

The Impact of Motivation on Personnel Organisational Commitment of a Nigerian Federal Agency

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ABSTRACT

Organizational commitment is widely recognized as a critical determinant of employee performance, loyalty, and retention, with motivation serving as a central influence. This study examined the relationship between motivation and organizational commitment among 210 staff members of a Nigerian federal agency, employing a cross-sectional survey design with a convenience sampling technique and analyzing the data using multiple regression. Results showed that motivation accounted for 92.3% of the variance in organizational commitment, which may partly reflect the reliance on self-reported data and the study's focus on a single organizational context, while the remaining 7.7% was explained by other factors not included in the model. Intrinsic motivation ($\beta = 0.622$, $p < 0.05$)—linked to personal growth, recognition, and a sense of purpose—significantly enhanced commitment. Similarly, extrinsic motivation ($\beta = 0.743$, $p < 0.05$)—associated with pay, working conditions, and external rewards—was also a strong predictor. These findings affirm Herzberg's two-factor theory, highlighting the interplay between intrinsic and extrinsic drivers of commitment. Beyond theory, the study contributes to practice by offering context-specific insights for Nigeria's public sector, where employee retention, morale, and productivity are ongoing challenges. The results suggest that policymakers, managers, and HR practitioners should adopt balanced motivational strategies to foster sustainable commitment. Future studies could extend this research by incorporating leadership dynamics, organizational culture, or cross-agency comparisons.

Keywords: Organizational commitment, motivation, federal agency

INTRODUCTION

Many studies have reviewed the impact of motivation on organizational commitment. According to Cohen (2013), Organizational commitment is a sense of attachment and loyalty of employees to the organization where they work. Employees are committed to the organization when they have the same goals, are willing to make more effort to represent the organization and are ready to maintain their relationship with it (Cohen, 2013). Organizational commitment according to Colquitt *et al.* (2011) is the desire of some workers to remain members of the organization. While Robbins and Judge (2015) refers to it as the level at which a worker identifies an organization, its goals and expectations to remain a member of the organization. High levels of commitment can increase workplace productivity, increased morale and enhance an organization's ability to acquire its desired goals and objectives. Accor

Motivation according to Alshallah (2004) is the driving force to pursue and satisfy employees' needs. Robbins and Judge (2015) describe motivation as a process that explains the strength, direction and perseverance of a person to achieve goals. Whereas, Hasibuan (2018) argues that motivation questions how to direct the power and potential of subordinates, to cooperate productively to achieve and realize predetermined goals.

The aim of this study was therefore to investigate the impact of motivation among personnel organisational commitment of Nigerian federal agency. The findings of this study will contribute to the existing body of

knowledge on motivation and organisational commitment, while also providing valuable insights for policymakers, managers, and human resource practitioners in Nigerian federal agencies.

Research Hypotheses

H_A: Motivation influences personnel organisational commitment of the Nigerian Federal Agency

LITERATURE REVIEW

Organisational Commitment

In recent years, researchers have shown growing interest in exploring the concept of organisational commitment. One such were Allen and Meyer (1991) that Organizational commitment is defined as a firm belief in the organizational goals and values. In the same view, Mowday *et al.* (1979); Porter *et al.* (1974); and Steers (1979) further emphasized that organizational commitment is the willingness of an employee to contribute significant efforts to the organization. Allen and Meyer (1990) created a concept that organizational commitment has three distinct components, viz: Affective commitment, Continuance commitment and Normative commitment.

Affective commitment is the emotional attachment of an employee toward the organization. It is the involvement, and identification of employees with the organization (Saputra and Ariyanto, 2019). A high level of active commitment increases the employee's chances of staying with the organization for a long time.

Continuance commitment refers as commitment based on the costs that employees associate with leaving the organization (Saputra and Ariyanto, 2019). The employee would think that leaving an organization would be costly and as such decide to stay, which may last for a period. Employees feel some level of attachment to the organization- attachment that is both mental and emotional

Normative commitment refers to the obligation feelings of the employees to remain with the organization (Saputra and Ariyanto, 2019). An employee feels obligated to stay in the organization, where they feel staying in the organization is the right thing to do. This commitment is sometimes, because of moral obligation where they want to stay because the employer or the Boss believes in them; or a feeling of being treated fair and right and the employee may not wish to leave.

Motivation

Motivation has been defined in various ways by different scholars. Griffin and Moorhead (2014) describe it as a set of internal or external forces that influence an individual to act in certain ways, often beginning with a need. When people seek to satisfy their needs, they adjust their behavior accordingly. Alshallah (2004) views motivation as the driving force that compels employees to pursue and fulfill their needs. Similarly, Robbins and Judge (2015) define it as a process that explains the intensity, direction, and persistence of an individual's efforts toward achieving goals. In contrast, Hasibuan (2018) emphasizes that motivation concerns how to channel the energy and potential of subordinates effectively so they can work productively to accomplish set objectives.

Work motivation is divided into two broad categories of Intrinsic and extrinsic motivation, according to Porter *et al.* (2003) in Hariyanto (2016). The Intrinsic motivation is influenced by factors such as the nature of the work itself, where tasks that align with an employee's skills or interests enhance enjoyment and drive; opportunities for advancement, which encourage career growth and inspire greater effort; the level of responsibility, where increased trust leads to stronger internal motivation; recognition, which provides acknowledgment and rewards that strengthen commitment; and achievement, as the pursuit of personal goals compels employees to work harder.

Conversely, extrinsic motivation is shaped by external factors, including organizational policies and administrative structures that create a sense of fairness and comfort; supportive supervision, which provides guidance and role models for career development; salary, where fair and satisfactory compensation heightens motivation; interpersonal relationships, as collaboration and positive interactions foster a conducive work

environment; and working conditions, where favorable atmospheres, adequate facilities, and resources contribute to employee satisfaction and motivation.

In the context of this study, motivation is the process, methods, activities or means through which employees are made to develop and sustain good organizational behaviour through psychological and physical incentives or stimulants. It plays a vital role in ensuring organizational success (Curtis *et al.*, 2009) and also enhance employee commitment (Williams and Owusu-acheampong, 2015).

Relationship between Motivation and Organizational Commitment

Various scholars have established that there is a significant link between employee motivation and organizational commitment. Joo and Lim (2009) emphasized that when employees perceive a supportive organizational learning culture, they are more likely to understand job complexity, which ultimately strengthens organizational commitment. Manzoor (2010) further highlighted that internally satisfied and motivated employees are more productive, thereby enhancing organizational efficiency and effectiveness, which contributes to higher profitability. Likewise, Rahim and Jam'an (2018) demonstrated that stronger organizational commitment boosts employee motivation, which in turn improves individual performance and positively affects overall organizational performance.

Motivation directly influences employee attitudes, including commitment to the organization (Parish *et al.*, 2008). According to Amdan *et al.* (2016), motivation plays a crucial role in enhancing organizational commitment. Miao *et al.* (2013) found that extrinsic rewards such as benefits, supportive supervision, and co-worker collaboration increase organizational commitment. Supporting this, Asha and Warriar (2017) showed that extrinsic motivation can predict employees' level of commitment. Ajmal *et al.* (2015) also concluded that extrinsic motivation improves positive work attitudes, particularly commitment.

Organizations, therefore, play a vital role in strengthening employee commitment. Gul (2015) suggested that strategies such as fair reward systems, effective performance management, and opportunities for training and development can enhance extrinsic motivation and, consequently, organizational commitment.

Several studies reinforce this view, showing that extrinsic motivation positively correlates with employee commitment (Miao *et al.*, 2013; Asha and Warriar, 2017). Employees are more motivated when they perceive external support in the form of salaries, promotions, and organizational backing. Committed employees are more likely to remain within the organization, invest greater effort, and dedicate their time and energy to work tasks. Centinkaya (2011) confirmed this by noting that motivation—whether intrinsic or extrinsic—shapes the direction, intensity, and priority of employee behavior. More recently, Mukhodah and Ranihusna (2018) also established that extrinsic motivation exerts a positive and significant effect on organizational commitment.

Theories of Motivation

Motivation theories study the understanding of what drives an employee to work towards a particular goal or outcome. Many theories on motivation have been postulated, one such study is the **Herzberg Two-Factor Theory** by Frederick Herzberg. The theory approached the question of motivation in a different way. By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg concluded that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them. Herzberg labeled factors causing dissatisfaction of workers as “hygiene” (extrinsic) factors also called job dissatisfiers because these factors were part of the context in which the job was performed, as opposed to the job itself. Hygiene factors included company policies, supervision, working conditions, salary, safety, and security on the job. In contrast, motivators also referred to as job satisfiers are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities. According to Herzberg's research, motivators are the conditions that truly encourage employees to try harder.

Extrinsic (hygiene) factors were theorized by Herzberg *et al.* (1959) that hygiene factors are external or environmental job conditions crucial for satisfying the employee's motivational needs in the workplace environment; these factors symbolize the employee's physiological needs. Here people are motivated by external

factors such as a bonus for hard work or a sanction if targets are not met. External factors relate to such things as compensation, benefits, supervision, operating conditions, interpersonal relationships on the job with co-workers, and organizational communications (Spector, 1985).

Intrinsic (motivator) factors, on the other hand, are internal (intrinsic) to the employee and related to such intangible things as the inner forces, which drive employees to achieve personal and organizational goals (Dugguh and Dennis., 2014; Herzberg *et al.*, 1959). Intrinsically motivated employees feel a strong affinity with the organization and feel their goals and values align with those of the organization (Sahito and Vaisanen, 2017). For example, if the employee feels satisfied that opportunities for promotion are fair and hard work and good job performance leads to advancement, or that getting ahead in the organization is comparable to other places, the employee feels intrinsically motivated.

METHODOLOGY

The sample technique used for this study was the cluster and simple random sampling techniques. The researcher made use of cluster sampling technique because members of staff are located at different States' offices of the organization comprising a total of 2,350 staff population. The simple random sampling technique was then used to select a sample of 307 across the cluster. The sample size was determined using Yamane (1973) formula: $n = \frac{N}{1 + Nd^2}$ (Where: n: number of samples; N: population size = 2,350; and d: specified precision or percentage = 95%). Questionnaires were issued to the respondents, and the responses were interpreted using the following rating scale: Very High/Strongly Agree = 5, High/Neutral Agree = 4, Moderate/Agree = 3, Low/Disagree = 2, and Very Low/Strongly Disagree = 1. Higher scores indicate stronger and higher-quality variables, whereas lower scores reflect weaker variable exchanges.

Validity and Reliability Test of Personnel Motivation from a Nigerian Federal Agency

The validity test in this study was conducted using the Pearson Product Moment Correlation to assess whether the research instrument was valid. The decision rule for the validity test assumes that if the coefficient value between the questions or statements is equal to or greater than 0.01 ($r \geq 0.01$), the research questionnaire is considered valid. The validity test for intrinsic and extrinsic motivation included 13 and 21 statement items, respectively. The results, as presented in Tables 1.1 and 1.2, respectively, indicating that the corrected item-total correlation values for motivation variables were greater than the r-table value. Therefore, the questionnaire used for each variable is confirmed to be a valid measurement instrument.

On the other hand, reliability testing was conducted to determine the consistency of the data obtained. This was measured using the Spearman-Brown formula. The decision rule for the reliability test states that if the Cronbach's alpha value is equal to or greater than 0.60, the research instrument is considered reliable [23]. The reliability test results, as presented in Table 2, confirm that all variables used in this study were reliable.

Table 1.1: Validity Test of Personnel Motivation (Intrinsic) from a Nigerian Federal Agency

Intrinsic motivators (MI)	MI Items	Intrinsic motivators r_{count}
MI 1	Do you feel your promotion is consistent	0.030
MI 2	What's your biggest challenge with motivation in the workplace?	0.035
MI 3	On a scale of 1-5, how strongly does your motivation level affect your performance?	0.041
MI 4	How would you rate the current motivation program?	0.210
MI 5	I feel driven to do my best each day.	0.064
MI 6	I'm motivated to go the extra mile on my projects.	0.096
MI 7	My job is interesting and challenging.	0.080

M1 8	I get opportunities to develop new skills.	0.228
M1 9	I feel that I'm contributing to the overall goals of my company.	0.025
M1 10	My manager/lead has shown sincere interest in my career goals.	0.004
M1 11	I feel that my work is seen and appreciated within my team/company.	0.001
M1 12	The recognition I receive from my direct manager/lead/coworkers motivates me to do my best.	0.299
M1 13	My direct manager entrusts me with a high level of responsibility.	0.154

Source: Field survey, 2023

Table 1.2: Validity Test of Personnel Motivation (Extrinsic) from a Nigerian Federal Agency

Extrinsic motivators (MX)	EM Items	Extrinsic motivators r_{count}
MX 1	Do you feel your leader (follower) appreciate you for your work?	0.155
MX 2	Do you think your current role lets you grow and develop new skills?	0.326
MX 3	Rate your level of satisfaction with the work culture.	0.021
MX 4	What type of incentives motivates you more?	0.724
MX 5	How far are you satisfied with the incentives provided?	0.081
MX 6	Are you happy with the management style of your leader?	0.012
MX 7	Do you feel that the leadership sufficiently motivates you?	0.072
MX 8	Do you think your views and opinions are considered when making a decision that could affect the team?	0.084
MX 9	Are you encouraged to /develop new and better ways of doing things?	0.314
MX 10	Have you been promoted at work in the last six months?	0.585
MX 11	Have you been nominated for training development programs for the previous six months?	0.108
MX 12	Good pay	0.191
MX 13	Job security	0.071
MX 14	Growth opportunities	0.076
MX 15	Favourable working conditions	0.071
MX 16	Interesting work	0.079
MX 17	Loyalty to employees	0.087
MX 18	Constructive management	0.022
MX 19	Organizational appreciation for work done	0.091
MX 20	Understanding/helping with personal issues	0.244
MX 21	Being involved in things	0.080

Source: Field survey, 2023

Table 2: Reliability Test of Personnel Motivation from a Nigerian Federal Agency

Variable	Cronbach's Alpha	Total item
Intrinsic motivation	0.622	13
Extrinsic motivation	0.743	21

Source: Field survey, 2023

Reliability Test of Organizational Commitment of Personnel from the Selected Federal Agency in Nigeria

Reliability testing aims to determine the consistency of the data obtained. The result of the reliability test confirms that the variables used for the organisational commitment was reliable with Cronbach's alpha value greater than 0.6 (See table 3). In addition, the number of personnel willing to continue work at the government agency was 71.60%, out of which different levels of commitment were attached. The highest being the normative commitment (moral and ethical duty) with 48%. However, continuance commitment (commitment due to monetary benefits) recorded the lowest with 15%.

Table 3: Reliability Test of Organisational Commitment of Personnel from a Nigerian Federal Agency

Variable	Response	Frequency (%)	Mean (SD)	Reliability test (Cronbach's Alpha)
Do you feel the need to leave the organization	Yes	81(26.40)	1.76 (0.474)	0.645
	No	220(71.60)		
	Undecided	6(2.00)		
If no, what could be your reason?	Emotional attachment (Affective)	68(31.00)	1.96 (0.835)	
	Moral and ethical duty (Normative)	106(48.20)		
	Monetary benefits (Continuance)	33(15.00)		
	Undisclosed	13(5.90)		

Source: Field survey, 2023

RESULTS

Analysis of the Impact of Personnel Motivation from a Nigerian Federal Agency

Motivation in this study has been categorized into intrinsic and extrinsic motivation with the mean score and standard deviation in each component or items stated. Most employees choose “consistent promotion” as their best source of motivation with 4.94 as a mean value, they also feel strongly that motivation affect their performance (with a mean score of 4.92). The outcome of the intrinsic motivation has been demonstrated on items M3 to MI13 in table 4.1.

Extrinsic motivation on the other hand revealed that most of the personnel at the agency have accepted and satisfied with their present role which lets them grow and develop new skills (MX2); and satisfied with the work culture in the agency (MX3) with a mean score of 4.52 and 4.50, respectively. Though, most of the staff claimed that monetary incentive (58.60%) is their major motivator, then promotion (37.80%); only small number (3.60%) of them view “acceptability” as a motivator. Meanwhile, majority of the personnel are dissatisfied with other items as seen in table 4.2 which includes the management style at the agency (MX6) with 1.95 mean score,

inconsistent promotion (MX10) and insufficient training development program (MX11) with a mean score of 1.48 and 1.55, respectively.

“Good pay” ranked farthest (with mean 1.95) in extrinsic motivational factors, then “loyalty to employees” with a mean score of 1.93, then “favourable working conditions” and “Organizational appreciation for work done” both ranked third (1.87 mean score) on a scale of 2.0. However, “Understanding/helping with personal issues” and “Constructive management” ranked lowest (with a mean of 1.05 and 1.09, respectively) in order of importance.

Table 4.1: Effects of Motivation (Intrinsic) on Personnel Motivation from a Nigerian Federal Agency Motivation Survey Results

Item Code	Item	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Frequency (%)	Mean	Std. Dev.
MI 1	Do you feel your promotion is consistent	0 (0.00)	0 (0.00)	12 (3%)	4 (1%)	384 (96%)		4.94	0.332
MI 2	What's your biggest challenge with motivation in the workplace?	4 (1%)	376 (95%)	16 (4%)	4 (1%)	0 (0.00)		2.05	0.304
MI 3	On a scale of 1–5, how strongly does your motivation level affect your performance?	0 (0.00)	12 (3%)	0 (0.00)	0 (0.00)	388 (97%)		4.92	0.496
MI 4	How would you rate the current motivation program?	248 (62%)	152 (38%)	0 (0.00)	0 (0.00)	0 (0.00)		1.38	0.486
MI 5	I feel driven to do my best each day (Yes/No)	384 (96%) Yes	16 (4%) No	-	-	-		1.96	0.202
MI 6	I'm motivated to go the extra mile on my projects (Yes/No)	280 (95%) Yes	20 (5%) No	-	-	-		1.95	0.223
MI 7	My job is interesting and challenging (Yes/No)	360 (90%) Yes	40 (10%) No	-	-	-		1.10	0.306
MI 8	I get opportunities to develop new skills (Yes/No)	124 (31%) Yes	276 (69%) No	-	-	-		1.69	0.463
MI 9	I feel that I'm contributing to the	352 (88%) Yes	48 (12%) No	-	-	-		1.12	0.322

	overall goals of my company (Yes/No)								
MI 10	My manager/lead has shown sincere interest in my career goals (Yes/No)	388 (97%) Yes	12 (3%) No	-	-	-		1.03	0.160
MI 11	I feel that my work is seen and appreciated within my team/company (Yes/No)	300 (75%) Yes	100 (25%) No	-	-	-		1.25	0.432
MI 12	The recognition I receive motivates me to do my best (Yes/No)	344 (86%) Yes	56 (14%) No	-	-	-		1.14	0.344
MI 13	My direct manager entrusts me with a high level of responsibility (Yes/No)	348 (87%) Yes	52 (13%) No	-	-	-		1.13	0.337
Total								1.833	

Source: Field survey, 2023

Table 4.1: Effects of Motivation (Extrinsic) on Personnel Motivation from a Nigerian Federal Agency

Motivation	Items	Frequency (%)					Mean (SD)
		Not at all/ Strongly disagree 1	A little/ Disagree 2	Moderately/ Neutral 3	Mostly/ Agree 4	Fully/ Strongly agree 5	
MX 1	Do you feel your leader (follower) appreciate you for your work?	251 (81.80)	33 (10.70)	23 (7.50)	0 (0.00)	0 (0.00)	1.26 (0.585)
MX 2	Do you think your current role lets you grow and develop new skills?	0 (0.00)	0 (0.00)	25 (8.10)	96 (31.30)	186 (60.60)	4.52 (0.643)
MX 3	Rate your level of satisfaction with the work culture.	0 (0.00)	0 (0.00)	7 (2.30)	141 (45.90)	159 (51.80)	4.50 (0.545)
MX 4	What type of incentives motivates you more?	180 (58.60) Money	116 (37.80) Promotion	11 (3.60) Acceptability	-	-	1.38 (0.486)

MX 5	How far are you satisfied with the incentives provided?	178 (58.00)	99 (32.20)	7 (2.30)	16 (5.20)	0 (0.00)	1.54 (0.786)
MX 6	Are you happy with the management style of your leader?	45 (14.70)	239 (77.90)	15 (4.90)	8 (2.60)	0 (0.00)	1.95 (0.546)
MX 7	Do you feel that the leadership sufficiently motivates you?	131 (42.70)	176 (57.30)	0 (0.00)	0 (0.00)	0 (0.00)	1.57 (0.495)
MX 8	Do you think your views and opinions are considered when making a decision that could affect the team?	7 (2.30)	285 (92.80)	15 (4.90)	0 (0.00)	0 (0.00)	2.03 (0.267)
MX 9	Are you encouraged to /develop new and better ways of doing things?	162 (52.80)	105 (34.20)	40 (13.00)	0 (0.00)	0 (0.00)	1.60 (0.708)
MX 10	Have you been promoted at work in the last six months?	238 (77.50)	22 (7.20)	31 (10.10)	0 (0.00)	16 (5.20)	1.48 (0.99)
MX 11	Have you been nominated for training development programs for the previous six months?	170 (55.40)	106 (34.50)	31 (10.10)	0 (0.00)	()	1.55 (0.672)
	Please rank the following workplace factors based on how important they are to you	True/Yes	False/No				
MX 12	Good pay	16 (5.20)	291 (94.80)	-	-	-	1.95 (0.223)
MX 13	Job security	290 (94.50)	17 (5.50)	-	-	-	1.06 (0.229)
MX 14	Growth opportunities	40 (13.00)	267 (87.00)	-	-	-	1.87 (0.337)
MX 15	Favourable working conditions	242 (78.80)	65 (21.20)	-	-	-	1.21 (0.409)
MX 16	Interesting work	277 (90.20)	30 (9.80)	-	-	-	1.10 (0.297)
MX 17	Loyalty to employees	22 (7.20)	285 (92.80)	-	-	-	1.93 (0.258)
MX 18	Constructive management	279 (91.00)	28 (9.00)	-	-	-	1.09 (0.288)

MX 19	Organizational appreciation for work done	40 (13.00)	267 (87.00)	-	-	-	1.87 (0.337)
MX 20	Understanding/helping with personal issues	291 (94.80)	16 (5.20)	-	-	-	1.05 (0.223)
MX 21	Being involved in things	150 (49.00)	157 (51.00)	-	-	-	1.51 (0.501)

Source: Field survey, 2023

Test of Hypotheses (Regression Model)

To examine the hypotheses, linear regression analysis was performed with a significance threshold of 0.05. The results, as presented in Table 5, indicate that the coefficient of determination (R^2) for motivation was 0.923. This finding suggests that both intrinsic and extrinsic motivation collectively explain 92.3% of the variance in organizational commitment, while the remaining 7.7% can be attributed to other factors beyond the scope of the present model.

Table 5: Regression Model Summary for Hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
H _A : Motivation affect organizational commitment in personnel of a Nigeria federal agency	0.961	0.923	0.914	0.200

Source: Field survey, 2024

Simultaneous Hypothesis Testing (F-Test)

The results of the simultaneous hypothesis test (F-test) are presented in Table 6. The ANOVA results indicate an F-value of 97.869 with a significance level of 0.000. Since this value is lower than the predetermined alpha threshold of 0.05, the findings confirm that motivation exerts a statistically significant effect on organizational commitment ($p = 0.000 < 0.05$). Accordingly, the analysis demonstrates that fluctuations in employee performance are influenced by variations in the independent variables included in the study. Therefore, the alternative hypothesis (H_A), which posits that motivation has a positive and significant effect on organizational commitment, is supported, while the null hypothesis (H₀) is rejected.

Table 6: Simultaneous Hypotheses Testing (F-Test)

Model		Sum of Squares	Df	Mean Square	F	Sig.
H _A	Regression	124.989	32	3.906	97.868	0.000
	Residual	10.377	260	0.040		
	Total	135.365	292			

Source: Field survey, 2024

DISCUSSION

The study unveiled findings that motivation has a significant impact on organizational commitment of personnel of the Nigeria federal agency. It revealed the contribution of both intrinsic and extrinsic motivation to

organizational commitment as 92.3%, and the remaining 7.7% is explained by other variables not included in this research model. While motivation explained 92.3% of the variance in organizational commitment, this unusually high figure should be interpreted with caution. It may partly reflect the use of self-reported data and the study's focus on a single organizational context, suggesting that additional factors—such as leadership styles, organizational culture, or broader workplace conditions—could provide further explanatory power in future research. The F-test for the three variables recorded a significant value of 0.000 which was smaller than the alpha level 0.05. Based on this statistical test, it can be explained that if the employee motivation variable is increased, it will have high implications for increasing organizational commitment.

The regression results revealed that the coefficient for intrinsic motivation was 0.622. This implies that, holding the independent variable (extrinsic motivation) constant, organizational commitment would increase by 62.2% given a 100% improvement in intrinsic motivation. This relationship was found to be statistically significant ($p = 0.000 < 0.05$), indicating that intrinsic motivation makes a unique and meaningful contribution to predicting organizational commitment. The importance employees place on intrinsic motivation suggests a desire to satisfy higher-order needs, consistent with Maslow's (1946) hierarchy of needs, as well as Locke's (1968) goal-setting theory, which emphasizes that intentions directed toward goal attainment are a key source of work motivation.

Similarly, the coefficient for extrinsic motivation was 0.743, suggesting that, when intrinsic motivation is held constant, organizational commitment would increase by 74.3% with a 100% improvement in extrinsic motivation. This effect was also statistically significant ($p = 0.000 < 0.05$), demonstrating that extrinsic motivation contributes substantially to predicting organizational commitment. This finding aligns with Herzberg's (1968) two-factor theory, which distinguishes between hygiene (extrinsic) factors such as salary and true motivators. While financial rewards may temporarily enhance commitment, sustained involvement and loyalty are more strongly associated with opportunities for personal growth, job challenges, and participation in decision-making. Thus, reliance on salary alone is insufficient to secure long-term employee commitment to organizational objectives.

The findings from this study align with the research findings reported by Kumarawati *et al.* (2017), Suwanto (2019), Sanjaya (2020), and Dame *et al.* (2021), which highlight that motivation positively and significantly influences performance. However, contrasting views exist, suggesting that motivation may have a negative and insignificant impact on performance, as argued by Abdullah (2018), Andriyani *et al.* (2020), Sukiman and Priyono (2020), and Syafruddin *et al.* (2021). The discrepancies in the outcomes of various studies predominantly revolve around the factors influencing an individual's motivation. Sutrisno (2011:116-120) posits that variations in motivation stem from both external (external influences) and internal (internal factors) sources. Shofwani and Hariyadi (2019) asserts that the stronger the work motivation, the higher the employee's performance. Consequently, any increase in work motivation is deemed to yield a substantial improvement in an employee's job performance. Santy and Abdurrahman (2021) emphasize that meaningful or valuable work contributes to a strong motivation to perform well. The study's results indicate that motivation, whether intrinsic due to personal interest or extrinsic due to external encouragement, plays a crucial role in driving individuals to engage in activities.

CONCLUSION

Motivation, encompassing both intrinsic and extrinsic elements, was identified as a crucial factor that significantly impacts organizational commitment. Intrinsic motivation, largely influenced by factors such as career progression opportunities and personal fulfillment, drives employees to excel and go beyond their basic job requirements. Extrinsic motivation, predominantly financial incentives and favorable working conditions, also plays a major role in encouraging employees to engage and perform well in their roles. Employees' who feel adequately motivated, either through personal or financial incentives, tend to be more committed to the organization. This aligns with established motivation theories that emphasize the importance of both internal drivers (such as career satisfaction and personal growth) and external rewards (such as pay and recognition) in influencing organizational commitment. The study's findings suggest that addressing motivational needs can significantly boost commitment levels and foster a more cohesive, engaged workforce.

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