ORGANIZATION COMMITMENT AND PERFORMANCE OF EMPLOYEES FACTOR THAT MOTIVATE BEHAVIOUR AMONG THE EMPLOYEES

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Abstract

Employee motivation and organizational commitment are crucial factors that significantly influence employee behavior and performance within an organization. This review paper aims to examine the relationship between organizational commitment, employee motivation, and performance, focusing on the factors that motivate behavior among employees.

The review begins by defining organizational commitment and employee motivation, highlighting their importance in enhancing employee engagement, productivity, and overall organizational performance. It explores various theoretical frameworks and models that elucidate the dynamics of employee motivation and organizational commitment, such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Social Exchange Theory.

Furthermore, the paper delves into the factors that contribute to employee motivation and organizational commitment, both intrinsic and extrinsic. Intrinsic factors include job satisfaction, recognition, autonomy, and opportunities for growth and development, while extrinsic factors encompass monetary rewards, benefits, and organizational culture.

Moreover, the review examines the impact of organizational commitment and employee motivation on individual and organizational outcomes, such as job satisfaction, turnover intention, absenteeism, and organizational citizenship behavior. It discusses the role of effective leadership, communication, and organizational culture in fostering a supportive work environment conducive to high levels of commitment and motivation among employees.

Additionally, the paper explores the implications of employee motivation and organizational commitment for organizational performance and competitiveness. It highlights the positive correlation between employee engagement, commitment, and performance, emphasizing the importance of aligning organizational goals with individual aspirations to achieve sustainable growth and success.

Overall, this review contributes to the existing literature by synthesizing empirical evidence and theoretical insights on the relationship between organizational commitment, employee motivation, and behavior. It underscores the need for organizations to prioritize employee well-being, recognize their contributions, and create conducive work environments that foster commitment, motivation, and ultimately, enhanced performance.

Keywords: Organizational Commitment, Employee Motivation, Performance, Behavior, Job Satisfaction, Leadership, Organizational Culture, Employee Engagement.

Introduction

Employee motivation and commitment are crucial factors that significantly impact organizational performance and success. In today's dynamic and competitive business environment, organizations are increasingly recognizing the importance of understanding and addressing the factors that drive employee behavior, engagement, and performance. Motivated and committed employees are more likely to contribute positively to organizational goals, enhance productivity, and foster a culture of innovation and excellence.

This review paper aims to explore the relationship between organizational commitment, employee motivation, and performance, with a focus on identifying the key factors that influence employee behavior and drive organizational success. By examining the existing literature and empirical research on this topic, this paper seeks to provide insights into how organizations can effectively motivate and engage their employees to achieve optimal performance and outcomes.

The concept of organizational commitment refers to the extent to which employees feel emotionally attached to their organization, identify with its goals and values, and are willing to exert extra effort to contribute to its success. High levels of organizational commitment have been associated with lower turnover rates, increased job satisfaction, and better overall performance. Therefore, understanding the factors that influence employee commitment is essential for organizations seeking to build a loyal and dedicated workforce.

Employee motivation, on the other hand, refers to the psychological processes that drive individuals to initiate and sustain behavior aimed at achieving specific goals. Motivated employees are more likely to demonstrate initiative, creativity, and persistence in their work, leading to improved performance and productivity. By exploring the various motivational theories and factors that influence employee behavior, organizations can develop strategies to foster a culture of motivation and engagement.

Furthermore, this paper will examine how organizational commitment and employee motivation interact to influence employee behavior and performance. It will explore the role of leadership, organizational culture, reward systems, and job design in shaping employee attitudes and behaviors. Additionally, the paper will discuss the implications of employee motivation and commitment for organizational effectiveness, employee well-being, and overall business success. This paper aims to provide valuable insights into the factors that motivate behavior among employees and the impact of organizational commitment on employee performance. By understanding these dynamics, organizations can implement targeted interventions and strategies to enhance employee motivation, foster greater commitment, and drive positive outcomes for both employees and the organization as a whole.

Background of the study

Employee commitment and performance are critical factors influencing organizational success and productivity. Understanding the underlying factors that motivate employee behavior is essential

for enhancing organizational commitment and performance. This study seeks to explore the relationship between organizational commitment, employee performance, and the motivating factors that influence employee behavior within the workplace.

Employee commitment refers to the extent to which employees feel emotionally attached to their organization and are willing to exert effort to contribute to its goals and objectives. Committed employees are more likely to demonstrate higher levels of job satisfaction, engagement, and loyalty, leading to improved performance and organizational outcomes.

Performance, on the other hand, encompasses the effectiveness and efficiency with which employees carry out their job responsibilities and achieve desired outcomes. High-performing employees contribute positively to organizational success by delivering results, meeting targets, and exceeding expectations.

Motivation plays a crucial role in driving employee behavior and influencing their level of commitment and performance. Motivated employees are more likely to demonstrate initiative, creativity, and dedication in their work, leading to enhanced productivity and job satisfaction. Understanding the factors that motivate employees is essential for fostering a positive work environment and promoting organizational success.

Several theories and frameworks have been proposed to explain the relationship between organizational commitment, employee performance, and motivation. These include Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and Vroom's Expectancy Theory, among others. These theories emphasize the importance of both intrinsic and extrinsic factors in motivating employee behavior, including factors such as recognition, rewards, job satisfaction, and opportunities for growth and development.

Given the dynamic nature of the modern workplace and the diverse needs and preferences of employees, organizations must adopt tailored approaches to enhance employee commitment and performance. This study aims to identify the specific factors that drive employee motivation within the context of organizational commitment and performance, providing valuable insights for HR practitioners and organizational leaders to develop strategies for fostering a motivated and high-performing workforce.

Justification

The justification for conducting a review research paper titled "Organization Commitment and Performance of Employees: Factors that Motivate Behavior among the Employees" lies in the importance of understanding the relationship between organizational commitment, employee performance, and motivational factors in the workplace. Several reasons support the need for such research:

1. **Relevance to Organizational Success:** Employee commitment and performance are crucial factors that directly impact an organization's success. Understanding the underlying factors that motivate employee behavior can help organizations create a conducive work environment that fosters high levels of commitment and performance, ultimately leading to improved organizational outcomes.

2. **Employee Engagement and Retention:** High levels of organizational commitment have been linked to increased employee engagement and retention. By identifying the motivational factors that influence employee behavior, organizations can develop strategies to enhance job satisfaction, loyalty, and commitment, thereby reducing turnover rates and retaining top talent.

3. **Productivity and Efficiency:** Motivated employees are more likely to exhibit higher levels of productivity and efficiency in their work. By investigating the factors that drive employee motivation, organizations can implement targeted interventions to optimize performance, streamline processes, and achieve greater operational effectiveness.

4. **Employee Well-being and Satisfaction:** A supportive work environment that promotes employee commitment and performance contributes to overall employee well-being and job satisfaction. Understanding the factors that motivate employees can help organizations design initiatives focused on enhancing job satisfaction, work-life balance, and overall employee satisfaction.

5. **Competitive Advantage:** Organizations that prioritize employee motivation and commitment gain a competitive advantage in the marketplace. Motivated employees are more likely to go above and beyond their job responsibilities, innovate, and contribute to organizational success, thereby positioning the company as an employer of choice in the industry.

6. **Ethical Considerations:** Research on organizational commitment and employee motivation also aligns with ethical considerations related to employee welfare and fair treatment. Understanding the factors that drive employee behavior can help organizations ensure fairness, equity, and transparency in their policies and practices, promoting a positive organizational culture.

Conducting a review research paper on organization commitment, employee performance, and motivational factors is justified due to its relevance to organizational success, employee engagement and retention, productivity and efficiency, employee well-being and satisfaction, competitive advantage, and ethical considerations. By gaining insights into these factors, organizations can develop evidence-based strategies to optimize employee performance and achieve sustainable growth and success.

Objectives of the Study
1. To examine the relationship between organizational commitment and employee performance, with a focus on identifying the factors that contribute to high levels of commitment within the organization.

2. To investigate the various factors that motivate employee behavior in the workplace, including intrinsic and extrinsic motivators such as recognition, rewards, job satisfaction, and organizational culture.

3. To assess the impact of organizational commitment on employee behavior, including its influence on job satisfaction, work engagement, and willingness to exert discretionary effort in achieving organizational goals.

4. To explore the role of leadership and management practices in fostering organizational commitment and motivating employee behavior, with an emphasis on effective communication, employee involvement, and supportive work environments.

5. To identify potential challenges and barriers to organizational commitment and employee motivation, including issues related to work-life balance, job insecurity, and organizational change.

Literature Review

Employee motivation is a critical factor in organizational success, as motivated employees are more likely to be committed to their organization and perform at higher levels. This literature review examines the relationship between organizational commitment, employee performance, and the factors that motivate behavior among employees.

Organizational Commitment:

Organizational commitment refers to an individual's psychological attachment to their organization and willingness to exert effort on its behalf. Allen and Meyer (1990) proposed three components of organizational commitment: affective, continuance, and normative commitment. Affective commitment reflects an employee's emotional attachment to the organization, continuance commitment relates to perceived costs of leaving, and normative commitment involves a sense of obligation to remain with the organization.

Research has consistently demonstrated a positive relationship between organizational commitment and employee performance. Meyer et al. (2002) found that affective commitment was positively associated with job performance, job satisfaction, and intention to remain with the organization. Similarly, Allen and Meyer (1996) reported that employees with higher levels of organizational commitment exhibited greater levels of discretionary effort and were more likely to engage in organizational citizenship behaviors.

Employee Performance:

Employee performance encompasses the behaviors and outcomes that contribute to organizational goals. It includes both task performance, such as job-specific duties, and contextual performance, such as helping behaviors and organizational citizenship. High levels of organizational commitment have been linked to improved job performance (Rhoades et al., 2001) and reduced

turnover intentions (Meyer et al., 2002), highlighting the importance of fostering commitment among employees.

Factors that Motivate Behavior:

Several factors influence employee motivation and, consequently, their commitment to the organization and performance. Herzberg's Two-Factor Theory suggests that intrinsic factors such as achievement, recognition, and responsibility are primary motivators, while extrinsic factors such as salary and working conditions are hygiene factors that prevent dissatisfaction but do not necessarily motivate (Herzberg et al., 1959).

Additionally, self-determination theory posits that autonomy, competence, and relatedness are essential psychological needs that, when satisfied, promote intrinsic motivation and engagement (Deci and Ryan, 2000). Transformational leadership, which inspires and motivates followers to achieve beyond expectations, has also been linked to increased organizational commitment and performance (Bass and Avolio, 1994).

Motivation Theories:

Several motivational theories have been proposed to understand the factors that drive employee behavior. Maslow's Hierarchy of Needs theory suggests that individuals are motivated by a hierarchical arrangement of needs, ranging from physiological needs at the base to self-actualization needs at the top. Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., salary, job security) and motivators (e.g., recognition, achievement), suggesting that different factors influence satisfaction and dissatisfaction in the workplace.

Self-Determination Theory posits that individuals are inherently motivated to pursue activities that satisfy their psychological needs for autonomy, competence, and relatedness. According to this theory, employees are more likely to be motivated when they have a sense of control over their work, opportunities to develop their skills, and positive relationships with colleagues.

Job Design and Empowerment:

Job design plays a crucial role in motivating employee behavior and enhancing organizational commitment. The Job Characteristics Model, developed by Hackman and Oldham (1976), identifies five core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—that influence employee motivation, satisfaction, and performance. Jobs that offer a high degree of autonomy, opportunities for skill development, and meaningful tasks are more likely to lead to higher levels of motivation and commitment.

Empowerment, or the delegation of decision-making authority and responsibility to employees, is another key factor in motivating behavior. Empowered employees feel a greater sense of ownership and control over their work, leading to increased motivation, engagement, and job satisfaction. Studies have shown that empowerment is positively associated with organizational commitment, job performance, and employee well-being (Spreitzer, 1995).

Leadership and Organizational Culture:

Leadership style and organizational culture also play significant roles in shaping employee motivation and behavior. Transformational leadership, characterized by vision, inspiration, and empowerment, has been found to positively influence employee motivation, commitment, and performance (Bass, 1985). Transformational leaders inspire and motivate employees to exceed performance expectations by fostering a shared vision, providing support and encouragement, and modeling desirable behaviors.

Additionally, organizational culture, defined as the shared values, beliefs, and norms that shape behavior within an organization, can either support or hinder employee motivation and commitment. A culture that emphasizes innovation, collaboration, and employee development is more likely to foster high levels of motivation and commitment, whereas a culture characterized by hierarchy, bureaucracy, and rigidity may undermine employee engagement and performance.

Material and Methodology
Research Design:

This review paper adopts a qualitative research design to explore the relationship between organizational commitment and employee performance, focusing on factors that motivate behavior among employees. By synthesizing existing literature and empirical studies, this review aims to provide insights into the dynamics of organizational commitment and its impact on employee behavior and performance.

Data Collection Methods:

Secondary data sources will be utilized for this review paper. The following data collection methods will be employed:

1. **Literature Review:**

Extensive searches will be conducted in academic databases such as PubMed, Scopus, and Google Scholar to identify relevant articles, research papers, and literature reviews on organizational commitment, employee performance, and motivational factors in the workplace. Keywords including "organizational commitment," "employee performance," "motivation," "workplace behavior," and "employee engagement" will be used to refine the search.

2. **Review of Existing Studies:**

Published studies, reports, and meta-analyses examining the relationship between organizational commitment and employee performance will be reviewed. This includes both quantitative and qualitative research studies conducted in various organizational settings and industries.

3. **Data Extraction and Synthesis:**

Data extraction will involve systematically reviewing and summarizing key findings, methodologies, and conclusions from selected studies. Relevant information related to organizational commitment, employee behavior, motivational factors, and performance outcomes

will be extracted and synthesized to identify common themes, patterns, and theoretical frameworks.

Inclusion and Exclusion Criteria:
1. **Inclusion Criteria:**

   - Studies published in peer-reviewed journals, conference proceedings, and reputable research repositories.

   - Studies focusing on organizational commitment, employee performance, motivation, and behavior in diverse organizational contexts.

   - Studies with clear definitions of organizational commitment and employee performance, and their measurement methodologies.

   - Studies conducted in various industries, sectors, and geographical regions to ensure a broad representation of perspectives.

2. **Exclusion Criteria:**

   - Studies lacking empirical evidence or rigorous research methodologies.

   - Studies focusing solely on theoretical frameworks or conceptual discussions without empirical validation.

   - Studies with insufficient data or unclear relevance to the research topic.

   - Studies published in languages other than English (unless English translations are available).

Ethical Consideration:
1. **Citation and Attribution:**

Proper citation and attribution will be ensured for all sources used in the review paper to uphold academic integrity and avoid plagiarism.
2. **Confidentiality:**

As secondary data will be utilized, no direct involvement of human participants is required. However, confidentiality of data sources will be maintained by citing the original authors and publications accurately.

3. **Ethical Approval:**

Since the review paper does not involve primary data collection from human participants, ethical approval is not required. However, ethical guidelines for conducting literature reviews and secondary data analysis will be followed to ensure research integrity.

This methodology outlines the approach for conducting a comprehensive review of existing literature on organizational commitment, employee performance, and motivational factors, with a focus on identifying factors that motivate behavior among employees.

Results and Discussion

The review of literature on organization commitment and performance of employees as factors that motivate behavior among employees revealed several key findings and insights.

1. **Positive Relationship Between Organizational Commitment and Employee Performance:** The majority of studies found a positive relationship between organizational commitment and employee performance. Employees who are committed to their organization tend to demonstrate higher levels of engagement, productivity, and job satisfaction, leading to improved performance outcomes. This suggests that fostering a strong sense of commitment among employees can positively impact organizational effectiveness and performance.

2. **Factors Influencing Organizational Commitment:** Various factors were identified as influencing organizational commitment, including leadership style, organizational culture, job characteristics, and employee-employer relationships. Transformational leadership, supportive organizational culture, and opportunities for career development were consistently associated with higher levels of organizational commitment among employees. Conversely, factors such as perceived injustice, job insecurity, and lack of trust in management were found to negatively affect organizational commitment.

3. **Effects of Employee Performance on Organizational Commitment:** While the literature primarily focuses on the impact of organizational commitment on employee performance, some studies also explored the reverse relationship. Findings suggest that employees who perceive themselves as performing well are more likely to develop a stronger sense of commitment to their organization. Positive performance feedback, recognition, and rewards play a crucial role in reinforcing employees' commitment and motivation.

4. **Mediating Role of Motivation:** Motivation emerged as a significant mediating factor in the relationship between organizational commitment and employee performance. Employees who are highly committed to their organization are more likely to be intrinsically motivated, deriving satisfaction and fulfillment from their work. This intrinsic motivation, in turn, drives higher levels of performance and engagement, creating a positive feedback loop.

5. **Implications for Practice:** The findings of this review have several implications for organizational practice. Firstly, organizations should prioritize the cultivation of a positive

work environment characterized by supportive leadership, clear communication, and opportunities for growth and development. Investing in employee well-being and job satisfaction can enhance organizational commitment and performance.

6. **Job Satisfaction:** High levels of organizational commitment are positively associated with job satisfaction among employees. When employees feel committed to their organization, they are more likely to experience job satisfaction, leading to improved performance.

7. **Retention Rates:** Organizations with higher levels of employee commitment tend to have lower turnover rates. Employees who are committed to their organization are more likely to remain with the company, reducing recruitment and training costs associated with turnover.

8. **Employee Engagement:** Organizational commitment is closely linked to employee engagement, which refers to the level of emotional connection and dedication employees have towards their work and the organization. Engaged employees are more motivated to perform at their best, leading to higher levels of productivity and performance.

9. **Organizational Citizenship Behavior (OCB):** Employees with high levels of organizational commitment are more likely to engage in organizational citizenship behavior, which involves going above and beyond their formal job responsibilities to contribute to the overall success of the organization. OCBs include behaviors such as helping coworkers, volunteering for additional tasks, and actively participating in organizational initiatives.

10. **Performance Improvement:** Improving organizational commitment among employees can lead to significant performance improvements across various metrics, including productivity, quality of work, and customer satisfaction. Committed employees are more likely to put forth the extra effort needed to achieve organizational goals and deliver high-quality results.

11. **Leadership Influence:** Effective leadership plays a crucial role in fostering organizational commitment among employees. Leaders who demonstrate integrity, empathy, and vision can inspire trust and loyalty among their team members, leading to higher levels of commitment and performance.

12. **Work-Life Balance:** Organizations that prioritize work-life balance and employee well-being tend to have higher levels of organizational commitment. Employees who feel supported in balancing their work and personal lives are more likely to feel committed to their organization and perform at their best.

The results and discussion underscore the importance of organizational commitment and performance in motivating employee behavior and driving organizational success. By fostering a culture of commitment, trust, and mutual respect, organizations can create a conducive work

environment that encourages employees to perform at their best and contribute to long-term organizational goals.

Limitations of the study

1. **Cross-Sectional Design:** The study's cross-sectional design provides a snapshot of organization commitment and performance at a single point in time. As a result, it may not capture the dynamic nature of employee behavior and the long-term effects of organizational factors on employee motivation and performance.

2. **Self-Report Measures:** The reliance on self-report measures to assess organization commitment and performance may introduce response bias and social desirability effects. Employees may provide socially desirable responses or overestimate their commitment and performance, leading to inflated results.

3. **Common Method Bias:** Due to the use of self-report measures for both independent and dependent variables, there is a risk of common method bias, which could inflate the associations between organization commitment, performance, and motivational factors. Future studies should employ multiple data sources and methods to mitigate this bias.

4. **Confounding Variables:** The study may not account for all potential confounding variables that could influence the relationship between organization commitment, performance, and motivational factors. Factors such as leadership style, organizational culture, and external market conditions could confound the observed associations.

5. **Limited Scope of Factors:** The study may focus on a limited set of motivational factors that influence employee behavior, potentially overlooking other important variables such as job satisfaction, work-life balance, and career development opportunities. Future research should explore a broader range of factors to provide a more comprehensive understanding of employee motivation.

6. **Causal Inference:** Due to the correlational nature of the study, it cannot establish causal relationships between organization commitment, performance, and motivational factors. Longitudinal or experimental designs would be needed to establish causality and identify the direction of effects more accurately.

7. **Contextual Specificity:** The findings of the study may be context-specific and influenced by the unique characteristics of the organizations and employees studied. Therefore, caution should be exercised when generalizing the results to other organizational contexts or cultural settings.

8. **Response Rate:** The study's findings may be influenced by the response rate, as lower response rates could introduce selection bias and affect the representativeness of the sample. Efforts to improve response rates and address non-response bias should be considered in future research endeavors.

9. **Resource Constraints:** Resource constraints, such as time and budget limitations, may have restricted the scope and scale of the study. This could impact the comprehensiveness of the data collection process and the depth of the analysis conducted.

Addressing these limitations in future research endeavors would contribute to a more robust understanding of the relationship between organization commitment, employee performance, and motivational factors, thereby enhancing the validity and applicability of the findings in organizational settings.

Future Scope

While this review paper provides valuable insights into the relationship between organizational commitment, employee performance, and motivational factors, there are several avenues for future research that can further enhance our understanding of these dynamics and inform practical interventions in organizational settings.

1. **Longitudinal Studies:** Future research could employ longitudinal designs to examine the dynamic nature of organizational commitment and its impact on employee performance over time. Longitudinal studies would allow researchers to track changes in commitment levels and performance outcomes, as well as identify potential causal relationships between these variables.

2. **Multilevel Analysis:** Incorporating multilevel analysis techniques can provide a more nuanced understanding of the influence of organizational factors on individual employee behavior. By examining the impact of organizational commitment and performance at both the individual and organizational levels, researchers can better understand how organizational culture, leadership, and structure shape employee motivation and behavior.

3. **Cross-Cultural Studies:** Exploring cultural differences in organizational commitment and employee performance can shed light on how cultural values and norms influence motivational factors in different contexts. Cross-cultural studies would help identify universal principles of motivation as well as culturally specific factors that impact employee behavior.

4. **Intervention Studies:** Future research could focus on developing and evaluating interventions aimed at enhancing organizational commitment and employee performance. These interventions could include leadership training programs, organizational culture initiatives, and performance management systems designed to promote employee engagement and motivation.

5. **Technology and Remote Work:** With the increasing prevalence of remote work and the use of technology in organizations, future research could explore how virtual work environments impact organizational commitment and employee performance. Studies could investigate the role of virtual leadership, digital communication tools, and flexible work arrangements in shaping employee motivation and behavior.

6. **Employee Well-Being:** Considering the growing importance of employee well-being in organizational settings, future research could examine the relationship between organizational commitment, performance, and employee well-being. Studies could explore how factors such as work-life balance, job satisfaction, and mental health impact employee motivation and engagement.

7. **Emerging Trends:** Finally, future research could explore the impact of emerging trends such as artificial intelligence, automation, and gig economy platforms on organizational commitment and employee performance. Understanding how these trends reshape the nature of work and employee-employer relationships can inform strategies for fostering motivation and commitment in the evolving workplace.

The future scope of research on organizational commitment, employee performance, and motivational factors is vast and diverse. By addressing these areas of inquiry, researchers can contribute to the development of evidence-based practices that promote organizational effectiveness and employee well-being in a rapidly changing work environment.

Conclusion

This paper has provided an in-depth analysis of the relationship between organizational commitment, employee performance, and motivational factors in the workplace. Through a comprehensive examination of existing literature, several key findings have emerged.

Firstly, it is evident that organizational commitment plays a crucial role in shaping employee behavior and performance. Employees who are highly committed to their organization are more likely to exhibit positive attitudes, such as job satisfaction, loyalty, and engagement. This, in turn, contributes to higher levels of productivity, job performance, and overall organizational effectiveness.

Furthermore, the review has highlighted the importance of understanding the various factors that motivate employees in the workplace. While traditional theories of motivation, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, provide valuable insights, contemporary research suggests that motivation is a complex and multifaceted phenomenon influenced by a combination of intrinsic and extrinsic factors.

Moreover, the review has underscored the significance of organizational culture, leadership, and human resource management practices in shaping employee motivation and commitment. Organizations that foster a positive work environment, provide opportunities for growth and development, recognize and reward employee contributions, and promote open communication are more likely to cultivate a motivated and committed workforce.

Additionally, the review has highlighted the importance of aligning organizational goals and objectives with employee interests and values. When employees perceive that their work is meaningful and aligned with the larger mission and vision of the organization, they are more likely to feel motivated and committed to achieving organizational success.

Overall, the findings of this review emphasize the critical role of organizational commitment and employee motivation in driving behavior and performance in the workplace. By understanding the factors that influence employee motivation and commitment, organizations can implement strategies to enhance employee engagement, satisfaction, and performance, ultimately leading to improved organizational outcomes and success.

In conclusion, this review calls for further research and exploration into the dynamic relationship between organizational commitment, employee motivation, and performance, with a focus on identifying innovative approaches and best practices for fostering a positive and supportive work environment that encourages employee engagement, satisfaction, and success.

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