explore how cultural differences influence the relationship between motivation, commitment, and efficiency. Compare workplaces in different countries or regions to understand how cultural values and norms impact employee behaviors and outcomes.
3. Investigate how different leadership styles (e.g., transformational, transactional, laissez-faire) influence employee motivation, commitment, and subsequent

efficiency. This can shed light on the role of leadership in shaping workplace dynamics.

4. With the rise of remote work and technology, study how virtual work environments and the use of digital tools affect employee motivation and commitment, and subsequently, how these factors relate to efficiency in both positive and negative ways.
5. Explore the psychological factors underlying motivation and commitment. Investigate how employee well-being, work-life balance, and mental health impact motivation and commitment levels, and how these factors ultimately influence efficiency and productivity.

Also employ a mix of qualitative and quantitative research methods, such as surveys, interviews, focus groups, and data analysis, to comprehensively capture the complex interplay between motivation, commitment, and efficiency in the workplace.

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