

# Effect of Employee Motivation on Organizational Performance: An Empirical Study of Federal University Gusau

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## Abstract

*All organizations, whether public or private, depend heavily on motivation. For an organization to succeed, its employees must be inspired to strive toward its goals. This study set out to determine the effect of employee motivation on organizational performance among academic staff in Federal University Gusau. This study employed a descriptive survey design. The population and sample size of the study are respectively 1117 and 295. To determine whether one variable was significantly different from the others, multiple regression analysis was employed. Findings indicate that employee motivation significantly affects organizational performance at the university with a multiple correlation coefficient (R) of 0.623 and an R Square of 0.388, the model explains approximately 38.8% of the variation in organisational performance. Additionally, the F-values are all substantial (e.g., 23.23 for training, 40.47 for promotion and 29.32 for welfare), and their corresponding p-values are extremely low (all less than 0.00001), indicating high statistical significance. The study recommended that University management should use non-monetary rewards like recognition to honour employees' contributions and reward them for exceptional work. The University management should also improve the working environment since this will improve employee performance.*

**Key words:** Employees Motivation, Good Working Condition, Organisational Performance, Training, Employees Welfare.

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## **INTRODUCTION**

Managers are often concerned about the organisation's overall performance, and they carry out a variety of tasks to reach this goal, such as organizing, planning, directing, controlling, and staffing (Khan, Rehmat, Butt, Farooqi & Asim, 2020). These functions are not carried out in isolation rather they are performed in relation to available resources that include human, money, machine, materials, information, and time (Merospark, 2021). Humans are distinct among these resources in that they have needs, wants, and emotions (Udofia, Adejare, & Olaore, 2020). When working with people, managers need to exercise extreme caution if they want to rise to high positions in the organisation. In order to achieve the desired business results, managers determine the key objectives and success factors needed to make sure that the data, instruments, procedures, and resources are available to support and facilitate the accomplishment of business goals (Udofia, Adejare, Olaore & Udofia, 2020). The amount of commitment that employees will give is greatly influenced by what the business offers in exchange. Managers must figure out how to inspire employee in order to achieve optimal organisational performance Merospark, (2021).

Organisational performance is the capacity of an organisation to satisfy the demands of different stakeholders (Olabode, 2022). It refers to the ability of an organisation to meet the needs of various stakeholders. It describes how successfully a company is achieving its vision, mission, and objectives (Taouab & Issor 2019). The ability of an organization to meet its predefined objectives is known as organisational performance (Abdulkareem, 2018). Organisational performance is defined as an organisation's ability to meet the needs of various stakeholders (Taouab & Issor 2019). It speaks about how successfully an organisation is achieving its objectives, mission, and vision. Similarly, Arisi-Nwugballa et al., (2022) argued that an organisation's ability to meet the needs of various stakeholders is a measure of its performance. It describes the degree to which an organization is succeeding in achieving its vision, mission, and objectives (Tetteh, 2017). Therefore, organisational performance is the measure of how well an organisation achieves its goals and objectives by comparing actual results to intended outputs (Davidescu, Apostu, Paul & Casuneanu, 2020). It encompasses various components, including financial performance, operational efficiency, market position, and shareholder value. Professionals evaluate performance to assess progress, justify resource allocation, and make strategic changes for improvement (Merospark, 2021).

Employee motivation is primarily about how empowered and involved an employee feels in relation to the organisation's goals (Anyam & Obindah, 2020). It is the amount of passion, vigor, dedication, and inventiveness that a worker consistently contributes to the company. Employee motivation is the most important aspect of their work lives as it motivates people to work hard to achieve the objectives of the organisation (Heathfield, 2017). Every aspect of organisational life requires motivation since it promotes employee zeal and interest in pursuing organisation objectives and boosts productivity (Rina, 2020). Employee motivation is defined as the quality of an employee to perform or be involved in working for the achievement of the organisational goals. It is also described as the process of giving workers the impression that their efforts are appreciated and acknowledged while also providing them with benefits commensurate with their contributions (Otiende, & Makokha, 2020).

In recent years, a lot of research has been done on employee motivation and organisational performance. An organisation's ability to inspire employees to fulfill its mission and vision is crucial. Workers in both public and private organisations are growing more conscious of the fact that motivation improves organisational performance (Davidescu, et al., 2020). Despite this, no study has looked into how employee motivation affects organizational performance at Federal University Gusau. Previous study conducted in Nigeria focused on the impact of hygiene and motivators on job performance (Jibowo, 2007). Anyam and Obindah (2020) conducted related study on the impact of motivation on organizational productivity. Few of these studies conducted by (Abdulkareem, 2018; Olabode, 2022; Mustapha, 2020; Arisi-Nwugballa et al.) evaluated how employee motivation affected organisational performance. 2022; Otiende & Makokha, 2020) did not, in fact, address the areas covered by the objectives of this study. To this effect, this study attempts to empirically analyze how employee motivation affects organisational performance of academic staff at Federal University Gusau to effectively derive plans for growth and development. The organisational performance of academic staff at Federal University Gusau is impacted by both monetary and non-monetary motivation factors (training, advancement/promotion, employee welfare, and good working condition), but no research has attempted to determine these factors despite the numerous studies on employee motivation and organisational performance.

The main objective of this study is to investigate the effect of employee motivation on organisational performance in Federal University Gusau. To achieve this, the following research objectives are formulated:

- i. To determine impact of training on organisational performance of Federal University Gusau.
- ii. To ascertain the impact of advancement/promotion on organisational performance of Federal University Gusau.
- iii. To examine the effect of employee welfare on organisational performance of Federal University Gusau.
- iv. To investigate the effect of good working condition on organisational performance of Federal University Gusau.

## **LITERATURE REVIEW**

This section is divided into three parts: conceptual review, review empirical studies and theoretical framework.

### **Concept of Employee Motivation**

Motivation is the psychological force that drives individuals to action. It refers to the process of inspiring, stimulating, and encouraging employees to perform at their best to achieve organizational goals (Tetteh, 2017). It can be viewed as the readiness to put forth effort in order to accomplish an objective or obtain a reward (Anyam & Obindah, 2020). According to Rina, (2017), motivation at work is the result of all the factors that affect how behaviors pertinent to

work environments are arousal, direction, and maintenance. Davidescu, et al., (2020) described motivation as the readiness to put forth effort in order to accomplish a goal or obtain a reward. Motivation is the process of pushing oneself to take a desired action or press the appropriate button to achieve desired outcomes. (Michael, 2017). According to Prachi (2020), motivation is the process of encouraging people to take action in order to achieve their objectives. These are proactive energies that are driven to achieve goals that meet needs. They form the foundation of the motivational process. Anything that will satisfy a need and reduce motivation is a goal (Rina, 2017).

Motivating employees to perform desired behaviors is known as motivation. Based on their knowledge of the needs of their employees, management can choose from a variety of motivational techniques (Rina, 2017). In general, there are four types of employee motivation: positive, negative, extrinsic, and intrinsic. The term "intrinsic motivation" refers to the inner urges that propel people to take specific actions (Fin, Chim & Rhodes, 2018). The benefits of intrinsic motivation originate internally. Intrinsic motivation drives anything that gives an employee a sense of fulfillment (Lorincová, et al., 2019). External forces that influence behavior or direct action are known as extrinsic motivation. External sources provide extrinsic motivation Olabode, 2022. This kind of motivation occurs when workers carry out their responsibilities effectively and receive just compensation, or when they neglect their responsibilities and receive reprimands. A reward-based motivation strategy is called positive motivation (Paul, 2017).

When an employee completes a task in order to receive a reward, this kind of motivation is applied. The motivation is the expectation of reward. There are two types of positive motivation: monetary and non-monetary (Merospark, 2021). One form of punishment-based motivation is called negative motivation. On the other hand, negative motivation is applied by penalizing subpar work or undesirable behavior. Employees are motivated by this strategy when they are denied financial benefits like bonuses or pay reductions, among other things. Disciplinary measures such as demotion, relocation to a remote location, reduced responsibilities, termination threats, salary reductions, and demotion can also be interpreted as negative motivation. This tactic is frequently employed by managers to stop workers from engaging in undesirable behavior (Merospark, 2021).

### **Concept of Organizational Performance**

Organizational performance is the degree to which a company's operations yield results that are favorable to its declared corporate objectives or to the performance of competing firms (Ateke & Kalu, 2016). It is a measure of a company's ability to maximize limited resources in order to accomplish set goals (Ateke & Didia, 2017). Organizational performance is a function of the people who work for an organization and are impacted by the processes and systems they use (Taouab & Issor 2019). It entails evaluating job attributes, conduct, and environmental factors that either facilitate or impede worker performance (Nwugballa et al., 2022). Analyzing actual results against planned outputs allows one to determine how well an organization accomplishes its goals and objectives (Mustapha, 2020). Otiende, and Makokha, (2020) opined organizational performance is determined by its employees, who are impacted by the policies and processes it

uses. It entails evaluating the behavior, job requirements, and environmental factors that either help or hurt employee performance. Analyzing an organization's performance in relation to its goals and objectives is known as organizational performance (Legault, 2016). To put it another way, organizational performance is the difference between actual and planned results or outputs. Organizations carry out a variety of tasks in order to achieve their goals. According to Jenatabadi (2015), management uses these quantifiable, repeatable activities to assess performance levels and decide where to intervene in processes to enhance performance. Tedla, (2016) states that three distinct aspects of business outcomes are included in organizational performance: Financial performance, market performance, shareholder value performance. Financial performance includes return on investment, return on assets, and profits as indicators of the company's financial health. It entails valuing a business's operations and policies in terms of money. Market performance measures how successfully a business or product operates in the marketplace. It explains market share, sales growth, and other metrics that are used to measure an organization's performance in the marketplace (Otiende & Makokha, 2020). However, shareholder value performance is measured by economic value added and total shareholder return, which are used as benchmarks to assess shareholder value performance. Many people consider it to be the best indicator of an organization's performance since it examines how much a company enriches its shareholders (Market Business News, 2020).

### **Empirical Review**

This section provides a review of relevant and related studies both local and globally on employee motivation and organizational performance, aiming to identify existing findings and research gaps.

Several studies have demonstrated a positive relationship between employee motivation and organizational performance. For example, Mustapha, (2020) examined the effect of employee motivation on organizational performance. This aligns with the findings of Arisi-Nwugballa et al., (2022) who identified a positive and significant relationship between employee motivation and organizational performance. Moreover, Olabode, (2022) conducted a study on the impact of employee motivation and organizational performance and found that employee motivation had very strong influence on employee performance. These findings are also consistent with the results of Otiende, and Makokha, (2020) that identified a positive and significant association between employee motivation and organizational performance. However, these findings are also inconsistent with the results of Abdulkareem, (2018), who reported a negative significant relationship between employee well-being and organizational performance.

In terms of gaps, previous studies conducted by Abdulkareem, (2018); Olabode, (2022); Mustapha, (2020); Arisi-Nwugballa et al., (2022); Otiende, and Makokha, (2020) used different study variables other than the variables utilized by the present study.

Despite the studies carried out on employee motivation and organizational performance, there are no studies that have attempted to establish the monetary and non-monetary motivation factors (training, advancement/promotion, workers welfare and good working) that affect the organizational performance of academic staff in Federal University Gusau.

Additionally, the aforementioned studies had varying findings and conclusions and were conducted on different populations in different geographical locations and at different times, with potentially non-generalizable findings.

Therefore, the current study fills this existing gap by investigating the effect of employee motivation and organizational performance of academic staff of Federal University Gusau specifically using the four dimensions of motivation such as training, advancement/promotion, workers welfare and good working condition as defined in this study.

### **Theoretical Framework: Maslow's Hierarchy of Needs**

The theory of Abraham Maslow's hierarchy of needs serves as the foundation for this study. According to Abraham Maslow, motivation is based on a hierarchy of needs, and a person cannot advance to the next level of needs until the prior level has been met. Maslow's hierarchy of needs begins with the most basic physiological needs (Otiende & Makokha, 2020). Air, water, and food are basic physiological requirements. These fundamental needs will be satisfied by employers who provide at least a minimal living wage (Merospark, 2021). According to Skemp-Arlt and Toupence (2007), safety and security needs are the next level of needs. Needs like knowing one is safe and having a place to live fall under this category. Employers can satisfy these needs by making sure workers feel secure in their jobs and are protected from verbal, physical, and/or emotional risks (Silberstein, 2011). According to Rina, (2020), social affiliation and belonging represent the third level of needs. This is the need to be loved and to be social. Rina, (2020) opines that esteem needs are at the fourth level of the hierarchy. This stage is characterized by self-satisfaction and an awareness of the significance, worth, and purpose of one's life. Self-actualization is the final level Maslow discussed (Tedla, 2016). This stage is when individuals achieve their maximum potential for wellbeing. Employees will be able to fulfill this greatest need if their employers make sure they are in the right job and that all of their other needs are satisfied (Silberstein, 2011).

### **Conceptual Framework**

Training, advancement/promotion, good working condition, employee welfare and organisational performance are the five (5) variables that make up the conceptual framework of this study. In particular, the independent variables are the training, advancement/promotion, good working condition and employee welfare while the dependent variable is the organisational performance. The study's conceptual framework is thus shown below:

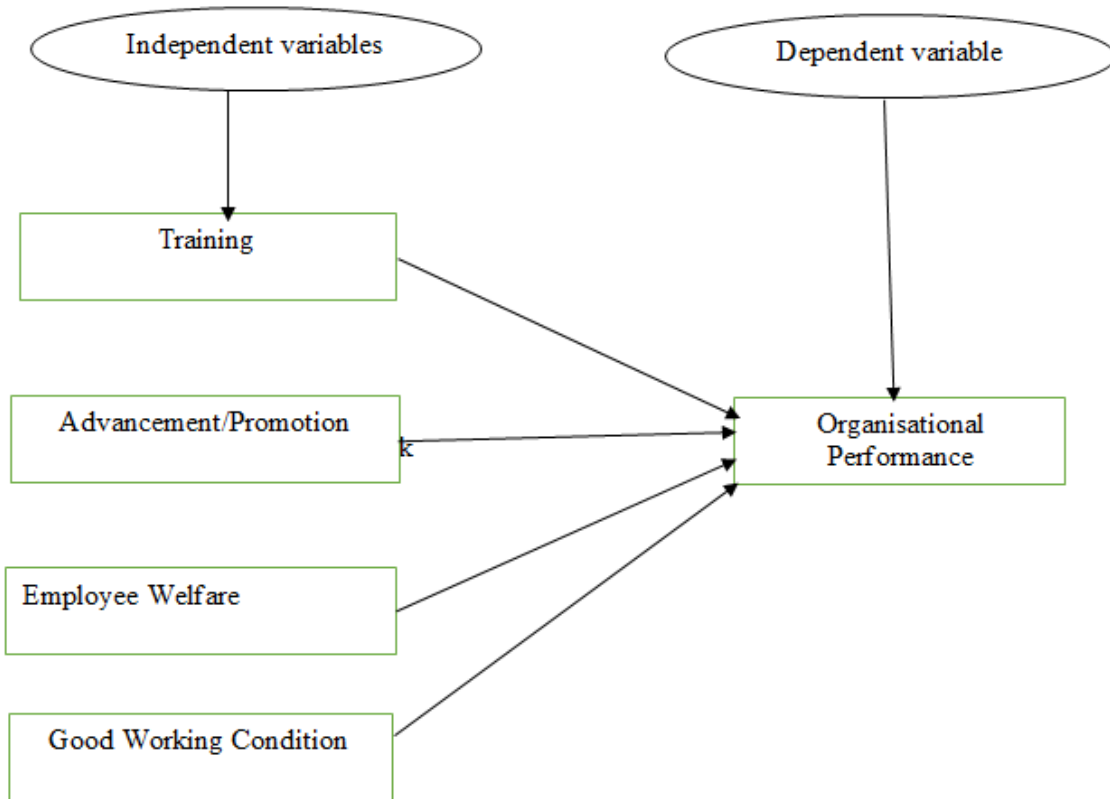


Figure1: Research model representing the effect of employee motivation on organisational performance

## METHODOLOGY

This study used a survey research design to collect data from respondents. The population consists of 1117 academic staff at Federal University Gusau. The Taro Yaman formula was used to draw a sample of 295. In the study, multi-stage sampling techniques was employed which comprises of convenience, stratified, and random sampling. In the first stage, Zamfara State was chosen for the study using convenience sampling because it offers the researchers a better chance of distributing the questionnaires to the respondents who are in the study area. In the second stage, stratified sampling was employed to select the staff of Federal University Gusau for the study. This is due to the heterogeneity that exists among the University workers. For instance, the opinions of University workers about the effect of employee motivation on organisational performance cannot be used to justify the views of other University workers. In the third stage, random sampling was used to select the study's respondents (University staff).

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This is due to fact that staff one has equal opportunity with staff two when it comes to selection process. The study employed primary data collected through questionnaire distributed to the respondents. The study employed multiple regression analysis to ascertain the relationship between the independent and dependent variables. The proposed formula recommended by Taro Yamane (1967) for drawing sample size is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n= sample size required

N = number of people in the population

e = tolerable margin of error, or degree of freedom (0.05)

Where n is the sample size, N is the population, and e is the degree of freedom (e=0.05). Therefore, the expected risk level is 95 percent confidence level, meaning that 95 out of 100 samples have the true population mean value.

Based on this, the sample size is calculated as follows:

$$\begin{aligned} n &= \frac{1,117}{1 + 1,117 (0.05)^2} \\ &= \frac{1,117}{1 + 1,117 (0.0025)} \\ n &= \frac{1,117}{19.43} = 294.53 \\ n &= 294.53 \quad \text{Approximately 295 staff} \end{aligned}$$

## **RESULTS AND DISCUSSION**

In this section, a multiple regression analysis was used to test the relationship between independent and the dependent variables of the study.

### **Tests for Violation of Assumptions for Multiple Regressions**

To achieve the underlying assumption of the multiple regression analysis, the variables were examined with the aim of establishing normality, multicollinearity, linearity and homoscedasticity. The normality test result revealed that the data has normal distribution as evidenced in the histogram and residual plots, where all the bars of the histogram are close to a normal curve. Therefore, multiple regression analysis is considered suitable in testing the research hypotheses. To check for linearity, the residual scores are concentrated at the center along the zero (0) point, thus, suggesting the linearity assumption was not violated. The

correlation analysis was conducted prior to hypotheses testing in order to determine the extent to which the variables are related and to test for multicollinearity.

**Multiple Regression Result**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.623 <sup>a</sup>	.388	.374	4.87	1.889

<sup>a</sup> Predictors: (Constant), Training, Promotion, Welfare, Work Condition

<sup>b</sup> Dependent Variable: Organizational Performance

The Model Summary<sup>b</sup> shows that the multiple regression model predicting organizational performance from employee motivation factors; training, promotion, welfare, and working conditions has a strong and meaningful fit. With a multiple correlation coefficient (R) of 0.623 and an R Square of 0.388, the model explains approximately 38.8% of the variation in organizational performance. The Adjusted R Square of 0.374 confirms that this explanatory power remains stable even after accounting for the number of predictors and sample size. A relatively low standard error of the estimate (4.87) indicates that the model’s predictions closely match the observed values. Furthermore, the Durbin-Watson value of 1.889 suggests that residuals are independent and not autocorrelated. Overall, the model demonstrates that motivational factors significantly and reliably influence organizational performance among academic staff at Federal University Gusau.

**ANOVA<sup>a</sup>**

Source	Sum of Squares	Df	Mean Square	F	Sig. (p)
Training	550.20	1	550.20	23.23	0.000003
Promotion	958.52	1	958.52	40.47	0.000000002
Welfare	694.45	1	694.45	29.32	0.0000002
Work Condition	508.45	1	508.45	21.47	0.000007
<b>Residual</b>	4049.61	171	—	—	—

The ANOVA<sup>a</sup> table provides strong statistical evidence that each of the four independent variables; training, promotion, welfare, and working conditions makes a significant individual contribution to predicting organizational performance. The F-values are all substantial (e.g., 23.23 for training, 40.47 for promotion and 29.32 for welfare), and their corresponding p-values are extremely low (all less than 0.00001), indicating high statistical significance. This means there is a very low probability that the observed relationships occurred by chance. The residual sum of squares (4049.61) represents the portion of variation in performance not explained by the model, but relative to the large sums of squares for the predictors, it is notably smaller. These results confirm that each motivational factor tested, when considered individually significantly improves the model’s explanatory power. Thus, the ANOVA output reinforces the conclusion that employee motivation strategies are critical drivers of organizational performance in the academic setting.

**Coefficients<sup>a</sup>**

<b>Predictor</b>	<b>B (Unstd.)</b>	<b>Std. Error</b>	<b>t</b>	<b>Sig. (p)</b>	<b>95% CI (Lower–Upper)</b>
(Constant)	0.691	4.722	0.146	0.884	[-8.63, 10.01]
Training	0.219	0.045	4.820	0.000003	[0.129, 0.308]
Promotion	0.232	0.036	6.362	0.000000	[0.160, 0.304]
Welfare	0.230	0.043	5.415	0.000000	[0.146, 0.314]
Work Condition	0.263	0.057	4.634	0.000007	[0.151, 0.375]

The Coefficients<sup>a</sup> table from the regression analysis reveals that all four employee motivation variables, training, promotion, welfare, and working conditions have statistically significant and positive effects on organizational performance at the Federal University Gusau. Each of these predictors has a very low p-value (all less than 0.00001), which means their impact is highly unlikely to have occurred by chance and is considered statistically robust at conventional significance levels. The unstandardized coefficients indicate the size and direction of these effects: for every one-unit increase in training, promotion, welfare, or good working condition, the predicted organizational performance increases by 0.219, 0.232, 0.230, and 0.263 units respectively.

Among the four predictors, promotion and welfare show particularly strong and consistent effects, with high t-values and narrow confidence intervals that do not include zero. This suggests that policies and systems that allow for staff advancement and support (such as financial incentives, healthcare, and staff recognition) play a crucial role in improving how employees perform and contribute to institutional goals. Similarly, training and working conditions, while slightly less dominant in magnitude, still exhibit substantial positive

influence, reinforcing the need for continuous professional development and a physically and psychologically conducive work environment.

### **Discussion of Findings**

The findings of this study clearly establish that employee motivation as operationalized through training, promotion, welfare, and working conditions has a significant and positive impact on organizational performance among academic staff at Federal University Gusau. The overall regression model demonstrates a solid explanatory power, with an R Square of 0.388, indicating that approximately 38.8% of the variation in organizational performance can be attributed to these four motivational factors. This level of explanatory strength is substantial for social science research and highlights the central role of human resource practices in shaping institutional outcomes.

Among the predictors, promotion and welfare emerged as the most influential variables. Promotion opportunities were shown to have a strong positive effect on performance, suggesting that when staff are provided with clear career progression pathways, they are more likely to be committed, productive, and aligned with institutional goals. Similarly, workers' welfare which encompasses financial support, healthcare, housing, and other employee benefits was also found to significantly enhance performance. This supports the notion that when the fundamental needs of employees are met, they are more capable of focusing on their core academic duties with higher morale and dedication.

Training was another important factor, though slightly less powerful than promotion and welfare. The results suggest that regular training and skill development initiatives improve staff performance by equipping them with up-to-date knowledge and competencies necessary for teaching, research, and administrative responsibilities. Working conditions including physical environment, facilities, and overall workplace atmosphere also had a statistically significant effect, implying that a conducive and well-maintained work environment can boost employee efficiency and reduce job-related stress.

Collectively, these findings reinforce well-established motivational theories such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, both of which emphasize the importance of intrinsic and extrinsic motivators in enhancing employee behavior and performance. From a practical standpoint, the results underscore that employee motivation is not an abstract ideal but a measurable factor with direct implications for organizational effectiveness. For academic institutions like Federal University Gusau, prioritizing investment in staff welfare, development, and recognition is essential to sustaining a high-performing academic workforce.

### **CONCLUSIONS AND RECOMMENDATIONS**

This study concludes that employee motivation plays a critical and statistically significant role in determining organizational performance within the academic setting of Federal University Gusau. The regression analysis confirms that the combined effect of key motivational factors; training, promotion, welfare, and working conditions accounts for nearly 39% of the variability

in organizational performance. This underscores the strong influence that human resource practices have on institutional outcomes.

Among the four motivational elements examined, promotion opportunities and welfare support systems emerged as the most impactful. When employees perceive clear paths for advancement and receive consistent support through welfare programs, their engagement, loyalty, and performance are substantially enhanced. Training and working conditions also contribute meaningfully, emphasizing the need for professional development and a conducive work environment.

In conclusion, the study validates that motivated employees are a strategic asset to any academic institution. Their performance is not only shaped by intellectual capacity but also by the extent to which the organization invests in their growth, well-being, and career satisfaction. Therefore, institutions aiming to achieve excellence in teaching, research, and administrative efficiency must place employee motivation at the center of their operational and strategic priorities.

Based on the findings and conclusion of this study, the following recommendations are proposed to enhance employee motivation and improve organizational performance at Federal University Gusau:

- **Strengthen Promotion Policies and Career Advancement Opportunities:** The university should develop a transparent, merit-based promotion system that recognizes performance, experience, and academic contributions. Clear communication of promotion criteria and regular assessments will help staff remain motivated and focused on long-term career goals.
- **Expand Welfare Programs to Support Staff Well-being:** Management should improve and diversify staff welfare packages, including health insurance, housing allowances, childcare support, and access to loans or grants. A well-supported workforce is more committed, stable, and productive.
- **Invest in Continuous Professional Training and Capacity Building:** Regular training, workshops, and seminars should be organized to upgrade the skills and knowledge of academic staff. Priority should be given to needs-based training aligned with faculty goals, emerging technologies, and pedagogical innovations.
- **Enhance Working Conditions and Infrastructure:** The University should invest in modern office spaces, research equipment, reliable internet access, and stable power supply. A clean, safe, and well-equipped work environment boosts morale and enables higher output and efficiency.
- **Implement a Motivation-Focused HR Framework:** The Human Resources department should adopt a strategic framework that integrates motivation metrics into performance reviews and staff development plans. Employee feedback systems should also be institutionalized to identify evolving motivational needs.

- **Recognize and Reward Outstanding Contributions:** Staff members who excel in teaching, research, or community service should be publicly acknowledged and rewarded through awards, bonuses, or other incentives. Recognition fosters a sense of belonging and organizational commitment.

### **Limitations and Suggestions for Further Studies**

The study was confined to a single academic institution, limiting the generalizability of its findings to other universities or sectors with different cultures and management systems. Future studies should adopt a multi-institutional or cross-sectoral design involving other federal, state, and private universities to enhance external validity and comparative analysis.

The use of a cross-sectional method captures data at one point in time, preventing any assessment of causal relationships or changes over time. Future research should adopt longitudinal designs to monitor how motivation and performance evolve and interact over time, enabling better causal inferences.

Data collection via self-administered questionnaires introduces the risk of social desirability bias or inaccurate self-assessment by respondents. Incorporate triangulation by combining self-reports with objective performance data, supervisor assessments, or 360-degree feedback to validate responses.

Only four motivational factors were considered—training, promotion, welfare, and working conditions—excluding other important variables like recognition, leadership, or autonomy. Broaden future studies to include additional motivational constructs, such as intrinsic vs. extrinsic motivation, job design, recognition, and goal setting.

The study relied solely on quantitative analysis, which may not fully capture the depth and complexity of motivation and performance dynamics. Adopt a mixed-methods approach by integrating qualitative techniques (e.g., interviews, focus groups) to explore employees' lived experiences and deeper motivations.

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