



**EFFECT OF MOTIVATION ON EMPLOYEES' COMMITMENT TO WORK IN
NIGERIAN ORGANIZATIONS: A CASE STUDY OF ZENITH BANK PLC, ABUJA.**

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Abstract

The study examined the effect of motivation on employees' commitment in Nigerian organizations, using Zenith Bank Plc., Abuja as case study. The study used survey research design. The population of the study is the staff of Zenith Bank Plc., Abuja which is 578. The study used Taro Yamane formula to reduce the population of the study to 236 which is the sample size. The study also used 31 management staff. The study used questionnaire to obtained data and the data was analyzed using regression with the aid of SPSS statistical software 25.00. The finding indicates that there is positive and significant relationship between motivation and employees commitment in Zenith Bank Plc., Abuja, and there is positive and significant relationship between intrinsic motivation and employees' commitment in the bank. The study suggested that Zenith Bank Plc., Abuja should continue in motivating employees for better performance. The study is deemed to contribute to the body of knowledge with regards to the age long concept of organizational commitment among staff through the lenses of the theory of Employee Motivation, using the Maslow's Hierarchy of Needs Theory, McGregor's Theory X & Y, and William Ouchi's Participative Theory of Motivation. The study measures and attempts to gauge the impact of motivation on employees' commitment to the goal, mission and vision of their organization through a representative sample statistics using a simple survey method.

Keywords: Motivation, Employees' Commitment and Organizational Commitment.

INTRODUCTION

Motivation concerns that “psychological processes that cause the arousal, direction and persistence of behavior” (Ilgen and Klein, 1988). Whilst there is general agreement in the literature about these three components of “motivation” (e.g. Korman 1974, Kanfer, 1990), the nature of motivation as well as its pride of place in a work-place context has been the subject of great debate, and long-standing developing study. A lot of theories have been developed, tested and superseded by new ones, at a pace which has left organizational practice several steps behind researchers.

Employee motivation simply means the methods for motivating employees. It is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. However, "Motivation" can be thought of as the willingness to expend energy to achieve a goal or a reward (Shanks 2015).

Employee Motivation may be construed to have different constructs. However, many would describe it as the art of getting the buy-in of staff into an organizational philosophy. According to Shanks (2015), “Employee Motivation” or simply “Motivation” is derived from the root word “motive” which means a “need” or “desire” that prompts an individual to action. Thus, Employee Motivation is the act or process of providing a motive that causes an employee or a worker to take some action (Shanks, 2015). Huczynski and Buchanan (2007) argued that Employee Motivation is a combination of goals towards which a worker is directed, the process through which those goals are pursued and achieved and the social factors involved. Luthans (2012) stated that Employee Motivation is a combination of needs, drives and incentives used to encourage workers to work harder. To Uzonna (2013) however, Employee Motivation is a process or cycle that starts with physiological or psychological deficiency or need that activates an employee’s behaviour or drive which is aimed at a goal or incentive. The underlying concept of Employee Motivation is some driving force within employees by which they attempt to achieve some goals in order to fulfill some needs or expectations (Mullins, 2009). Employee Motivation refers to the force within an employee that causes them to behave in a specific, goal-directed manner (Helliegele et al., 2012). Reece and Brandt (2007) defined Employee Motivation as the reason why employees do the things they do. They further stated that in a work setting,

Employee Motivation is what makes workers want to work. In the opinions of Daft and Marcic (2004), Employee Motivation refers to the forces (either internal or external) to a worker which arouse enthusiasm and persistence to pursue a certain course of action.

Statement of the Problem

The research attempts to examine the question of why organizations fail, and/or cannot transform into big corporates in Nigeria (and indeed Africa) like what we see in other climes of Europe, the Americas and Asia. The survey seeks to investigate the role of low levels of motivation and commitment among workers in organizations in this regard.

It is not easy to point at organizations in Nigeria that grew from a one-man-business to a conglomerate in the past four (4) decades. Many organizations in Nigeria can hardly identify (boast of) workers who are (could be) trusted as highly motivated and committed. Many of such organizations are usually emblems of poor performances (Adam I., 2007). Besides, the desire for entrepreneurship/independence of existing staff can also be a factor or problem faced by organizations in Nigeria. Many workers in Nigeria want to be their own bosses. They lack the collaborative and partnership spirit to engage in joint venture arrangement that would eventually translate into medium-sized or big corporations (Orugun, 2014). The desire to go it alone probably explains why many SMEs remain MSMEs for the better part of their business life cycle. Thus most of the failures could be tied to inability to create a motivational element (the Theory Z element) often emanating from cultural affinities and beliefs that drive the commitment in workers to see themselves as part owners of the organization they work for, sharing in the long-run objective of such organizations (Onuoha, B. C. (2010). In essence a lack of organizational commitment can be attributed to the desire of many workers tending to work for themselves, without the collaborative culture of visioning and partnership (P. U. Akanwa, 2013).

Objectives of the Study

The objectives of this research are:

- A.** To determine the impact of Motivation on Employee Commitment.
- B.** To assess the level of Organizational Commitment among workers in Nigeria.
- C.** To measure the level of motivation of employees in Nigerian organizations.

Research Hypotheses

The following hypotheses will be used in conducting this study:

- i.H0:** Motivation does not affect Employee Commitment.
- ii.H0:** The level of Employee Commitment to organizational objectives is low in Nigerian.
- iii.H0:** The level of motivation of employees in Nigerian organizations is low.

Scope of the Study

The scope of the study is limited to Abuja, taking a sample study of one of the leading financial institutions in Nigeria. Since the study falls within the realm of motivation and organizational commitment, the survey attempts to assess the level of motivation and commitment of employees in organizations across Nigeria using the selected organization, through a case study approach. In this connection, we are using Zenith Bank Plc as a case study. The research findings will be generalized after which conclusion and recommendations will be made.

Conceptual Framework

In management register, motivation is mostly used as a transitive verb. In this regard, motivation is by implication anything done by any person or group to another with the intension of getting something(s) done. A further implication of this usage may be that the motivated parties have to be induced or galvanized to perform some action(s) or expend a degree of energy or effort(s) on something(s) which they would ordinarily not otherwise wish to do. Lawler (1973) emphasized that this issue is of serious importance to the progress and prosperity of modern day organizations. Lawler believes that the individual behaviour that forms the crucial aspect in determining the effectiveness of the organization is (almost without exception) the voluntarily motivated behaviors. This is so because they are the core riders and drivers of organizational commitment.

Ilgen and Klein (1988), defines motivation as a “psychological processes that cause the arousal, direction and persistence of behavior”. Whilst there is general agreement in the literature about these three components of “motivation” (e.g.: Korman 1974, Kanfer, 1990), the nature and place of motivation in a work-place context has been the subject of long, widely researched and continuous developing study. A lot of theories have been hypothesized, propounded, developed

and tested; and a lot of them have been superseded (in light of unfolding development and further research studies) at a pace which has left organizational management practice several steps behind the researchers.

Employee motivation simply refers to the methods for motivating employees. It is an internal (intrinsic) drive to put forth the necessary effort and action towards work-related activities; it is the willingness to expend energy to achieve a goal or a reward (Shanks 2015). It is sometimes construed to have different constructs as many would describe it as the art of getting the buy-in of staff into an organizational philosophy. According to Shanks (2015), the word “Motivation” is derived from the root word “motive” which means a “need” or “desire” that prompts an individual to action. Thus, Employee Motivation is the act or process of providing a motive that causes an employee or a worker to take some action (Shanks, 2015). Huczynski and Buchanan (2007) argued that Employee Motivation is a combination of goals towards which a worker is directed, the process through which those goals are pursued and achieved and the social factors involved. Luthans (2012) stated that Employee Motivation is a combination of needs, drives and incentives used to encourage workers to work more. According to Uzonna (2013), Employee Motivation is a process or cycle that starts with physiological or psychological deficiency or need that activates an employee’s behaviour or drive which is aimed at a goal or incentive. The underlying concept of Employee Motivation is some driving force within employees by which they attempt to achieve some goals in order to fulfill some needs or expectations (Mullins, 2009). Employee Motivation refers to the force within an employee that causes them to behave in a specific, goal-directed manner (Helliegele et al., 2012). Reece and Brandt (2007) defined Employee Motivation as the reason why employees do the things they do. They further stated that in a work setting, Employee Motivation is what makes workers want to work. In the opinions of Daft and Marcic (2004), Employee Motivation refers to the forces (internal or external) which arouse enthusiasm and persistence to pursue a certain course of action.

From the definitions of Employee Motivation above, it can be understood that Employee Motivation refers an employee’s intention to achieve a goal which eventually leads to a goal-directed behaviour. It is easy to show therefore that Employee Motivation has something to do with a worker’s behaviour, i.e., when an employee is said to be motivated, this means that such an employee is aiming at accomplishing a task and/or a set target within an organization.

This research study falls within the framework of Employee Motivation and Organizational Commitment. Therefore, the researcher identifies McGregor's Theory X and Y; Herzberg Two factor Theory of motivation; Maslow's Hierarchy of Needs; and William Ouchi's Theory Z as the main frame of the conceptual framework.

Employee motivation has always been a central challenge for leaders and managers in most organizations across the globe. Unmotivated employees are likely to spend little or no effort in their jobs, very likely to avoid the workplace in some instances, exit the organization if given the opportunity, and most probably produce low quality work. On the flip side, motivated employees are likely to be committed, persistent, creative and productive; turning out high quality work with little or no external push/drive- the push comes from within themselves, which is the motivation. Studies have shown that the behaviour of an employee (or a group of employees) of many organizations hardly support the efforts put in by their organizations (meant) to raise their performances and put productivity at their best. Many factors may be responsible for this. Employers need to know that every employee has different stroke of becoming motivated (apart from the general theories of motivation) based on their personal goals, wants, needs, aspirations and dreams. Kindling and rekindling employee motivation requires much more than the old-fashioned carrot- and-stick approach, it means aligning the needs, goals and aspiration of the employee with those of the organization. Today's manager needs to understand the reasons why employees work and offer the rewards they hope to receive. Motivated employees have a drive to succeed irrespective of who is involved. Managers cannot "motivate" employees, but they can create an environment that inspires and supports strong employee motivation.

Review of literature

There has been a lot of research done on Motivation by many researchers. The following are only a few of the research topics that have been done on Motivation: Motivation theories, Ways to encourage employee motivation, Measures of Motivation, Principles of motivation, Ways of making your firm more exciting, How to motivate your people problem, The missing link in Strategic Performance, Salary is not a motivator anymore, How to effectively reward employees, Turning Motivation Theory into Practice, Measures of Motivation, Self-Theories and Employee Motivation. Of the many theories of motivation, Herzberg's (1966) motivator-hygiene theory has been one of the most influential in recent past. Basically, the theory divides motivating factors into two categories: Motivator factors, which have something to do with the work itself, and

Hygiene factors, which have something to do with the surrounding context. According to Maslow, most of what we know of human motivation comes not from psychologists but from psychotherapists treating patients. He explains that these patients are a great source of error as well as of useful data, because they do not constitute a rich sample of the population. Hackman and Oldham's (1976) model of job enrichment propose that jobs can be made more motivating by increasing the following: skill variety, task identity, task significance, autonomy, and feedback. A psychological view suggests that very high levels of intrinsic motivation are marked by a strong interest and involvement in the work, and by a perfect match of task complexity with skill level, an experience of some kind of psychological flow, and a sense of belonging in the activity they are doing (Csikszentmihalyi 1975). This psychological view suggests that extrinsic motivation works well with intrinsic motivation (Deci 1975; Deci & Ryan 1985). Extrinsic motivation is when an individual feels driven by something outside of the work itself (e.g. the promised of reward or incentive). By and large, intrinsic and extrinsic motivating factors are veritable options to consider in employee motivation to achieve organizational commitment.

Empirical Review

Isaac and Dinah (2016) examined the effect of financial and non-financial motivation on organizational commitment of employees in Universities in Nakuru County, Kenya. The specific objectives of the study were as follows: to determine the effect of financial motivation on normative commitment of employees in universities in Nakuru County; to determine the effect of financial motivation on affective commitment of employees in universities in Nakuru County; to establish the effect of financial motivation on continuance commitment of employees in universities in Nakuru County; and finally, to determine the combined effect of motivation management on employees organisational commitment in universities in Nakuru County. The sample size of the study comprised 224 full-time lecturers working in 10 universities within Nakuru County. Data was collected using the questionnaire method. The data obtained was processed using the Statistical Package for Social Sciences (SPSS) and was analyzed using both descriptive and inferential statistics. The analyzed data was presented using graphs, charts and tables. Results indicated that there was a moderate significant positive relationship between financial motivation and affective commitment ($r = 0.344$, $p < 0.000$) and a weak significant positive relationship between financial motivation and normative commitment ($r = 0.249$, $p <$

0.008). The study found that financial motivation management practices collectively have significant effect on organizational commitment.

Ayeni (2015) examined the impact of financial motivation on workforce efficiency in College of Education, Ikare-Ekiti. Three (3) Research Questions and hypotheses were generated and tested respectively. Survey method was adopted and one hundred and fifty (150) academic members of staff were selected for the study. A well-constructed questionnaire was developed for the study. The questionnaire was validated by expert in Business Education department. The reliability coefficient of 0.98 was obtained which implies high reliability of the instrument. The descriptive statistics method of standard deviation was used to provide answer to the research questions and Chi-Square (χ^2) statistics was used to analyze the hypotheses at 0.05 level of significance. The findings revealed that financial motivation in form of salary and benefits enhance staff effectiveness and commitment. However, it was revealed that financial motivation does not result in sustained motivation for retention.

Oyoo (2015) determined the effect of extrinsic motivation on employee commitment in faith based health organizations (including the effect of intrinsic motivation on employee commitment in faith based health organizations) in Kakamega County. A stratified random sample of 103 employees was drawn from a target population of 505. Data was collected using questionnaires and the data were analyzed. The result (using a correlation model) showed that there is a strong relationship between motivation practices and employee commitment. The conclusion was that: the better the motivational efforts and practices, the more committed employees will be to the organization.

Other empirical surveys show that Mustafa Malum, (2019), conducted a research on employee motivation and organizational commitment, and found that both are significantly positively correlated. Rizal et al. (2014) did a research work on employee motivation. The results showed that there is a significant and positive correlation between Employee Motivation and Organizational Commitment. Other research works include Njambi, 2014; Dobre, 2013; Daniel, 2011; Kalimullah, 2010; Vlosky & Aguilar, 2009; Wentzel & Wigfield, 2009; Bartol & Martin, 2008; Luthans, 2005; Mullins, 2005; Sara et al., 2004; Cole, 2003; Lawler, 2003; George & Jones, 2002.

Motivational Theories: Theory X, Theory Y and Theory Z

McGregor's Theory X and Theory Y

The view that a manager's attitude has impact on employees' motivation was originally put forward by Douglas McGregor in the 1950s. In his book, "The Human Side of Enterprise" (1960), McGregor proposed two theories by which a manager perceives and addresses employees' motivation. He termed these (opposing) motivational methods as "Theory X" and "Theory Y". The two theories assume that a manager's role is to organize workers in such a way as to best benefit the organization. Beyond this similarity however, are the different attitudes and assumptions which these theories denote and connote. For example, according to McGregor, Theory X management assumes that workers inherently dislike work, and they will attempt to avoid work wherever and whenever possible. The theory also assumes that most employees are not ambitious, as they have little desire for responsibility, and they prefer to be directed. Also, one of the assumptions of Theory X is that most workers have little aptitude for creativity in solving organizational problems; and that motivation occurs only at the physiological and security levels of Maslow's hierarchy of needs. Besides, Theory X believes that most workers are self-centered; hence they must be closely monitored, supervised, controlled and often coerced to achieve organizational objectives. Other assumptions and beliefs of Theory X are: Most employees resist change; and most employees are gullible and unintelligent. Essentially, Theory X believes that the primary source of employee motivation is monetary, then strongly followed by security. Under Theory X, one can take a hard or soft approach to getting things done. The hard approach to motivation relies heavily on force, coercion, implicit threats, micromanagement, close supervision and tight controls (i.e., basically an environment of command and control). While the soft approach is to be permissive and seek harmony in the hopes that (in return) employees will cooperate when asked. In reality however, neither of these (extreme) approaches is optimal- the hard approach results in hostility, purposely low output, and extreme union demands; while the soft approach results in a growing desire for greater reward in exchange for (often diminished) work output. It therefore appears that the optimal approach to employees motivation would lie somewhere between the hard and soft approaches. However, McGregor asserts that neither approach is appropriate, because the basic assumptions of Theory X are incorrect.

Drawing on Maslow's hierarchy of needs, McGregor argues that a need, once satisfied, no longer motivates an employee as the organization employs monetary rewards and benefits to satisfy employees' lower-level needs. Once those needs have been satisfied, the motivation disappears. There are higher level needs, and the use of Theory X hinders the satisfaction of higher-level needs because it does not acknowledge the relevance of the higher-level needs in the workplace. As a result, the only way that employees can attempt to meet higher-level needs at the workplace is to seek more compensation. Hence they focus on monetary rewards. While money may not be the most effective way to self-fulfillment, it may be the only way available the worker in this regard. People will use work to satisfy their lower-level needs and seek to satisfy their higher-level needs in their leisure time. However, employees can be most productive when their work goals align with their higher-level needs.

McGregor equally argues that a "command-and-control" environment is ineffective because it relies on lower needs for motivation. In modern day workplace environment, lower needs are mostly already satisfied and therefore they are no longer capable of motivating workers. Consequently it is natural to expect the employee to dislike his (her) work, avoid responsibility, resist change, and have no interest in organizational goals, and so on — thus, creating a self-fulfilling prophecy. This leads to what McGregor described as Theory Y management.

Theory Y

According to McGregor, the higher-level needs of respect, goal setting and fulfillment, and self-actualization, are ongoing needs that may never be completely satisfied, hence, they can be veritable means through which employees can best be motivated.

In strong contrast to Theory X, Theory Y makes the following assumptions: that employees believe that work can be as natural as play if the conditions are favorable; workers will be self-directed and creative to meet their work and organizational objectives if they are committed to them; employees will be committed to their quality and productivity objectives if rewards are in place that address higher needs such as esteem and self-fulfillment; that the capacity for creativity spreads throughout organizations; that most employees can and do handle responsibility because creativity and ingenuity are common in the population; and finally that under these conditions, workers will seek responsibility and be productive. McGregor posits that based on these assumptions, there exists an opportunity to align employees' personal goals with

organizational objectives by using the employees' own need for fulfillment as the motivating factor. McGregor stressed that under Theory Y management there is no implication for a soft or hard approach, because there is the recognized that some people may not have reached the level of maturity that the Theory assumes, and therefore may initially need tighter controls that can be relaxed as the employee develops. Using Theory Y therefore, an organization can apply some of the principles of scientific management to improve employee motivation. These principles involve the principles of Decentralization and Delegation, Job Enlargement and Enrichment, Participative Management, and Performance Appraisals. McGregor opined that if Theory Y is properly implemented, it will create a germane environment for effective employee motivation. Such an environment created by these assumptions can increase and continually fuel motivation as employees will want to work to satisfy their higher-level personal needs through their jobs.

Ouchi's Theory Z

This theory was a result of the works of William Ouchi, a management professor. Born and educated in America, William Ouchi was of Japanese descent and spent a lot of time in Japan studying the country's approach to motivation using workplace teamwork and participative management. Ouchi argued that Western organizations could learn from their Japanese counterparts. He proposed Theory Z. Theory Z is an advanced form of Theory X and Theory Y. It appears to blend the best of Eastern and Western management practices. In his book "How American Management Can Meet the Japanese Challenge" (1981), Ouchi highlighted the benefits of Theory Z where he stated that Theory Z helps to reduced employee turnover, increased employee commitment, lead to improved morale, help create job satisfaction, and drastically help to increase productivity.

Theory Z stresses the need to assist workers to become generalists rather than specialists. It views job rotations, training and re-training as a means of increasing employees' knowledge of the company and its processes while building a variety of skills and abilities. Since employees are given much more time to receive training, rotate through jobs, and master the intricacies of the organization's operations, the ingredients for motivation is effectively being harnessed. The rationale for the drawn-out time frame is that it helps develop a more dedicated, loyal, and permanent workforce, which is a plus to the organization in many ways (including the employees), because it helps to create the opportunity for employees to fully develop their careers in the organization. When employees rise to a higher level of management, it is expected

that they too will use Theory Z to “bring up,” train, develop and mentor other employees in a similar fashion.

Ouchi’s Theory Z makes certain assumptions about workers. One of such assumptions is that workers seek to build cooperative and intimate working relationships with their coworkers. In other words, workers have a strong desire for affiliation. Another assumption of Theory Z is the expectation of reciprocity and support by employees from their organization. The Theory believes that employees want to maintain a work-life balance, as they value a working environment in which things like family, culture, and traditions are considered to be just as important as the work itself. Under Theory Z management, workers are deemed to have a good sense of cohesion with their fellow workers; as they also develop a sense of order, discipline, and a moral obligation to work hard. Theory Z also assumes that workers can be trusted to do their jobs to their utmost ability and look after for their own and others’ well-being, given the right management support.

For Theory Z to attain its potentials and objectives, certain organizational culture must be prevalent and entrenched: existence of strong company philosophy and culture; long-term staff development and employment; consensus in decisions-making; generalist employees; management concern for the happiness and well-being of workers; existence of informal control with formalized measures; and a culture where individual worker takes full responsibility for action taken. Just like Theories X and Y, Theory Z has its own limitations -it is not the last word on motivation.

Motivation: A Key To Performance Improvement

Motivation arises through goal setting as one of the efforts to achieving set targets involves motivation. There is a rethink of the popular adage that says “you can take a horse to the river but you cannot force it to drink”, as motivational tactic now serve as an indirect way to “force the horse to drink” -people will do what they want to do, otherwise they will do what they are “motivated to do”. Whether it is to excel in the workplace or in the 'ivory tower' people are usually motivated or driven by “something”. The key is to identify such “thing(s)” and use it as a motivating factor to achieve the desired objective(s). Motivation is a skill which can and should be acquired. This is essential for any business to thrive. Performance is considered to be a function of one’s ability and motivational skills. Thus: ● Job performance =f (ability)

(motivation). Ability in turn depends on other factors such as education, skill, experience and training. There are many options and broad strategies of motivation. This is outside the scope of this research.

Effects of Organizational Commitment

There are two key effects of Employee (Organizational) Commitment which are either negative or positive depending on whether members of an organization are highly or poorly motivated. Thus producing higher (or lower) level commitment for organizational goals. For an organization whose workers are highly committed, the effects will be positive while the reverse is the case for any organization whose workforce is less committed.

TABLE 1

S/N	LOW LEVEL COMMITMENT	HIGH LEVEL COMMITMENT
1.	They tend to fear failure.	They experience occupational burnout.
2.	They tend to have negative personality and cultural factors.	They tend to have burning desire to succeed.
3.	They lack sense of achievement.	They have high level of energy.
4.	They tend to fear success.	They are very loyal workers.
5.	They procrastinate a lot at work.	They follow compulsive and obsessive patterns to carry out tasks.

SOURCE: Counseling and Psychotherapy of Work Dysfunctions by Lowman R.L. (2006)

Table 1 above highlights the characteristics of the different levels of organizational commitment. Of course every organization wants employees with high level commitment to the organization. This does not come over night. The high rate of staff turnover and absenteeism witnessed today in many organizations (especially in government run organizations in Nigeria) speak to the issue of poor organizational commitment usually arising from a lack of effective policy on employee motivation. Low (poor) organizational commitment among staff in organizations can lead to low-level productivity, reduced loyalty, reduced staff drive/efforts, diminished (or a complete lack of) enthusiasm, (sometimes) theft, and (in most cases) job dissatisfaction, among other things (Cohen, 2003). Low level commitment can also arise from the focus (or lack of it) side incomes by employees who ultimately desire to work for themselves and be their “own boss(es)”. They naturally will not have the drive, focus or desired commitment to key into the organization’s strategic goal, vision and mission due to the driving force and the innate ambition to “work for themselves” (Onuoha, B. C. 2010).

Literature Gap

Most of the researches done to determine the effect of motivation on organizational (employees) commitment mainly focused on the motivational perspective failing to look at the socio-cultural and entrepreneurial dynamics of the subject as it relates to the twin concepts of employee motivational and organizational commitment. Basically this is the gap this research seeks to fill by broadly examining the general effects of employee motivation on organizational commitment with the socio-cultural background, giving a perspective to why motivation needs to focus on the peculiarity of the worker's background, beliefs and other perspective of growth such as ownership, "self-determination/actualization", as well as the desire for independence and co-ownership. This may mean efforts in defining and giving employees a stake in the organization, thereby taking full cognizance of affective, normative and continuance commitment of the employee which appear to be the main thrust of Ouchi's Motivational Theory Z.

METHODOLOGY

The study on the effect of Motivation on Employees (Organizational) Commitment to work in Nigerian organization: a case study of Zenith Bank Plc., in Abuja is a qualitative research and therefore it used qualitative research methodologies and qualitative data collection techniques in conducting the research operation. These qualitative techniques were adopted because the researcher wished to gain a good insight and understanding of the correlation between the independent variable (Motivation) and the dependent variable (Employee Commitment).

Research Design

The research study used "descriptive" and "causal" research designs as frameworks and approaches for answering the research question. In using these research designs, a survey was carried out through the administration of carefully designed questionnaires.

The choice of Descriptive Research Design became necessary because the work involves describing "what exists" between the independent and dependent variables (Employee Motivation and Employee Commitment) of the study. Besides, Cooper and Schindler (2003) suggested that when a study involves surveying respondents and seeking their opinions, then the most appropriate research design to use is the Descriptive Research Design. Besides, the Causal Research Design was chosen because the study involves establishing "cause-and-effect"

relationships between the variables. This is in line with the opinion of Saunders et al. (2007) - i.e. that Causal Research Design is most appropriate for a study that involves explanation of cause-and-effect relationships between variables.

Research Designs are without doubt the master techniques for carrying out research studies (Kornhauser & Lazarsfeld, 1955). They serve as overall plans for finding solutions to research problems and therefore should be very effective in gathering the required data for answering the Critical Research Questions, and achieving the Objectives of the study (Ghauri & Gronhaug, 2010). These views were corroborated by Kornhauser and Lazarsfeld (1955).

Population of the Study

The population of the study comprises the staff of Zenith Bank Plc., Abuja. 578 staffs were involved in the survey. Table 2 below shows the survey staff distribution.

TABLE 2: Size and Nature of the Population

S/N	CATEGORY/NATURE	ZENITH BANK PLC ABUJA
1	Marketers	276
2	Operations	131
3.	Middle Management	105
4.	Senior Management	31
5.	Others	35
	TOTAL	578

SOURCE: Developed for this Research Study (2020)

The population of employees (junior, senior and management staff) is 578 staff (based on HR figures as obtained at the time of the survey in January, 2020). The study used Taro Yamane formula to determine the sample size of the study. According to Smith (1984) in sample size determination, which is in agreement with the Taro Yamane sample size determination technique (1967), it stated that if the population is above 400, there is a need to use Taro Yamane formula to reduce the population.

According to Yamane (1967), the sample size of a study is derived thus:

$$n = N/1+N (e)^2$$

Where N = the population size

e = the margin of error (assumed at 5%)

1= constant

$$n = 578/1+578(0.05)^2$$

$$n = 578/1+578(0.0025)$$

$$n = 578/1+1.445$$

$$n = 578/2.445$$

$$n = 236$$

Based on the estimated sample size, 236 employees of Zenith Bank Plc., Abuja is being used as the estimated sample size for the study. The study also selected 31 management staff to answer questions on employees' commitment. The researcher used simple random sampling technique to administer questionnaire to the respondents who are the staff of Zenith Bank Plc., Abuja. Simple random sampling technique is used to ensure that all the sample size is given equal chance in the study.

A self-administered questionnaire was used in gathering the data. The respondents were provided with guidelines to ensure that they understand the questions, and to respond suitably. As much as possible, questions in the survey instrument were worded in an open-ended manner to provide quantitative data as per the researcher's response category. A Likert scale of 5 is used to measure the extent to which the various respondents agreed or disagreed with the issues raised. A Likert scale is a psychometric response scale primarily used in questionnaires to obtain participant's preference(s) or degree of agreement with a statement or set of statements or factors (Cooper & Schindler, 2006). The questionnaire was administered to the staff of Zenith Bank Plc., Abuja by the researcher.

The research instrument (questionnaire) was subjected to test so as to ensure its validity and reliability. Reliability is used to test the extent of the questions' accuracy in the instrument, while validity is used to test for the internal consistency of each of the questions/variables in the questionnaire. The most convenient method for testing for the internal consistency is the Cronbach's Alpha, which is computed with the following model:

$$\alpha = \frac{Nr}{1+r(N-1)}$$

Where:

α = Cronbach Alpha

N= the number of items in the scale

r= the mean inter-item correlation

A minimum Cronbach’s Alpha value of 0.7 is stated to be reliable (Ritter, 2010). The result of the reliability of the instrument is presented on the table below:

Table 3: Scale reliability of variables

Variables	Cronbach’s Alpha
Extrinsic motivation	0.87
Intrinsic motivation	0.88
Employees commitment	0.89

Source: Researcher’s Computation (2020)

The above table shows that the reliability of the instruments of the variables have Alpha value above 0.7, which means that all variables in the instrument are reliable.

Data analysis method entailed editing, coding and tabulation of data collected into manageable summaries. The study used descriptive statistics such as mean and standard deviation as well as frequencies and percentages. The study also used regression and correlation. Regression is used to estimate the cause-and-effect relationship between the dependent and independent variables while correlation is used to ascertain the degree or strength of a relationship between the variables. Statistical Package for Social Sciences (SPSS) is also used in the data analyses. The regression analysis results provide support for anticipated directions of the association between the independent and dependent variables. Whereas the regression helps to show how a model fits and has the capacity to include the t-test and f-test as well as Durbin Watson. The SPSS is used because it has the capacity to calculate the normality test and logged the data to correct any abnormal data in the study.

Model Specification

Model specification is a way of representing, in a mathematical form, relationships that exist between variables. The model specification on the effect of (Employee) Motivation on Employee (Organizational) Commitment is represented in two different functional equations as follows:

OC = f (EMOTIVATION).....1

$$\text{EMOTIVATION} = f(\text{REW}, \text{RECOG}, \text{JENRICH}, \text{JROTATE}, \text{MONEY}, \text{ETRAINING}) \dots \dots \dots 2$$

where:

OC = Organizational Commitment (and it is the dependent variable)

EMOTIVATION = Employee Motivation (the independent variable)

REW = Rewards

RECOG = Recognition

JENRICH = Job Enrichment

JROTATE = Job Rotation

MONEY = Money

ETRAINING = Employee Training

In the second equation (model) above, Rewards, Recognition, Job Enrichment, Job Rotation, Money and Employee Training are proxies for the independent variable (Employee Motivation).

It is important to note that the two models show the relationships between the variables in an “exact” (deterministic) manner. Therefore the researcher would have to use linear equations (models) so as to make the relationships between the variables “inexact.” This then led to the development of a third and a fourth model shown below. In these third and fourth models, “ β_0 ” is the constant term while “ $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5,$ and β_6 ” are the coefficients or parameters of the independent variable and its proxies. The “ μ ” which is referred to as the stochastic (random) term was introduced for the purpose of changing the nature of the relationships between the variables (from exact to inexact) and it captures all other proxies of the independent variable which are not included in the equations/models:

$$\text{OC} = \beta_0 + \beta_1 \text{EMOTIVATION} + \mu \dots \dots \dots 3$$

$$\text{EMOTIVATION} = \beta_0 + \beta_1 \text{REW} + \beta_2 \text{RECOG} + \beta_3 \text{JENRICH} + \beta_4 \text{JROTATE} + \beta_5 \text{MONEY} + \beta_6 \text{ETRAINING} + \mu \dots \dots \dots 4$$

TABLE 4: Measures of the Independent Variable of the Study

Intrinsic Motivation Measurement Items		Extrinsic Motivation Measurement Items	
1.	Job responsibilities of a worker	11.	Perception of the working conditions
2.	Employee’s efforts recognition/appreciation	8.	Availability of materials, equipment and supplies in the workplace
3.	Employees’ level of freedom, input and authority in work assignment and	9.	Promotion opportunities in the workplace, and fairness of the system

	decision making		
4.	Respect from co-workers	10.	Training and retraining
5.	Freedom to make decisions in the workplace and sense of belonging	11.	Recognition, reward, compensation and security of tenure/job
6.	The degree of relevance, importance and recognition to which employees are considered as important members of an organization	12.	Good interpersonal relationships, career progression, succession plan, ownership structure and balance of power, Training and development opportunities
7	Rewards system appreciation by workers	13.	Openness and accountability
8	Appraisal method by organization	14.	Recruitment and orientation
9	Workers' perception of equity in the system	15.	Clarity of purpose, mission, vision, goals and objectives
10	Organizational culture and value systems	16.	CRS, taxation and government interests

SOURCE: Adapted from Job Motivation and Organizational Commitment among Health Professionals by Altindis S. (2011)

Measures of Organizational Commitment

The dependent variable of this study (Organizational Commitment) was measured by using the organizational commitment measurement scale provided by Meyer and Allen (1997). This scale measures three different dimensions of Organizational Commitment and they are: Affective, Continuance, and Normative commitments (as can be seen in Table 5 below). Items were measured using the Likert scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

TABLE 5: Measures of the Dependent Variable of the Study

	Affective Commitment Measurement Items	Continuance Commitment Measurement Items	Normative Commitment Measurement Items
1.	I feel as connected with the organization	It will really be very difficult for me to leave this organization now	I cannot leave this organization now as I have a sense of obligation to the members
2.	I feel a strong sense of belonging to this organization	I will be troubled if I decide to leave this organization now	I will not leave this organization because I feel like the organization is mine & deserves my loyalty
3.	I feel emotionally attached to this organization such that I feel working here is like working for myself	I had already put so much into this organization, so I cannot work in another organization.	I am afraid I will end up feeling guilty if I leave this organization.
4.	This organization has a great deal of personal meaning for me. I feel a sense of ownership/belonging	It will be difficult for me to adapt to a new workplace if I leave this organization	By leaving this organization I will break my personal relationships with my colleagues, so I will not leave
5.	I feel like part of the family in this organization	At this moment, remaining in this organization is a matter of necessity	I feel it is obligatory upon me to be loyal to this organization
6.	I feel as though the job I do in this organization is my own business/job	Remaining in this organization and seeing it succeed is my objective	I will not leave this organization because I owe a great deal to it

SOURCE: Adapted from "Commitment in the Workplace: Theory, Research, and application" by Meyer J.P. & Allen N.J. (1997)

Hypotheses Testing

The formulated hypotheses are tested using two different methods. “Hypothesis One” of the research is tested using Simple Regression Analysis, while Hypothesis Two and Three are tested using the ANOVA (Analysis Of Variance) technique.

Hypothesis One:

H0: Motivation does not affect Employee (Organizational) Commitment.

Simple Regression Analysis

TABLE 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.718 ^a	.600	.396	2.71025	.700	109.210	1	164	.000

a. Predictors: (Constant), Employee Motivation

SOURCE: Researcher’s Calculations Using IBM SPSS® 20.0 Software

Table 6 above presents the model summary results and it shows that the relationship between Employee Motivation and Organizational Commitment as determined by the regression coefficient “R” value is .718 (or 71.8%). This is an indication that there is a strong relationship between these two variables. The table also shows that the variation in Organizational Commitment as a result of Employee Motivation is indicated by R-Square value of .600 (or 60%). This means that about 60% variation in Organizational Commitment is explained by the independent variable (Employee Motivation). The remaining 40% is accounted for by certain factors not captured by the study.

TABLE 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.764	.819		25.367	.000
	Employee Motivation	2.403	.230	.618	10.450	.0001

a. Dependent Variable: Organizational Commitment

SOURCE: Researcher’s Calculations Using IBM SPSS® 20.0 Software

Looking at **Table 7** above, the results of the regression test revealed that the independent variable (Employee Motivation) has a coefficient value of “.618 (or 61.8%),” t-Statistics

value of “10.450,” and significance value of “.0001.” This means that increase in the independent variable by 1% will lead to 61.8% increase in the dependent variable (Organizational Commitment). This relationship is significant considering the Sig. value of “.0001” which is less than the 5% level of significance. Hence, the null hypothesis which states that “Employee Motivation does not affect Organizational Commitment” is therefore rejected.

Hypothesis Two:

Hypothesis two of this research was tested using the Analysis of Variance (ANOVA) technique.

H0: The level of Organizational Commitment of workers in Nigerian organizations is low.

Analysis of Variance (ANOVA)

TABLE 8: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Samples	101.555	4	25.389	57.670	.000
Within Samples	70.879	161	.440		
Total	172.434	165			

SOURCE: Researcher’s Calculations Using IBM SPSS® 20.0 Software

The ANOVA results on **Table 8** show that the value of F is “57.670.” The model is significant at 0.000. This means 0.00% significance level and 100% confidence level. F tabulated is “2.43.” We reject the null hypothesis because F calculated (57.670) is greater than F tabulated (2.34). This means that the “the level of Organizational Commitment of workers in Nigerian organizations” is not low. In other words the level of motivation of workers in Nigerian organizations is high.

Hypothesis Three:

The validation of hypothesis three of this research was done using the ANOVA technique.

H0: The level of motivation of employees in Nigerian organizations is low.

Analysis of Variance

TABLE 9: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Samples	111.613	9	21.423	67.529	.000
Within Samples	60.251	168	.537		
Total	171.864	177			

SOURCE: Researcher’s Calculations Using SPSS® 20.0 Software

Table 9 above shows an F value of “67.529” and that the model is significant at 0.000. Because F calculated (67.529) is greater than F tabulated (3.68), the null hypothesis is rejected. Therefore we accept the alternate hypothesis that “the level of motivation of employees in Nigerian organizations” is high.

Discussion of Findings

The research findings reveal that there exists a significant relationship between Motivation and Employee Commitment; and the level of commitment of workers in Zenith Bank Plc., Abuja is good. Although workers do not have a sense of ownership, but the level of staff motivation in the organization is high.

The study also reveal that workers have job duties related to their level in the organization, and that workers in the organization have relatively full authority to carry out tasks assigned to them, taking full responsibility for their actions. The research also indicated that workers in the organization have relatively low leverage in decisions making, but there are indications of the existence of favourable working conditions in the organization. From the survey, it is clear that there is a conducive work environment and workers are provided with sufficient working tools and supplies in the organization. Also the research shows that there exist a rigorous appraisal and process in the organization, and there is a feeling that this is not commensurate and comparable to the “size and peers” of the organization in the industry. Other findings of the research are: that workers are given good remuneration, and there is good interpersonal relationships among the staff of the organization; workplace goals and objectives appear well spelt out, clear and achievable; there is training and retraining for worker in the organization; loyalty and longevity of service appear blurred; and the issue of retirement plan (among other long term hygiene factors) are determined by chance in the organization. There is opportunity for profit sharing, but

long term continuity of job and job security is left to chance and is strongly determined by performance including other externalities.

The study also reveals that employees in the organization are committed to their jobs and they have a strong sense of belonging. There is however no emotional attachment to their organization because of the feeling of lack of ownership.

The findings of this study are similar to the results of many of the previous research works available in extant literature. The empirical evidence of this research (based on the data analyzed) tallies with the reports of previous works like: George and Jones (2002), Cole (2003), Lawler (2003), Sara et al. (2004), Mullins (2005), Luthans (2005), Bartol and Martin (2008), Wentzel and Wigfield (2009), Vlosky and Aguilar (2009), Kalimullah (2010), Daniel (2011), Dobre (2013), Njambi (2014), Oyoo (2015), and Mustapha M (2019). These works help to established that there exists a positive and significant correlation between Motivation and Employee Commitment. However, the study is in disagreement with the finding of Ayeni (2015) who found that there is insignificant relationship between motivation and employees' commitment. The study is supported with expectancy theory which states that a person is motivated to the degree that he or she believes that (a) effort will lead to acceptable performance (expectancy), (b) performance will be motivated (instrumentality), and (c) the value of the motivations is highly positive (valence)". However the study is not supported by Ouchi's Motivational Theory of Participation whose benefits range from reduced staff turnover, increased employees' commitment, high staff morale, job satisfaction, increased productivity, among others.

Theory Z emphasises the need to assist workers become generalists, rather than specialists, as it views job rotation, training and retraining as a veritable instrument for increasing staff knowledge of the organization, its processes and its goals. It helps to build a variety of skills and abilities of the workers since workers are given much more time to receive training, rotate jobs, and master the intricacies of the organization's processes and operations. The consequence of the drawn-out time frame occasioned by job rotation is that it enriches staff experience and mastery of the job and process, as well as helps develop a more dedicated, loyal, and permanent workforce, which benefits the organization. Therefore the employees have the opportunity to fully develop their careers and be loyal to the organization.

From the forgoing, it is safe to say that organizational commitment of employee is equally largely driven by purposeful, robust, meaningful, customized, focused and milestone motivation for staff. However each motivational concept should be made to address the peculiarity of workers' needs as they fall in sync with the mission and vision of the organization, with the organization goal in clear perspective, using industry dimensions.

Conclusion

By and large, the conclusion here is that there is a significant relationship between motivation and employee organizational commitment. It is extremely important to run organizations using such motivational philosophies and ideas that will ensure the buy-in of workers, and elicit great feelings of participation, ownership and loyalty from staff. Workers (human capital) are the most valuable and critical asset of any forward looking organization that hopes to survive (weather) the stormy business environment and be on top of competition. If employees are made to believe (in practical terms) that their fortunes oscillate with those of the organization (such that Theory Z tries postulates), such employee will be more committed than the one who merely sees himself (or herself) as a tool in the hands of the organization. There are different types of employee motivation. Organizations should determine which best suits their socio-cultural environment. The motivational approach for organization in the northern part of Nigeria for instance may not entirely suit those employed in the southeastern part of the country-because the socio-cultural environments are different.

Suggestions for further research

Since this research is a test of how workable and effective some of the motivational theories are in practice (in view of the Nigerian socio-cultural dynamics), a further study can be done using government establishment and other strata of the business environment. Another organization in a different industry should be used as case study, so as to determine if similar or different results will be obtained.

Besides, the scope of this study is limited: limiting the study to Abuja is certainly not adequate and representative enough to make enough generalization of the research findings. Hence there is need to expand the scope of the study beyond Abuja with different organizations. A different research method should be used in order to explore the possibility of making the research more

versatile and reflective of the general principles of a good survey or arriving at a different finding.

Other motivational theories such as McClelland's Need Theory, Herzberg Two Factor Theory, and Equity Theory of fairness may be tested in further research. In this research, emphasis was placed on such theories as the Expectancy Theory, McGregor Theory X & Y, and William Ouchi's Theory Z of long term job security, consensual decision making, and individual responsibility.

We cannot end this research without expressing the researcher's feelings that in order to enhance organizational commitment among workers in Nigerian organizations, other critical factors such as sound management practice, management thought and philosophy, robust leadership structure/style, staff recognition, and a good blend of existing socio-cultural factor(s) such as the self-employment need, entrepreneurial spirit, the need to be independent, and the republican spirit of some ethnic groups in Nigeria, (among others) should be factored into the motivational strategies of organizations. This will greatly address the issues of diversity, cultural beliefs, and affinity, among others. It is in these, and by so doing we can look forward to building reputable brands such as Google, HSBC, Toyota, Microsoft, Apple (just to mention a few), where employees commitment is very high and workers are proud to be.

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