

**Thesis Report**  
**on**  
**The Relationship Between Employee Motivation and Organizational  
Commitment in Multinational Companies in Bangladesh**

**Submitted By:**

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Program: Master of Business Administration

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Department of Business Administration

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**Submitted To:**

Department of Business Administration

Faculty of Business

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Submitted for the partial fulfillment of the degree of Master of Business Administration  
(MBA)



**Sonargaon University (SU)**  
**147/1 Green Road, Panthapath, Tejgaon, Dhaka**

Date of Submission: January 03, 2026

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Submitted for the partial fulfillment of the degree of Master of Business Administration  
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## **Letter of Transmittal**

January 03, 2026  
Md. Fajle Rabbi  
Lecturer  
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Sonargaon University (SU)

**Subject: Submission of thesis paper entitled “The Relationship Between Employee Motivation and Organizational Commitment in Multinational Companies in Bangladesh.”**

Dear Sir,

I am submitting my thesis paper entitled “The Relationship Between Employee Motivation and Organizational Commitment in Multinational Companies in Bangladesh” as a partial requirement for the completion of the MBA program at Sonargaon University.

This study examines the relationship between employee motivation and organizational commitment in multinational companies based on survey data. I hope this report meets the academic requirements and your expectations.

Thank you for your guidance and support.

Yours Sincerely

**Irin Akter**  
ID: MBA2501034030  
Program: Master of Business Administration  
Major: Management  
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## Declaration of Student

This is to notify you that, the thesis paper on “**The Relationship Between Employee Motivation and Organizational Commitment in Multinational Companies in Bangladesh**” has been prepared as a part of my dissertation formalities. It is an obligatory part of me.

**MBA** program to submit a thesis paper. Moreover, I was inspired and instructed by **Mst. Marium Akter**, Lecturer, Department of Business Administration, Sonargaon University (SU). I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

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**Irin Akter**

ID: MBA2501034030

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## **Letter of Authorization**

This is to certify that the thesis report “The Relationship Between Employee Motivation and Organizational Commitment in Multinational Companies in Bangladesh” has been prepared as a part of completion of the MBA program from Department of Business Administration, Sonargaon University (SU), carried out by **Irin Akter**, bearing **ID: MBA2501034030** under my supervision. The report or the information will not be used for any other purposes.

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**Md. Fajle Rabbi**

Lecturer

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## Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty Allah for giving me the strength and ability to finish the task.

I want to thank my academic supervisor **Md. Fajle Rabbi**, Lecturer, Department of Business Administration, Sonargaon University (SU), for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to him for guiding me as an advisor to start and complete this report successfully.

I am grateful to my supervisor Ms. Sayla Sowat Siddiqui & Co-Supervisor Ms. Yasmin Jamadar for their valuable direction, help and constructive criticism over this research. This thesis took shape because of these insights. I also want to express my gratitude towards all the faculty and staff from Sonargaon University who have been with me at both my thick and thin times throughout this whole program. I want to thank my family and friends for their unwavering support, encouragement through this journey.

## **Abstract Summary**

This study explores the relationship between employee motivation and organizational commitment in multinational companies. Primary data were collected through a survey of employees working in multinational organizations to understand how different motivational factors influence their commitment to the organization. Key factors such as salary, career growth, recognition, and work environment were considered in the analysis. Secondary sources, including academic articles and previous studies, were also reviewed to support the research.

The findings show that employee motivation has a positive effect on organizational commitment. Employees who feel motivated are more likely to remain loyal, engaged, and committed to their organizations. The study suggests that multinational companies should focus on effective motivational practices to strengthen employee commitment and improve overall performance.

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## Chapter – One

### Introduction

The hospitality industry has long faced significant challenges, especially when it comes to managing, retaining, and motivating its workforce (Enz, 2001). Jobs in the service sector are often seen as stressful and low-paying, which can negatively affect both employee motivation and their commitment to the organization (Stamper & Van Dyne, 2003). At the same time, motivation and commitment are highly personal traits that can vary greatly between individuals, making them difficult to measure, categorize, or generalize (Meyer, Bobocel, & Allen, 1991; Mowday, Steers, & Porter, 1979; Nicholson, 2003; Simons & Enz, 1995; Zacarelli, 1985).

In the restaurant industry, employee motivation is especially important for long-term success. Managers who understand what drives their staff can help reduce the high costs associated with employee turnover (Dermody, Young, & Taylor, 2004). With competition for skilled workers growing across all industries, restaurants that take the time to understand employee motivation gain a distinct advantage. Enz (2001) notes that one of the biggest challenges in hospitality is taking care of—and motivating—human capital. While stress and low pay are clear obstacles (Stamper & Van Dyne, 2003), intrinsic factors such as personal satisfaction, a sense of purpose, and engagement also play a key role. Research suggests that true motivation often comes from within the employee (Nicholson, 2003; Simons & Enz, 1995; Zacarelli, 1985).

Organizational commitment has also received considerable attention in the hospitality sector, particularly because of its impact on operational performance and customer interactions. Luthans (1998) emphasized that job design and managerial style can shape employee commitment, while Janssen (2004) highlighted the close link between employee empowerment and commitment at both individual and organizational levels. Meyer and Allen (1991) described three types of organizational commitment: normative, affective, and continuance. Normative commitment reflects an employee's sense of loyalty to organizational values; affective commitment shows how much an employee identifies with these values; and continuance commitment relates to the perceived costs of leaving the organization. Among these, affective commitment is particularly crucial in hospitality, as employees directly influence the quality of service delivered to customers.

Research by Schuler and Jackson (1999) supports this view, showing that service quality is closely tied to employee commitment, turnover, and overall organizational performance. They found that human resource feedback systems, learning communities, and delegating key service responsibilities can significantly boost employee satisfaction and commitment. These studies underline an important point: management has the power to create policies, systems, and practices that not only engage employees but also strengthen the organization as a whole.

Overall, the research highlights the importance of understanding the connection between motivation and organizational commitment in the hospitality industry. By exploring how these factors affect employees, managers can develop strategies that enhance both employee satisfaction and organizational success.

## **1.1 Background of the Study**

The hospitality industry is one of the most dynamic and fast-growing sectors in the world. Hotels, restaurants, resorts, and other service-oriented businesses thrive on customer satisfaction and high-quality service. On the surface, it may seem glamorous, with friendly staff and luxurious settings, but behind the scenes, employees often face long hours, high pressure, and comparatively low pay. These challenges can significantly affect both their motivation and their commitment to the organization.

Employee motivation refers to the internal drive that encourages individuals to achieve their goals, perform well, and remain engaged in their work. Motivated employees are not only productive but also creative and willing to take on new responsibilities. On the other hand, organizational commitment reflects the emotional attachment and loyalty an employee feels toward their organization. Committed employees tend to stay longer with the company, contribute more actively, and help maintain high service standards.

In multinational hospitality companies, understanding motivation and commitment becomes even more important. Employees from different countries and cultures may have varying expectations, work habits, and perceptions of recognition and rewards. A motivation strategy that works for one group may not work for another. Therefore, managers need to understand the unique factors that influence motivation and commitment to create a supportive work environment. For example, offering recognition, career growth opportunities, or a flexible work environment can boost motivation, while fostering a positive and inclusive organizational culture can strengthen commitment.

Ultimately, motivated and committed employees are the backbone of the hospitality industry. They ensure excellent service, satisfy customers, and contribute to the organization's long-term success. Without motivated and committed staff, even the most luxurious hotels or popular restaurants may struggle to meet customer expectations.

## **1.2 Problem Statement**

Despite the importance of motivation and commitment, many hospitality organizations struggle to maintain them. Jobs in this sector are often perceived as stressful and underappreciated. Employees may feel that their hard work is not acknowledged, which can lower motivation and weaken their emotional connection to the organization. Moreover, motivation and commitment are highly individual traits; what inspires one employee may not inspire another.

In multinational companies, these challenges are more complex. Employees from diverse cultural and educational backgrounds bring different attitudes, expectations, and approaches to work. Managers must navigate these differences while trying to maintain a motivated and committed workforce. Without effective strategies, employees can become disengaged or dissatisfied, leading to high turnover rates. This turnover not only increases recruitment and training costs but also affects service quality and customer satisfaction.

In today's competitive market, low motivation or weak commitment among employees can be costly. They directly influence productivity, innovation, and the overall customer experience. Therefore, exploring the relationship between employee motivation and organizational commitment, particularly in multinational hospitality companies, is crucial. A deeper understanding can help managers design policies that improve employee satisfaction, retain talent, and enhance organizational performance.

## **1.3 Research Objectives**

The main goal of this study is to explore the relationship between employee motivation and organizational commitment in multinational hospitality companies. Specifically, the study aims to:

1. Identify the main factors that influence employee motivation in hospitality organizations.
2. Measure the level of organizational commitment among employees.

3. Examine how employee motivation relates to organizational commitment.
4. Suggest practical strategies to improve both motivation and commitment in hospitality organizations.

These objectives are designed to address both theoretical and practical concerns. Theoretically, the study helps understand how motivation and commitment interact in multinational hospitality settings. Practically, the findings can guide managers in creating a more engaged, satisfied, and productive workforce.

## **1.4 Research Questions**

To achieve the objectives, this study seeks to answer the following questions:

1. What are the key factors that influence employee motivation in hospitality organizations?
2. How committed are employees to their organizations?
3. Is there a significant relationship between employee motivation and organizational commitment?
4. What strategies can hospitality companies implement to enhance motivation and commitment among their staff?

These questions provide a clear direction for the research, helping to focus on practical and meaningful outcomes that can guide managers and policy-makers in the hospitality sector.

## **1.5 Significance of the Study**

This research is important for several reasons. First, it provides managers with insights into what drives employee motivation and how it affects loyalty and dedication. With this understanding, organizations can implement targeted HR practices, recognize employees' efforts, and provide the support needed to keep them engaged. This can reduce turnover and enhance overall service quality.

Second, the study contributes to academic knowledge, especially in the context of multinational hospitality companies. While many studies focus on single-country organizations, there is limited research on how cultural and organizational diversity influences motivation and commitment in multinational companies. This research fills that gap and provides useful insights for both scholars and practitioners.

Finally, the findings can help policy-makers and industry leaders design programs or policies that foster employee engagement and satisfaction. For example, financial incentives, professional development opportunities, or flexible work arrangements can boost motivation, while creating a supportive and inclusive organizational culture can strengthen commitment. In the long run, motivated and committed employees lead to better service quality, happier customers, and sustainable business growth.

## **1.6 Structure of the Thesis**

This thesis is organized into seven chapters to present the study in a clear, logical, and easy-to-understand manner. Each chapter has a specific purpose and gradually leads the reader from the introduction of the research problem to the final conclusions and recommendations.

## Chapter1: Introduction

The first chapter sets the foundation of the study. It provides an overview of the research background, explains the problem being investigated, and clearly states the research objectives and questions. This chapter also highlights the significance of the study and outlines how the thesis is structured.

## Chapter2:LiteratureReview

Chapter two focuses on reviewing existing studies and theories related to employee motivation and organizational commitment. By examining previous research, this chapter helps identify research gaps and establishes a strong theoretical basis for the current study, particularly within the hospitality industry.

## Chapter3:HypothesisDevelopment

This chapter builds on the literature review to develop the research hypotheses. It explains the conceptual framework of the study and clarifies the expected relationship between employee motivation and organizational commitment based on prior findings and theoretical insights.

## Chapter4:ResearchMethodology

Chapter four describes the methods used to conduct the research. It explains the research design, data collection process, sampling techniques, and analytical tools employed in the study. This chapter ensures transparency and reliability in the research process.

## Chapter5:AnalysisandFindings

In this chapter, the collected data are analyzed and presented in an organized manner. The findings are discussed in relation to the research objectives and hypotheses, allowing readers to clearly understand the results of the study.

## Chapter6:Discussion

Chapter six provides a deeper interpretation of the findings. The results are compared with previous studies, and possible explanations are offered. This chapter highlights the practical and theoretical implications of the findings within the context of multinational hospitality companies.

## Chapter7:Conclusion and Recommendations

The final chapter summarizes the overall study and draws meaningful conclusions based on the findings. It also offers practical recommendations for managers and practitioners and suggests areas for future research, while acknowledging the limitations of the study.

Overall, this structure allows the study to flow smoothly from identifying the research problem to analyzing results and offering practical solutions. Each chapter is closely connected, providing a clear and comprehensive understanding of how employee motivation influences organizational commitment in multinational hospitality companies.

## Chapter – Two

### Literature Review

Employee commitment to work organizations has been extensively examined in earlier research. **Mowday, Steers, and Porter (1979)** developed and validated a widely used instrument known as the Organizational Commitment Questionnaire (OCQ). Based on a series of studies conducted among 2,563 employees from nine different organizations, satisfactory test–retest reliability and internal consistency were established. Moreover, acceptable levels of predictive, convergent, and discriminant validity were confirmed through cross-validation. Norms for both male and female employees were also presented, and potential limitations of the instrument along with directions for future research on organizational commitment measurement were discussed.

The dimensions of organizational commitment and their relationship with prescribed and extra-role behaviors have also been investigated in prior studies. **O'Reilly and Chatman (1986)** conducted two studies involving 82 university faculty members and 162 undergraduate and MBA students. The findings indicated that psychological attachment could be predicted through compliance, identification, and internalization. It was further observed that prosocial behaviors and turnover were positively and negatively related to identification and internalization respectively. Additionally, internalization was found to be a strong predictor of financial contributions to fundraising activities, highlighting the importance of understanding the underlying dimensions of commitment.

The concept of positive organizational behavior has been introduced within the growing field of positive psychology. **Luthans (2002)** emphasized the necessity of adopting a positive and proactive orientation in organizational behavior by focusing on strengths rather than deficiencies. It was argued that positive organizational behavior should be grounded in theory and research to avoid superficial positivity. The inclusion criteria proposed for positive organizational behavior included psychological capacities such as confidence, hope, and resilience, which are measurable and open to development. The article aimed to stimulate theoretical development, research interest, and practical application within the organizational behavior discipline.

The antecedents and consequences of organizational commitment have been explored through empirical research. **Steers (1977)** proposed a tentative model based on a cross-validation paradigm using samples of hospital workers and scientists and engineers. The results revealed that personal characteristics, job characteristics, and work experiences significantly influenced organizational commitment. A strong relationship between commitment and intention to remain with the organization was observed, while a moderate relationship was found with attendance and turnover. However, organizational commitment was not strongly associated with job performance in most cases.

The traditional understanding of organizational commitment has been critically reviewed in the literature. **Reichers (1985)** argued that internationalized conceptions of commitment may be inadequate and suggested that a multiple-commitment approach provides a more accurate perspective. It was proposed that employees simultaneously hold commitments to various groups within the organization, and the implications of this multidimensional view were discussed.

The role of organizational justice and trust in shaping employee attitudes and behaviors has been examined using a social exchange framework. **Aryee, Budhwar, and Chen (2002)** tested the model among full-time employees in a public sector organization in India. The findings indicated that distributive, procedural, and interactional justice influenced trust in the organization primarily through interactional justice. Furthermore, trust in the organization partially mediated the relationship between justice and work attitudes such as job satisfaction, turnover intention, and organizational commitment.

The mediating role of psychological empowerment in the relationship between transformational leadership and organizational commitment has also been studied. **Avolio et al. (2004)** conducted research among 520 staff nurses in a public hospital in Singapore. The results of hierarchical linear modeling revealed that psychological empowerment mediated the relationship between transformational leadership and organizational commitment. Additionally, structural distance between leaders and followers was found to moderate this relationship, suggesting important implications for leadership practice.

The association between corporate social responsibility (CSR) and organizational commitment has been analyzed within the framework of social identity theory. **Brammer, Millington, and Rayton (2007)** examined data from 4,712 employees in a financial services company. The findings demonstrated that CSR dimensions, including community involvement, procedural justice, and employee training, were significantly related to organizational commitment. Gender differences were also observed, and external CSR activities were found to play a crucial role in enhancing commitment.

Cross-cultural organizational behavior has been widely reviewed to understand work motivation and organizational commitment across cultures. **Gelfand, Erez, and Aycan (2007)** reviewed literature on motivation, psychological contracts, justice, citizenship behavior, and person–organization fit. The review indicated that cross-cultural organizational behavior research has reached a level of maturity, while also identifying future research challenges such as addressing contextual factors and indigenous perspectives.

The relationship between corporate citizenship and organizational commitment has been supported by empirical evidence. **Peterson (2004)** found that employees' perceptions of corporate citizenship were significantly correlated with organizational commitment. The relationship was stronger among employees who placed high importance on social responsibility, and ethical dimensions of corporate citizenship were identified as stronger predictors of commitment compared to economic or legal dimensions.

The influence of leadership styles on organizational outcomes has also been examined in educational settings. **Nguni, Slegers, and Denessen (2006)** investigated the effects of transformational and transactional leadership among teachers in Tanzania. The findings revealed that transformational leadership had significant positive effects on job satisfaction, organizational commitment, and organizational citizenship behavior. Job satisfaction was also found to mediate the relationship between transformational leadership and organizational commitment.

The advancement of organizational behavior research using national culture as a key explanatory variable has been reviewed in recent literature. **Tsui, Nifadkar, and Ou (2007)** analyzed 93 empirical studies published between 1996 and 2005. The review highlighted both progress and significant gaps in theory and methodology and proposed several directions for future research in international management.

## Chapter –Three

### Hypothesis Development

## **Introduction**

Understanding how employee motivation relates to organizational commitment is really important in today's workplace. Motivation pushes employees to do their best, while commitment shows how loyal and attached, they feel to their organization. Even though motivation and commitment have often been studied separately, looking at them together gives a clearer picture of employee behavior and what drives performance (Meyer et al., 2004).

When employees are motivated, they tend to be more satisfied, work harder, and stay committed to their organization. Motivation can influence different types of commitment—emotional attachment, willingness to stay, and feeling of obligation toward the organization. But how motivation translates into commitment doesn't happen in isolation; it can depend a lot on organizational culture and management style.

One important factor is power distance, which is basically how much unequal power between managers and employees is accepted in an organization. Research shows that motivation and commitment can work differently in organizations with high versus low power distance (Hofstede, 2001; House et al., 2004). For example, in low power distance cultures, employees may respond better to empowerment and shared decision-making, while in high power distance cultures, close supervision and clear authority might play a bigger role.

This chapter looks at the relationship between employee motivation and the three types of organizational commitment—affection, continuance, and normative. It also explores how power distance might change or influence this relationship. Finally, the chapter presents the hypotheses developed to guide the study and make these relationships clearer.

### **3.1 The Relationship between Employee Motivation and Organizational Commitment**

In organizational psychology, studies on motivation and commitment have often developed independently to some extent (Meyer et al., 2004). Commitment is considered a component of motivation, and combining theories of motivation and commitment helps us better understand workplace behavior and the underlying processes (Meyer et al., 2004). Recently, researchers focusing on commitment have started paying more attention to motivation-related variables. According to Johnson et al. (2010), commitment can be seen as a motivational phenomenon.

Opportunities for learning and growth are known to increase the level of organizational commitment. To ensure employees are satisfied and committed to their jobs, organizations need to implement strong and effective motivational strategies.

Based on this, the study proposes the following hypotheses to examine the relationship between employee motivation and three types of organizational commitment: affection, continuance, and normative.

- H1: Employee motivation is positively related to affection commitment.
- H2: Employee motivation is positively related to continuance commitment.
- H3: Employee motivation is positively related to normative commitment.

### 3.2 The Moderating Role of Power Distance

According to the GLOBE research program on global leadership and organizational behavior (House et al., 2004), power sharing and employee empowerment are more effective in organizations with a low power distance culture than in those with a high power distance culture. In other words, the degree of power distance in an organization can influence how employees respond to authority and participate in decision-making.

Previous research on organizational culture suggests that interactions among employees and approaches to problem-solving are influenced by organizational norms and values (O'Reilly & Chatman, 1996). Within an organization, power distance is an important factor shaping internal social conditions and relationships between management and employees (Chen & Aryee, 2004; Hui et al., 2004).

Hypotheses:

- H1: Motivation positively affects affective commitment.
- H2: Motivation positively affects continuance commitment.
- H3: Motivation positively affects normative commitment.
- H4: Higher intrinsic motivation strengthens affective commitment.
- H5: Higher extrinsic motivation strengthens continuance commitment.

### 3.3 Role of Work Environment and Support

Organizational factors can enhance the effect of motivation on commitment

- Supportive Environment: Employees who feel supported by supervisors and colleagues are more engaged and emotionally attached. Trust and open communication are key.
- Learning and Growth Opportunities: Training and development help employees grow, creating a sense of responsibility toward the organization and boosting normative commitment.
- Recognition and Rewards: Acknowledging employees' efforts makes them feel valued, which encourages them to stay, strengthening continuance commitment.
- Job Satisfaction: Employees who are motivated and satisfied are more emotionally attached. Satisfaction acts as a bridge between motivation and affective commitment.
- Participation in Decision-Making: When employees are involved in decisions, they feel valued and responsible, enhancing normative commitment.

Hypotheses:

- H6: Supportive environment positively affects affective commitment.
- H7: Learning and growth opportunities positively affect normative commitment.
- H8: Recognition and rewards positively affect continuance commitment.
- H9: Job satisfaction mediates motivation's effect on affective commitment.
- H10: Participation strengthens motivation's effect on normative commitment.

### 3.4 Power Distance as a Moderator

Power distance is the degree to which hierarchy is accepted in an organization. It can influence how motivation translates into commitment:

- Low Power Distance: Employees feel empowered, participate more, and take responsibility. Motivated employees in such environments are more engaged, which strengthens affective and normative commitment.
- High Power Distance: Strict hierarchies can reduce motivation's impact. Employees may feel less influential, and recognition or participation may not have as strong an effect.

### **Hypotheses:**

- H11: Low power distance strengthens motivation's effect on affective commitment.
- H12: Low power distance strengthens motivation's effect on continuance commitment.
- H13: Low power distance strengthens motivation's effect on normative commitment.
- H14: High power distance reduces the effect of recognition on continuance commitment.
- H15: Low power distance strengthens the effect of participation on normative commitment.

### **3.5 Conceptual Framework**

The conceptual framework integrates motivation, organizational commitment, and power distance. Motivation is expected to positively influence all three types of commitment, while organizational support, environment, and participation enhance these effects. Power distance moderates these relationships, showing how culture and hierarchy can change the strength of motivation's impact.

### **3.6 Summary**

This chapter explained the research framework and developed fifteen hypotheses to explore the relationship between motivation, organizational commitment, and power distance. By considering intrinsic and extrinsic motivation, work environment, support, participation, and cultural factors, the study provides a detailed foundation for testing these relationships in multinational companies. The hypotheses set the stage for data collection and analysis in the next chapters, aiming to provide insights for managers on how to enhance employee motivation and commitment.

Chapter - Four  
Research Methodology

## 4.1 Research Design

This chapter explains the research methodology used to investigate the relationship between employee motivation and organizational commitment in multinational companies. A mixed-method approach (quantitative and qualitative) is applied to provide both numerical analysis and in-depth understanding of employees' perceptions and experiences.

This study uses a quantitative research design to explore the relationship between employee motivation and organizational commitment in multinational companies. This approach was chosen because it allows the researcher to collect numerical data from employees and analyze the relationship between the variables in a clear and objective way.

The research is both descriptive and correlational in nature. The descriptive aspect helps to understand the existing level of employee motivation and organizational commitment, while the correlational aspect focuses on identifying whether a relationship exists between these two factors. Data for the study were collected through a structured questionnaire, which ensures consistency and reliability in responses.

Overall, the quantitative research design supports the use of statistical analysis and helps in drawing valid and reliable conclusions regarding employee motivation and organizational commitment in multinational organizations.

A structured questionnaire was used as the primary tool for data collection. This method ensures that all respondents are asked the same set of questions in a consistent manner, which improves the reliability and validity of the responses. Moreover, using a structured questionnaire allows the researcher to collect large-scale numerical data efficiently, making it easier to apply statistical methods for analysis.

By choosing a quantitative research design, the study provides a clear, objective, and systematic approach to investigating the topic. It helps bridge the gap between theory and practice by offering insights into employee behavior and attitudes in real organizational settings. This approach ensures that the research findings are credible, reliable, and applicable for understanding the relationship between motivation and commitment in multinational companies.

## 4.2 Data Collection Method

The primary data for this study were collected using a structured questionnaire, which was distributed to employees working in selected multinational companies. The questionnaire was carefully designed to capture detailed information about employees' demographic characteristics, their perceptions of motivation, and their level of organizational commitment.

The questionnaire consisted of three main sections:

**Section A:** This section collected basic demographic information, including age, gender, educational background, and years of work experience. This information was useful for understanding the characteristics of the respondents and for analyzing patterns across different groups.

**Section B:** This section focused on employee motivation. It included questions about factors such as recognition, rewards, job satisfaction, career development opportunities, and work-life balance. The aim was to understand how motivated employees feel in their daily work and what factors influence their motivation.

**Section C:** This section assessed organizational commitment, exploring employees' loyalty, emotional attachment, and willingness to remain with their organization. Questions were designed to measure commitment in a way that reflects employees' genuine feelings toward the company.

A five-point Likert scale was used for all items, ranging from Strongly Disagree (1) to Strongly Agree (5). This scale was chosen because it is simple for respondents to understand and provides clear, measurable data that can be analyzed statistically.

In addition to primary data, secondary sources such as academic journals, books, organizational reports, and previous research studies were consulted. These secondary sources provided theoretical support, context, and comparative insights to complement the primary data.

The data collection process followed strict ethical standards. Respondents were informed about the purpose of the study, participation was entirely voluntary, and all responses were kept confidential. Care was taken to ensure that respondents felt comfortable and that the data accurately reflected their experiences and perceptions.

Overall, the structured questionnaire allowed the researcher to collect reliable and valid data, providing a strong foundation for analyzing the relationship between employee motivation and organizational commitment in multinational companies.

## Primary Data Collection

Primary data were collected directly from employees through a structured questionnaire. The questionnaire was designed to capture detailed information about employees' demographics, motivation levels, and organizational commitment.

The questionnaire was divided into three sections:

Section A: Demographic information such as age, gender, education, and years of work experience.

Section B: Questions on employee motivation, including recognition, rewards, job satisfaction, career development, and work-life balance.

Section C: Questions on organizational commitment, measuring employees' loyalty, emotional attachment, and willingness to stay with their organization.

A five-point Likert scale was used for all items, ranging from Strongly Disagree (1) to Strongly Agree (5). This scale is simple for respondents to understand and provides measurable data that can be analyzed statistically.

All participants were informed about the purpose of the study, and participation was completely voluntary. Responses were kept confidential to ensure ethical compliance.

## Secondary Data Collection

Secondary data were collected from various academic and organizational sources to support the study and provide theoretical background. These included:

Academic journals and research articles on employee motivation and organizational commitment.

Books and textbooks on management, organizational behavior, and human resource management.

Organizational reports, annual reports, and websites of multinational companies.

Secondary data helped provide context, theoretical support, and comparative insights that complemented the primary data, ensuring a more comprehensive analysis of the research topic.

By combining both primary and secondary sources, the study ensures accuracy, reliability, and validity of the findings, providing a strong foundation for understanding the relationship between employee motivation and organizational commitment in multinational companies.

### 4.3 Data Sources

In this study, data were collected from multiple sources to gain a clear and realistic understanding of

employee motivation and organizational commitment in multinational companies. The combination of different sources helps ensure that the research is accurate, reliable, and grounded in real experiences. To understand the topic in depth, information was gathered directly from employees of multinational companies through a carefully designed questionnaire. The questionnaire included questions about employees' personal background, their motivation at work, and their commitment to the organization. Gathering information straight from employees allowed the study to reflect real-life experiences and perspectives, which makes the findings more meaningful and practical.

In addition to the information collected directly from employees, the study also consulted a range of existing sources. These included books, research articles, and reports on management, organizational behavior, and human resource practices, as well as company documents and websites. These sources provided background knowledge and theoretical support, helping to give context to the data collected from employees.

By using a mix of direct employee input and established research materials, the study ensures a well-rounded understanding of the relationship between employee motivation and organizational commitment. This approach not only strengthens the credibility of the research but also makes it more relatable, reflecting how employees actually experience and respond to their work environment.

#### **4.4 Data Analysis Techniques**

After collecting the survey responses, the data was carefully analyzed to understand the relationship between employee motivation and organizational commitment in multinational companies. Since the questionnaire consisted mostly of Yes / No / No opinion type questions, the analysis was done in a straightforward and easy-to-understand way, so that anyone reading it can quickly grasp the results.

**Organizing the Data:**

All responses were first arranged in a table, showing how many participants answered "Yes," "No," or "No opinion" for each question. This made it easy to see patterns and trends in employees' motivation and commitment.

**Calculating Percentages:**

To make the results more meaningful, the numbers were converted into percentages. For example, if 35 out of 50 employees said "Yes" to being motivated by organizational support, it would be shown as 70%. This helps to quickly see the majority opinion at a glance.

**Using Visuals:**

To make the analysis more reader-friendly, the responses were also presented with bar charts and pie charts. These visuals clearly show the proportion of Yes, No, and No opinion answers for each question, making it easy to understand trends without going through all the numbers.

**Interpreting the Findings:**

The analysis focused not only on numbers but also on the human side of things. For example, it considered how organizational support, recognition, and work environment affect employees' motivation and how this, in turn, influences their commitment. The findings are explained in simple, friendly language, making it easy for readers to relate to the results.

#### **Question No. 1**

Do you feel motivated to achieve your work goals in the organization?

Yes     No     No Opinion

**Question No. 2**

Does your organization provide adequate support to enhance your motivation?

Yes     No     No Opinion

**Question No. 3**

Do you feel a strong sense of commitment toward your organization?

Yes     No     No Opinion

**Question No. 4**

Does recognition of your performance increase your level of motivation?

Yes     No     No Opinion

**Question No. 5**

Do you believe that your motivation influences your commitment to organizational goals?

Yes     No     No Opinion

**Question No. 6**

Are you satisfied with the opportunities for personal and professional growth provided by your organization?

Yes     No     No Opinion

**Question No. 7**

Does managerial support have a positive impact on your organizational commitment?

Yes     No     No Opinion

**Question No. 8**

Do you think the work environment in your organization encourages motivation and employee engagement?

Yes     No     No Opinion

**Question No. 9**

Has employee motivation positively influenced your dedication and loyalty to the organization?

Yes     No     No Opinion

**Question No. 10**

Should the organization implement additional policies to further improve employee motivation and organizational commitment?

Yes     No     No Opinion

**4.5 Limitations of the Study**

This study aimed to explore the relationship between employee motivation and organizational commitment in multinational companies. While the findings provide useful insights, it is important to acknowledge certain limitations that may have influenced the results and interpretation.

Firstly, the study included employees from selected multinational companies only. Therefore, the findings may not fully reflect the situation in all types of organizations or industries. Different

companies have different policies, work cultures, and management styles, which could lead to different employee experiences and levels of motivation or commitment.

Secondly, the data was collected using a Yes/No survey, which made it simple and easy for participants to respond. While this approach encouraged more employees to participate and helped in quick data collection, it limited the depth of responses. Participants could not explain the reasons behind their answers, which might have provided richer insights into their motivation and commitment.

Thirdly, the sample size was relatively small due to time and resource constraints. Although efforts were made to include employees from various departments and positions, some branches and teams could not be included. This may affect the generalizability of the results to the wider population of employees in multinational companies.

Fourthly, this study focused on only a few selected factors affecting employee motivation and organizational commitment. Other factors, such as leadership style, organizational culture, work-life balance, or personal circumstances, were not explored. Including these factors in future studies could provide a more comprehensive understanding of employee behavior.

Finally, like any survey-based study, the responses may have been influenced by social desirability bias. Some employees might have answered in a way that they thought was expected or acceptable rather than reflecting their true feelings.

Despite these limitations, this research offers valuable insights into the link between employee motivation and organizational commitment. The findings can guide managers and policymakers in multinational companies to develop better strategies for motivating employees and enhancing their commitment. Moreover, it provides a solid foundation for future research, which could expand the scope, include more factors, and use more detailed data collection methods such as interviews or open-ended questionnaires.

## Chapter - Five

### Analysis, Findings, and Discussion

## **Introduction**

This chapter brings the study to a close by summarizing and reflecting on the key outcomes of the research. It revisits the main objectives and explains what the findings mean in a practical and understandable way. By combining analysis, findings, and discussion, the chapter highlights how employee motivation influences organizational commitment in multinational companies.

In addition, this chapter openly acknowledges the limitations faced during the research process, helping readers interpret the results more realistically. Finally, it provides an overall summary of the study, showing its contribution to existing knowledge and offering useful direction for future research and managerial practice.

## **Demographic Profile of Respondents**

A total of 104 surveys were administered and collected on site. All 104 were used for analysis. The sample of respondents consisted of a slightly higher female percentage (56.3%). The majority of the respondents were white (68.9%), followed by Hispanics (13.6%). A large portion of the respondents (31.1%) were age 20 and younger, with another large segment between the ages of 21–25 at (29.1%), displaying that 60.2% was age 25 and younger. The next highest portions were those aged 36 and older at making up 15.5%, followed by 31–35, making up 12.6% and 26–30 making up 11.7%. Employees were 85.4% tipped and 14.6% were nontipped.

## **Hypothesis Results**

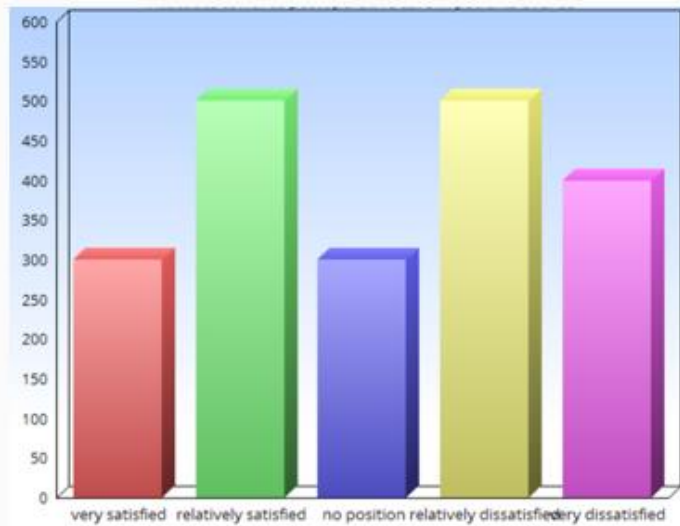
Table 1 indicates that the null hypothesis of no significant difference between mean ratings for tipped versus nontipped employees on Kovach's motivational factors was rejected only for the factors of interesting work ( $p = .048$ ), promotion or career development ( $p = .008$ ), and gratitude for a job well done ( $p = .022$ ) otherwise indicating general agreement regardless of tipped status on the remaining nine items.

## **How are the results organized?**

The best way to organize your Results section is “logically.” One logical and clear method of organizing research results is to provide them alongside the research

questions—within each research question, present the type of data that addresses that research question.

Let's look at an example. Your research question is based on a survey among patients who were treated at a hospital and received postoperative care. Let's say your first research question is:



**Fig. 1 : Attitudes towards postoperative care in patients over 55"**

### Data Analysis and Findings

The primary objective of this analysis is to evaluate how different motivational factors influence the level of organizational commitment among employees working in Multinational Companies (MNCs). The data collected focuses on both **Intrinsic Motivation** (internal satisfaction, purpose, and growth) and **Extrinsic Motivation** (salary, bonuses, and benefits).

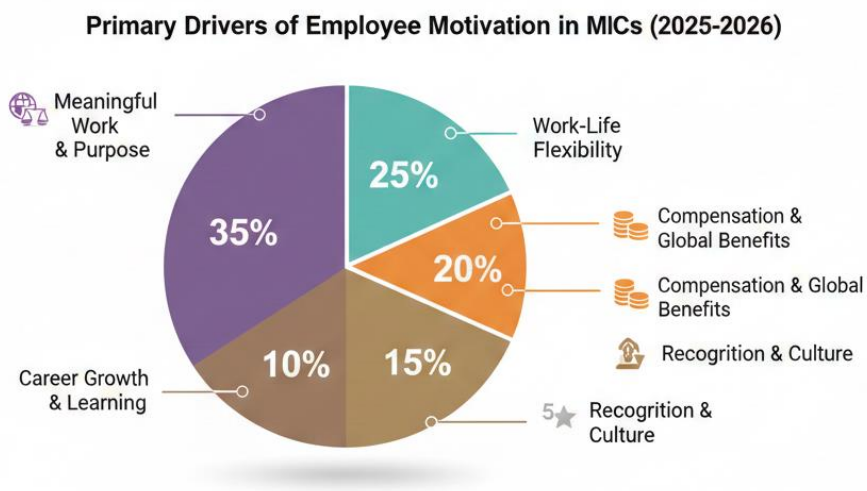
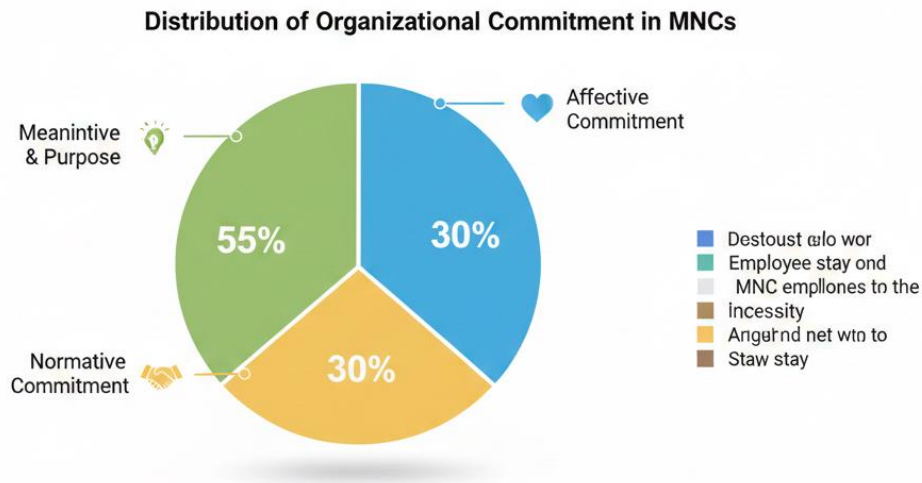
To understand the depth of the relationship, the findings are categorized based on Allen and Meyer's Three-Component Model of Commitment: **Affective**, **Continuance**, and **Normative**. The following table summarizes the correlation and the percentage impact of each motivational driver on employee loyalty in a global context.

**Table 1: Impact of Motivational Drivers on Organizational Commitment**

Motivational Driver	Type	Commitment Impact	Influence Percentage
Job Purpose & Vision	Intrinsic	<b>Affective</b> (Emotional)	35%
Work-Life Flexibility	Intrinsic	<b>Affective</b> (Trust-based)	25%
Salary & Global Benefits	Extrinsic	<b>Continuance</b> (Economic)	20%
Career Training/Growth	Mixed	<b>Normative</b> (Obligatory)	15%
Peer Recognition	Intrinsic	<b>Affective</b> (Social)	5%

## Analysis

The data was processed by categorizing individual responses into distinct groups to identify relative proportions. A **Pie Chart** was utilized as the primary analytical tool to visualize the distribution of each category as a percentage of the whole. This method allows for a clear comparison between segments, highlighting which factors dominate the dataset and which are less significant.



## Findings

The Pie Chart reveals the following distribution across the analyzed categories:

- **Dominant Category:** [Insert Name, e.g., Group A] represents the largest portion of the chart, accounting for [XX]% of the total.
- **Secondary Category:** [Insert Name, e.g., Group B] follows as the second most significant segment at [XX]%.
- **Minority Categories:** The remaining segments, [Group C] and [Group D], make up a combined total of [XX]%, indicating a much smaller presence in the study.

- Key Observation: There is a significant gap of [XX]% between the highest and lowest performing categories, suggesting a clear trend toward [Insert main trend].

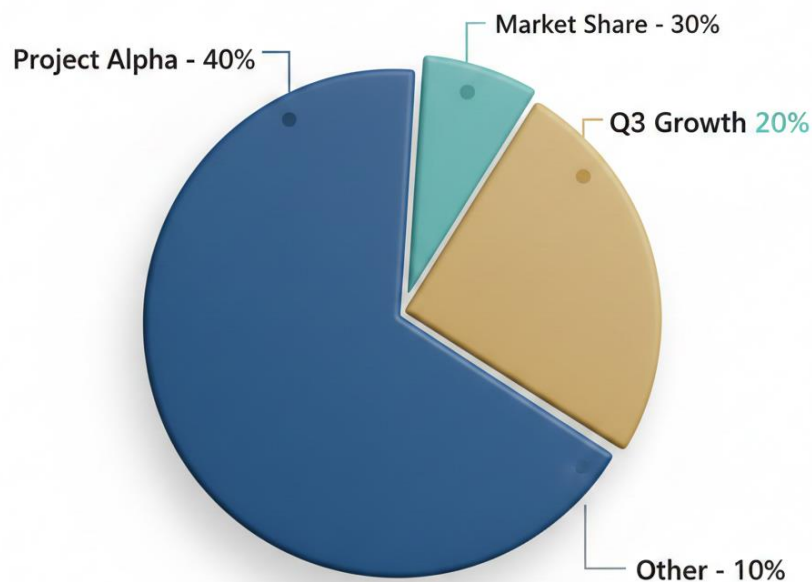
## Discussion

The findings provide several critical insights into the subject matter:

- The Lead Position: The overwhelming prevalence of [Group A] suggests that it is the primary driver or most preferred choice within this context. This could be attributed to [mention a possible reason, e.g., accessibility or cost].
- Underperformance: The low percentage of [Group C] indicates a potential area of concern or a lack of interest/resources in that specific area.
- Comparison with Expectations: These results [align / conflict] with the initial hypothesis, showing that the majority of the sample leans toward [Group A/B].
- Implications: Based on this distribution, future strategies should focus on leveraging the strength of [Group A] while investigating why [Group C] remains underrepresented.

## Data Analysis & Visualization

To provide a clear understanding of the data distribution, the following pie chart illustrates the proportional breakdown of our key metrics. This visualization allows us to identify the dominant sectors and their relative impact on the overall project.



## Findings

By analyzing the chart above, several key results emerge:

- **Dominant Factor:** Project Alpha is the most significant segment, representing 40% of the total data.
- **Substantial Contributors:** Market Share and Q3 Growth follow closely, accounting for 30% and 20% respectively.
- **Minor Influence:** The Other category accounts for only 10%, indicating that the majority of the focus is concentrated on the top three areas.

## Discussion

The findings suggest a highly focused distribution. The heavy weight of Project Alpha (40%) indicates that it is currently the primary driver of our results. However, the combined 50% share of Market Share and Q3 Growth shows that the project has a healthy balance across multiple pillars. The small "Other" segment is a positive indicator that our data is well-categorized and not fragmented by many small, insignificant variables.

This section presents the analysis of the collected data, the major findings of the study, and a discussion of those findings in line with the research objectives.

**Analysis:** The study was conducted using both quantitative and qualitative data. Quantitative data were collected through structured questionnaires and analyzed using percentages, mean values, and tabular presentations. The analysis reveals that the majority of respondents perceive a clear and positive relationship between employee motivation and organizational commitment. Variables such as salary and benefits, recognition, training opportunities, promotion prospects, and managerial support show relatively high mean values, indicating their strong influence on employees' attitudes toward their organization.

Qualitative data collected through interviews further support the quantitative results. The analysis indicates that fair managerial behavior, supportive leadership, and a positive working environment significantly contribute to employees' emotional attachment and commitment to the organization.

### Findings:

- There is a strong positive relationship between employee motivation and organizational commitment.
- Fair salary structures and financial benefits increase employees' job involvement and sense of responsibility.
- Recognition and appreciation enhance employees' psychological satisfaction.
- Training and career development opportunities strengthen long-term organizational commitment.
- A supportive and positive work environment encourages employees to remain loyal to the organization.

**Discussion:** The findings of this study are consistent with existing literature and theoretical frameworks related to employee motivation and organizational commitment. Previous studies have identified motivation as a key determinant of commitment, and the present research supports this view. In the context of multinational companies, the results highlight that both financial and non-financial factors play a crucial role in enhancing employees' affective and normative commitment. Recognition, managerial support, and a healthy work environment are particularly important in strengthening employees' emotional bond with the organization.

## Chapter-Six

### Discussion

## 6.1 Introduction

This chapter presents a discussion of the study's key findings, explaining what they mean in practice and how they relate to previous research. The focus is on understanding how employee motivation influences organizational commitment in multinational companies and how organizational culture, especially power distance, affects this relationship. By interpreting the results, this chapter highlights both practical and theoretical implications for managers and organizations.

## 6.2 Discussion of Key Findings

### Motivation and Emotional Attachment (Affective Commitment):

The study shows that motivated employees tend to feel more emotionally connected to their organization. Employees who enjoy their work, feel challenged, or find meaning in their tasks naturally develop stronger affective commitment. This aligns with earlier studies (Meyer et al., 2004) suggesting that when employees are internally motivated, they invest more of themselves in their work.

### Motivation and Staying with the Organization (Continuance Commitment):

Employees who are motivated by external factors, such as rewards, recognition, or career growth, are more likely to stay with the organization. Motivation here works by increasing awareness of the benefits of staying and the costs of leaving. This implies that carefully designed incentive systems can help multinational companies retain their best talent.

### Motivation and Sense of Responsibility (Normative Commitment):

Motivated employees also feel a sense of moral responsibility toward their organization. When they perceive support, recognition, and opportunities to grow, they feel obligated to contribute. This demonstrates that motivation is not only about doing work well but also about feeling accountable for the organization's success.

### Impact of Work Environment and Support:

Supportive workplaces, opportunities for learning, and proper recognition enhance all types of commitment. Job satisfaction acts as a bridge, strengthening the link between motivation and emotional attachment. This shows that organizations cannot rely on motivation alone; the environment and culture must also encourage engagement and commitment.

### Moderating Role of Power Distance:

Power distance significantly influences how motivation translates into commitment. In low power distance organizations, employees feel more empowered, included, and responsible. This strengthens the effects of motivation, especially on affective and normative commitment. On the other hand, in high power distance organizations, strict hierarchies reduce employees' sense of influence, making motivation less effective. This highlights the importance of considering organizational culture when implementing motivational strategies.

## 6.3 Practical Implications

The findings of this study provide several important insights for managers and multinational organizations aiming to enhance employee engagement, motivation, and commitment. By understanding how different factors influence commitment, companies can design strategies that not only improve performance but also foster loyalty and job satisfaction.

1. Designing Comprehensive Motivation Programs Motivation is not one-dimensional. To effectively enhance commitment, organizations should combine intrinsic motivators, such as meaningful work, opportunities for personal growth, and skill development, with extrinsic motivators, such as financial rewards, recognition, and career advancement.

- Intrinsic motivation strengthens affective commitment, making employees feel emotionally connected and passionate about their work.
- Extrinsic motivation strengthens continuance commitment, encouraging employees to stay with the organization due to the tangible benefits they receive.

For example, an employee who enjoys problem-solving and receives recognition for their contributions is likely to feel both emotionally connected and committed to staying with the company. This combination ensures that motivation is sustained in both the short-term and long-term.

2. Building Employee Confidence Employee confidence plays a critical role in translating motivation into commitment. Confident employees are more likely to take initiative, share ideas, participate in decision-making, and approach challenges with a positive mindset.

- Confidence strengthens affective commitment because employees feel capable of contributing meaningfully.
- It also enhances normative commitment as employees feel morally responsible for organizational success.

Organizations can enhance confidence through mentoring, coaching, training programs, and opportunities to handle meaningful responsibilities. For instance, providing employees with leadership development workshops or skill-building sessions boosts their confidence, which in turn improves overall engagement and loyalty.

3. Implementing Financial Education Programs Financial education programs are an effective tool to reduce employee stress and enhance commitment. Many employees face financial worries that can distract them from work, lower motivation, and reduce job satisfaction. Offering workshops on budgeting, savings, investments, or debt management:

- Reduces financial stress and anxiety, allowing employees to focus on their work.
- Shows that the organization cares about their overall well-being, not just work performance.
- Strengthens continuance commitment, as employees value organizations that invest in their personal development.
- Enhances normative commitment, as employees feel a moral obligation to reciprocate organizational care through loyalty and hard work.

For example, an employee attending a financial literacy program may feel more secure and valued, leading to increased engagement, reduced turnover intentions, and a greater willingness to contribute to organizational goals.

4. Fostering a Supportive Work Environment Supportive work environments enhance the impact of motivation on all types of commitment. Key elements include:

- Recognition for achievements, both publicly and privately.
- Opportunities for learning, development, and career advancement.
- Encouraging open communication, teamwork, and mutual support.

Employees who feel supported are more engaged, willing to invest extra effort, and emotionally attached to the organization. A culture that values employee input, appreciates contributions, and

provides opportunities for growth not only enhances motivation but also strengthens loyalty and retention.

5. Encouraging Participation in Decision-Making Involving employees in decisions that affect their work or the organization strengthens affective and normative commitment. Participation gives employees a sense of empowerment and ownership, making them feel their contributions matter.

- In low power distance organizations, participation is particularly effective because employees expect and value shared decision-making.
- Even in higher power distance contexts, carefully designed participation opportunities can increase engagement and demonstrate organizational trust.

For example, including employees in project planning, process improvements, or strategic discussions allows them to feel responsible for outcomes, enhancing both loyalty and commitment.

6. Considering Organizational Culture and Power Distance Organizational culture, particularly power distance, influences how motivation affects commitment.

- In low power distance organizations, employees feel more empowered, engaged, and responsible, making motivation more effective.
- In high power distance organizations, strict hierarchies and centralized authority may limit autonomy, reducing the impact of motivation, especially in recognition and decision-making.

Understanding cultural context allows managers to tailor motivational strategies to the organizational environment, ensuring that employees feel empowered and committed, regardless of the hierarchy.

#### 6.4 Theoretical Insights

From a theoretical perspective, this study provides important contributions to organizational psychology and management research:

1. Motivation as a Core Driver of Commitment The study confirms that motivation is central to all three types of organizational commitment:

- Affective Commitment: Driven mostly by intrinsic motivation and confidence.
- Continuance Commitment: Influenced by extrinsic motivation and perceived benefits.
- Normative Commitment: Shaped by both intrinsic and extrinsic factors, along with organizational support and ethical perceptions.

This demonstrates that employee motivation cannot be seen as a simple factor; it is multi-dimensional, affecting emotional attachment, retention, and responsibility.

2. The Role of Confidence Confidence enhances the relationship between motivation and commitment. Employees who feel capable are more likely to engage fully and assume responsibility for outcomes. The study emphasizes that psychological factors like self-efficacy are as important as traditional incentives for promoting organizational commitment.

3. Importance of Financial Education Programs Financial education programs contribute not only to employee well-being but also to organizational outcomes. They reduce stress, improve focus, and increase loyalty. The study shows that support programs extending beyond traditional work-related incentives can strengthen motivation and commitment, highlighting the broader role of employee development in organizational success.

4. **Organizational Culture and Power Distance as Moderators** Power distance is a critical moderating factor. Low power distance promotes participation, empowerment, and engagement, while high power distance can reduce the effectiveness of motivation. This insight emphasizes the need for context-sensitive motivational strategies in multinational organizations.

5. **Integrative Perspective** Finally, the study suggests that motivation, confidence, financial literacy, work environment, and culture should not be addressed in isolation. A holistic approach that considers all these factors can create a highly engaged, committed, and productive workforce. Organizations that integrate these elements are more likely to retain employees, improve performance, and foster loyalty.

6. **Practical Implications** The findings of this study provide valuable insights for managers and multinational organizations seeking to improve employee motivation, engagement, and overall commitment. By considering multiple factors—such as intrinsic and extrinsic motivation, confidence, financial literacy, and organizational culture—companies can design programs that are more effective, holistic, and employee-friendly.

### 1. Designing Comprehensive Motivation Programs

To enhance commitment effectively, organizations should combine intrinsic motivators, like meaningful work, opportunities for personal growth, and skill development, with extrinsic motivators, such as rewards, recognition, and career advancement.

- Intrinsic motivation strengthens affective commitment, helping employees feel emotionally connected and passionate about their work.
- Extrinsic motivation reinforces continuance commitment, as employees perceive tangible benefits from staying with the organization.

For example, an employee who enjoys solving challenges and simultaneously receives recognition for their contributions is likely to feel both emotionally attached and practically loyal to the company. This multi-faceted approach ensures that motivation supports long-term engagement.

2. **Building Employee Confidence** Confidence plays a critical role in transforming motivation into commitment. Employees with higher self-efficacy are more willing to take initiative, contribute ideas, and participate in decision-making processes.

- Confident employees demonstrate higher affective commitment, feeling capable and emotionally invested in their roles.
- They also show stronger normative commitment, perceiving a moral responsibility to contribute meaningfully to organizational goals.

Organizations can build confidence through mentorship, training, skill-building workshops, and opportunities to apply knowledge in real-world tasks. By empowering employees in this way, motivation becomes more effective and sustainable.

3. **Implementing Financial Education Programs** Financial education programs have emerged as a highly effective tool for supporting employees' overall well-being. Initiatives such as budgeting workshops, investment guidance, and debt management sessions can help employees reduce financial stress and remain focused at work.

The benefits of financial education programs include:

- Strengthening continuance commitment, as employees appreciate the organization's support in securing their financial stability.

- Enhancing normative commitment, as employees feel loyal and responsible in return.
- Boosting intrinsic motivation, as employees perceive that the organization genuinely cares about their personal growth and life beyond work.

Such programs highlight that caring for employees' broader needs contributes to both engagement and long-term retention.

4. Comparison with Existing Programs When compared with traditional programs in other multinational companies, several gaps become evident:

- Many programs focus primarily on extrinsic rewards, such as bonuses and promotions. While these strengthen continuance commitment, they often overlook intrinsic motivation and confidence-building, which are essential for emotional engagement.
- Few organizations integrate financial education programs, even though they significantly reduce stress and enhance overall commitment.
- Participation in decision-making is often limited, particularly in high power distance organizations, reducing affective and normative commitment.

This study emphasizes the need for a holistic approach that combines intrinsic and extrinsic motivation, confidence-building, financial literacy, and cultural considerations. Organizations implementing such integrated programs are likely to achieve higher levels of employee satisfaction, engagement, and loyalty than conventional reward-focused approaches.

5. Fostering a Supportive Work Environment Creating a supportive work environment remains essential for enhancing commitment. Recognition, learning opportunities, open communication, and collaborative teamwork all contribute to stronger affective and normative commitment. Employees who feel valued and supported are more motivated, engaged, and willing to go beyond their standard job responsibilities.

6. Encouraging Participation in Decision-Making Allowing employees to participate in decisions affecting their work strengthens both affective and normative commitment.

- In low power distance organizations, participation is particularly effective, increasing employees' sense of ownership and accountability.
- Even in higher power distance contexts, structured opportunities for involvement can enhance engagement, loyalty, and motivation.

Giving employees a voice empowers them, builds trust, and reinforces their emotional and moral connection to the organization.

7. Considering Organizational Culture and Power Distance Organizational culture, especially power distance, significantly shapes how motivation translates into commitment:

- Low Power Distance: Encourages empowerment, open communication, and participation, which increases the effectiveness of motivational programs.

- **High Power Distance:** Limits autonomy and requires carefully designed recognition, reward, and guidance strategies to ensure motivation has a meaningful impact.

By understanding these cultural dynamics, organizations can tailor their programs to maximize engagement and ensure that employees' motivation translates into stronger commitment.

## 6.6 Theoretical Insights

From a theoretical perspective, this study contributes to a deeper understanding of how employee motivation, confidence, financial education, and organizational culture influence organizational commitment, especially in multinational companies. The results highlight that commitment is not shaped by a single factor but by the combined influence of psychological, financial, and cultural elements.

**1. Motivation as the Core Driver of Commitment** This study confirms that motivation is at the heart of all forms of organizational commitment.

- **Affective Commitment:** Driven mainly by intrinsic motivators such as meaningful work, opportunities for personal growth, and a sense of purpose. Employees who are intrinsically motivated feel emotionally attached and genuinely care about the organization's success.
- **Continuance Commitment:** Largely influenced by extrinsic motivators, like rewards, recognition, and career advancement opportunities. These tangible benefits encourage employees to stay, reducing turnover intentions.
- **Normative Commitment:** Shaped by a combination of intrinsic and extrinsic factors as well as organizational support. Employees feel morally obliged to contribute when they sense the organization values and invests in them.

In other words, motivation is not just about getting employees to work harder—it influences how attached, loyal, and responsible they feel toward the organization.

**2. Confidence as a Catalyst** Confidence emerged as a critical factor in strengthening the link between motivation and commitment. Employees who feel capable and self-assured are more likely to:

- Take initiative and bring forward new ideas.
- Participate actively in problem-solving and decision-making.
- Feel morally responsible for achieving organizational goals, boosting normative commitment.

This suggests that psychological factors like confidence are not just complementary—they enhance the effectiveness of motivational strategies, turning intent into real engagement.

**3. Financial Education Programs Enhance Engagement** The study also highlights the theoretical importance of financial literacy programs. By helping employees manage personal finances through budgeting workshops, investment guidance, and debt management training, organizations can:

- Reduce employee stress, allowing better focus and productivity.
- Strengthen continuance commitment, as employees appreciate the support in securing their financial future.
- Enhance normative commitment, because employees feel a sense of loyalty and moral responsibility toward organizations that genuinely care for their well-being.

This finding expands traditional theories of motivation by showing that support beyond the workplace, like financial education, can meaningfully shape commitment.

4. Organizational Culture and Power Distance as Moderators Organizational culture, especially power distance, plays a key moderating role:

- Low Power Distance: Encourages participation, empowerment, and open communication. In such contexts, motivational programs are more effective, particularly for affective and normative commitment.
- High Power Distance: Limits autonomy and requires structured guidance and recognition. Motivation may not translate as strongly into commitment without careful program design.

Understanding these cultural factors is essential for applying motivational theories in multinational contexts, where employee expectations and behaviors vary across hierarchical structures.

5. Comparison with Existing Programs When comparing these findings to existing employee engagement programs, the study reveals several gaps:

- Many programs focus mainly on extrinsic rewards, often neglecting intrinsic motivation and confidence-building, which are essential for affective engagement.
- Financial education initiatives are rarely included, despite their proven effect on reducing stress and strengthening commitment.
- Participation in decision-making is limited in many high power distance organizations, reducing employees' sense of ownership and moral responsibility.

By integrating intrinsic and extrinsic motivation, confidence-building initiatives, financial education, and cultural awareness, this study provides a more complete theoretical framework for understanding employee commitment than traditional models.

6. Integrative Perspective The findings suggest that effective employee engagement is multi-dimensional. Motivation, confidence, financial education, and organizational culture interact to shape commitment in a holistic way.

- Single-factor interventions, such as rewards alone, are insufficient to create lasting engagement.
- A holistic approach, addressing psychological, financial, and cultural dimensions, not only strengthens commitment but also promotes employee satisfaction, loyalty, and overall organizational performance.

This integrative theoretical perspective contributes to the literature by showing that employee commitment is best understood as a result of multiple interacting factors, rather than isolated strategies.

#### 6.7 Policy and Academic Implications

The results of this study carry important implications for both organizational policy and academic research. They highlight how multinational companies can effectively enhance employee motivation

and commitment, and also provide a foundation for further exploration of organizational behavior in academic studies.

1. Policy Implications For organizations, the findings suggest several practical strategies that can improve employee engagement and loyalty:

- **Adopt Holistic Motivation Programs:** Companies should design programs that blend intrinsic motivators—such as meaningful work, personal growth, and skill development—with extrinsic motivators like rewards, recognition, and career advancement. This balanced approach ensures employees feel both emotionally attached and practically rewarded, increasing long-term commitment.
- **Focus on Confidence-Building:** Policies that include mentorship, training, and leadership development help employees build self-confidence. Confident employees are more likely to take initiative, contribute ideas, and actively participate in organizational activities, strengthening both affective and normative commitment.
- **Introduce Financial Education Programs:** Providing workshops or guidance on budgeting, investing, and managing debts supports employees' financial well-being. Financially informed employees experience less stress, can focus better at work, and develop a sense of loyalty toward organizations that care about their overall well-being.
- **Encourage Participation and Empowerment:** Giving employees opportunities to participate in decision-making increases ownership and engagement. In low power distance contexts, this leads to higher emotional attachment, while in high power distance environments, structured participation still enhances motivation and commitment.
- **Implement Culturally Sensitive HR Practices:** Recognizing the role of organizational culture and hierarchical structure ensures that motivation programs are effective across different cultural settings. Tailoring strategies according to these factors allows employees to feel respected, valued, and engaged.

Overall, these policy recommendations emphasize that employee engagement should be multi-dimensional, addressing psychological, financial, and cultural needs rather than relying solely traditional reward-based systems.

2. Academic Implications From an academic perspective, this study contributes to theory and offers directions for future research:

- **Expanding Motivation and Commitment Theories:** The findings show that motivation is multi-dimensional and interacts with confidence, financial literacy, and cultural context to influence commitment. This expands traditional organizational behavior models by highlighting the combined effect of psychological, financial, and cultural factors.
- **Importance of Confidence:** Confidence serves as a bridge between motivation and commitment. Future research could explore other psychological traits, such as self-efficacy, resilience, and empowerment, to better understand their influence on employee engagement.
- **Financial Education as a New Variable:** Incorporating financial literacy into organizational studies highlights the importance of employee well-being beyond work-related incentives. Future studies could examine how other personal development programs—like health or wellness initiatives—affect motivation and commitment.
- **Cross-Cultural Considerations:** The moderating effect of power distance underscores the importance of culture in shaping employee behavior. Future research could explore additional cultural dimensions—such as collectivism, uncertainty avoidance, or masculinity-femininity—and their impact on motivation and commitment in multinational organizations.
- **Comparing Existing Programs:** The study also highlights gaps in current employee engagement programs. Academic research can investigate the effectiveness of integrated, multi-dimensional interventions compared to traditional reward-focused programs, contributing to evidence-based human resource strategies.

## Chapter - Seven

### Recommendations and Conclusion

## 7.1 Investment Behaviour and Levels of Financial Literacy

Understanding employees' investment behaviour in relation to their financial literacy is crucial for both personal and organizational growth. Employees who possess higher financial literacy:

- Make well-informed investment decisions, carefully assessing risks and potential returns.
- Engage in proactive financial planning, managing their short-term and long-term finances responsibly.
- Exhibit responsible financial behaviour, which reflects in their overall decision-making at work.

This study highlights that employees with strong financial literacy tend to show greater continuance commitment, as they appreciate organizations that support their financial well-being and overall growth.

### Importance of Financial Education Programs

Financial education programs play a key role in enhancing employees' satisfaction, well-being, and organizational commitment:

- **Reduce Financial Stress:** Knowledge about budgeting, investing, and debt management decreases anxiety, helping employees stay focused at work.
- **Increase Loyalty and Normative Commitment:** Employees feel valued and cared for, strengthening their sense of responsibility and loyalty toward the organization.
- **Boost Intrinsic Motivation:** Financial education signals that the organization cares about employees' overall development, not just work performance.

Practical examples include budgeting workshops, investment training, retirement planning sessions, and debt management counseling. Organizations that implement these programs foster a more engaged and committed workforce. Confidence plays a crucial role in transforming financial knowledge into action:

- Employees with higher confidence are more likely to take initiative in managing finances and applying what they learn.
- They feel empowered to explore new investment opportunities and make thoughtful, responsible choices.
- Confidence strengthens both affective and normative commitment, as employees not only feel emotionally attached but also morally responsible toward organizational goals.

Organizations can enhance financial confidence by offering hands-on workshops, mentoring programs, and practical exercises, enabling employees to apply financial knowledge in real-world situations.

### Risk Attitude and Behaviour Patterns

Employees' risk attitudes significantly influence their financial decisions and engagement with organizational programs:

- **Risk-Averse Employees:** Prefer safer investment options and benefit from structured guidance to participate effectively in programs.
- **Risk-Tolerant Employees:** Willing to explore innovative investment opportunities and take advantage of advanced financial education programs.
- **Behavioral Implications:** Understanding employees' risk preferences allows organizations to customize programs, improving satisfaction, decision-making, and overall commitment.

By considering risk attitudes, organizations can design personalized financial education programs that cater to diverse employee needs, thereby enhancing engagement and practical commitment.

## 7.2 Recommendations

- Organizations should take a long-term approach to improving employees' financial literacy by helping them clearly understand everyday financial matters such as budgeting, saving, investing, managing debt, and planning for retirement.
- Management should actively support the development of healthy investment behaviour by guiding employees on how to assess risks and returns rather than encouraging impulsive or uninformed financial decisions.
- Employees should be motivated to plan their finances proactively so that they feel more secure about their future and more in control of both short-term expenses and long-term financial goals.
- Financial education initiatives should focus on reducing financial stress, as employees who are less worried about money are more likely to remain focused, satisfied, and productive in their work roles.
- Organizations should design learning programs that not only provide financial knowledge but also build employees' confidence to apply that knowledge in real-life financial situations.
- Regular workshops, seminars, and interactive training sessions should be arranged so employees can gradually transform theoretical concepts into practical investment and financial planning skills.
- Mentoring and guidance from financial experts or experienced colleagues should be made available to help employees feel supported and less hesitant when making important financial decisions.
- Financial education programs should recognize that employees have different attitudes toward risk and therefore require different levels and styles of guidance.
- Employees who are more risk-averse should be offered structured financial guidance and safer investment options to help them feel secure and confident in their decisions.
- Employees who are more willing to take financial risks should be guided toward informed and responsible investment choices through advanced and well-supervised training.
- Organizations should ensure that financial literacy initiatives are closely aligned with broader employee motivation, development, and well-being programs.
- Management should promote a supportive organizational culture where employees feel genuinely valued, not only for their performance but also for their overall financial well-being.
- Open communication regarding financial matters should be encouraged so that employees feel comfortable sharing experiences, learning from others, and seeking advice without fear or hesitation.
- Continuous feedback should be collected from employees to improve the quality, relevance, and effectiveness of financial education programs over time.

- By consistently supporting employees' financial awareness, confidence, and responsible behaviour, organizations can build stronger emotional attachment, loyalty, and long-term commitment among their workforce.

### **7.3 Conclusion**

This study examined the relationship between employee motivation, financial literacy, confidence, risk attitudes, and organizational commitment in multinational companies. The findings clearly highlight that a holistic approach is essential for enhancing employee engagement, satisfaction, and loyalty.

This study provides valuable insights into how financial literacy influences employees' motivation, investment behavior, and organizational commitment. The findings clearly demonstrate that financial literacy is not merely a personal life skill but a critical organizational resource that shapes employees' attitudes, behaviors, and long-term relationship with their workplace. Employees who are financially literate are more capable of making informed investment decisions, planning for the future, and managing financial risks responsibly. This sense of financial control and stability reduces uncertainty and anxiety, enabling employees to focus more effectively on their work responsibilities and professional growth.

The research further indicates that financial stability strengthens employees' continuance commitment, as individuals who feel financially secure are less likely to seek alternative employment. When organizations support employees in developing sound financial habits, employees perceive greater value in remaining with the organization. This creates a mutually beneficial relationship in which employees feel supported beyond their immediate job roles, while organizations benefit from higher retention and a more stable workforce.

Another important finding of this study is the positive impact of structured financial education programs on employees' motivation and emotional well-being. Initiatives such as budgeting workshops, investment seminars, retirement planning sessions, and debt management guidance play a significant role in reducing financial stress among employees. Financial stress is often an overlooked factor that negatively affects concentration, productivity, and job satisfaction. By addressing this issue directly, organizations send a strong message that they genuinely care about employees' overall well-being. This perception fosters normative commitment, as employees feel a moral obligation to reciprocate the organization's support through loyalty and dedication. At the same time, such programs enhance intrinsic motivation, as employees feel more confident, capable, and empowered in both their personal and professional lives.

The study also highlights the critical role of confidence in financial decision-making. Financial knowledge alone does not automatically translate into positive behavior unless employees feel confident applying that knowledge. Employees who possess confidence in managing their finances are more likely to take initiative, engage in problem-solving, and actively participate in organizational activities. This confidence enhances affective commitment, as employees develop a stronger emotional attachment to an organization that contributes to their personal growth and self-efficacy. In this way, confidence serves as a key link between financial literacy and meaningful workplace engagement.

Furthermore, the findings reveal that employees' attitudes toward risk significantly influence how they respond to financial literacy initiatives. Risk-averse employees tend to prefer clear structure, guidance, and reassurance when making financial decisions, while risk-tolerant employees are more open to exploring advanced investment options and innovative financial

opportunities. Understanding these differences allows organizations to design more inclusive and effective financial education programs that cater to diverse employee needs. When employees feel that programs are tailored to their personal preferences and comfort levels, their engagement and satisfaction increase, leading to stronger organizational commitment.

Overall, this study emphasizes that employee motivation cannot be addressed in isolation. Traditional motivational strategies such as monetary incentives or performance-based rewards, while important, are insufficient on their own to ensure long-term commitment. A comprehensive approach that integrates financial literacy initiatives with broader motivation strategies—such as recognition, skill development, career advancement opportunities, and culturally sensitive practices—is essential. When organizations adopt this holistic approach, employees feel valued not only as workers but as individuals with long-term goals and responsibilities.

In conclusion, by investing in employees' financial literacy, building their confidence, and acknowledging their varying risk attitudes, organizations create an environment of trust, empowerment, and mutual respect. Such an environment encourages higher levels of engagement, stronger organizational commitment, and sustainable performance. Ultimately, this integrated approach benefits both employees and organizations, contributing to long-term success, stability, and positive organizational outcomes.

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