

# Bridging the Motivation Gap: A Data-Driven Approach to Strengthen Workforce Performance

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## **Abstract**

This study explores the critical factors influencing employee motivation in the workplace. The research identifies how these factors impact workplace dynamics and employee engagement. Data shows that a general computed average mean of 5.56, signifying a "Moderately Agree" response, indicating that employees are moderately motivated, and a standard deviation score of 0.26 highlights the interconnectedness of these motivational factors and their collective influence on workplace performance. The study highlights that clear leadership structures, transparent communication, and well-defined procedures enhance motivation under the command and control dimension. Similarly, technological engagement fosters employee innovation and adaptability when supported by sufficient resources and continuous training. In sustainability, employees are driven by a shared sense of purpose when organizations actively incorporate environmentally and socially responsible practices into their strategies. Findings suggest that addressing these factors can significantly enhance workplace motivation, productivity, and overall job satisfaction. Recommendations focus on training managers to adopt participative leadership styles, providing technological support, and embedding sustainability into organizational policies. This research underscores the importance of understanding motivation as a multifaceted phenomenon, where a balanced approach across different dimensions fosters a motivated and engaged workforce.

## **INTRODUCTION**

Ralf Currier David and Allan C. Filley (1977) once remarked, "A capitalist is a man who, if he is living well, doesn't mind if others are living better. A socialist, on the other hand, is a man who doesn't care how badly he himself is living as long as nobody else is allowed to live better." This observation humorously highlights the stark differences between leadership philosophies, akin to capitalism and socialism, each carrying unique implications for how people are managed and inspired. Leadership is not a one-size-fits-all model; instead, it requires adaptability to different organizational goals and employee expectations. Therefore, motivating employees becomes a critical challenge influenced by leadership styles, workplace culture, and external factors.

In modern workplaces, the pursuit of organizational success is often impeded by unresolved challenges. Despite advancements in technology, strategic planning, and leadership training, many businesses struggle to achieve optimal performance. These struggles typically stem from internal inefficiencies, poor communication, and a lack of alignment between organizational goals and employee needs. If left unaddressed, such issues can lead to declining morale, reduced productivity, and even increased employee turnover.

One persistent issue in many organizations is the gap between leadership intentions and workforce realities. Leaders often implement policies and strategies designed to drive performance, yet these efforts may fail to resonate with employees. This disconnect arises from an inability to fully understand and address the factors influencing employee behavior, attitudes, and engagement. When employees feel disengaged or undervalued, their motivation to contribute meaningfully diminishes, ultimately affecting organizational outcomes.

Historically, organizations have approached management development through structured phases, as outlined by Currier David and Filley. The pioneering phase of scientific management, for example, emphasized maximizing efficiency through systematic processes and healthy competition. While this approach proved effective in enhancing productivity, it often overlooked essential human factors such as employee satisfaction and well-being.

Subsequent phases of management evolution aimed to address these shortcomings by focusing on administration, industrial relations, and behavioral decision-making. Each phase introduced new perspectives on how to manage people and operations more effectively. However, despite these advancements, sustaining a motivated and engaged workforce remains a central concern for organizations today.

The complexity of workplace dynamics further complicates efforts to address these challenges. Employees come from diverse backgrounds, bringing varying expectations, experiences, and aspirations. This diversity, while enriching, demands a nuanced approach to leadership and management. One-size-fits-all solutions are no longer viable in an era where personalization and adaptability are crucial for fostering a positive work environment.

Additionally, the increasing pace of change in the business world compounds these challenges. Technological advancements, shifting economic landscapes, and evolving societal expectations require organizations to remain agile and responsive. However, this constant state of flux can create uncertainty and stress among employees, making it even more challenging to maintain motivation and focus.

External pressures, such as globalization and market competition, have forced organizations to prioritize efficiency and innovation. While these priorities are vital for survival, they often come at the expense of employee well-being. Long hours, high expectations, and limited resources can lead to burnout, frustration, and disengagement, further exacerbating workplace problems.

Within academic institutions, the situation is no different. Schools and universities face unique challenges in balancing the needs of students, faculty, and administrative staff. The pressure to deliver quality education, maintain financial stability, and adapt to technological advancements creates a complex environment that can strain relationships and diminish motivation.

Despite these challenges, all organizations—regardless of size or industry—must possess certain fundamentals to succeed. These include competent management, strategic planning, adequate resources, and a motivated workforce. While each of these components is critical, the importance of motivation cannot be overstated. Motivation serves as the driving force behind employee performance, creativity, and commitment. Without it, even the most well-structured organizations are likely to falter.

### Conceptual framework

Personnel administration has undergone significant transformations from the past to the present, adapting to the changing demands of stakeholders and the increasing complexities of the workplace. Organizations that do not align with these shifts risk losing their competitive edge, as demonstrated by the decline of once-dominant companies like Nokia and Kodak. These changes highlight the necessity for innovative

strategies that promote not only operational efficiency but also employee engagement and satisfaction.

### **Valuing Human Capital**

The concept of human capital has become a fundamental component of modern organizational strategies, especially in academic institutions. Human capital, as defined by Allan Cooper (2017), encompasses the knowledge, skills, competencies, and attributes that individuals possess, contributing to both personal and organizational well-being. Acknowledging the significance of human capital, many organizations heavily invest in attracting, retaining, and developing highly skilled employees. For example, academic institutions often offer generous benefits, such as housing allowances, travel subsidies, and comprehensive health plans, to encourage faculty members to remain loyal.

Investing in human capital results in mutual benefits. Employees gain opportunities for professional growth and increased self-confidence through training and development, while organizations enjoy enhanced productivity and higher-quality outcomes. Academic institutions that successfully attract and retain top-tier faculty members experience increased credibility, which subsequently draws more students and strengthens the institution's reputation. This approach highlights the competitive advantage organizations can achieve by prioritizing human capital.

Furthermore, nurturing a culture that values employee development reflects the organization's commitment to its workforce. This not only motivates employees to perform at their best but also fosters a sense of loyalty and belonging. This dual effect—enhancing individual competencies while creating a supportive work environment—underscores the critical role of human capital in workplace motivation.

### **Workforce Expectations**

Workforce expectations have undergone significant transformation in recent years, influenced by changing economic conditions and social trends. Contemporary job seekers are increasingly prioritizing opportunities that offer not only financial stability but also personal and professional fulfillment. There is a noticeable shift towards careers that provide competitive salaries, job security, and a sense of purpose in one's work. This trend is particularly evident in the teaching profession, which recently reported a record high of 53% of examinees passing the latest board examination, with 68,900 individuals entering the field (Board, 2024).

The influx of qualified job seekers in specific sectors illustrates the growing demand for stable, high-paying positions. As such, it is imperative for organizations to align their offerings with these expectations in order to attract and retain top talent. In the education sector, for example, providing competitive salaries, opportunities for professional development, and clear pathways for career advancement is becoming increasingly essential. Employees who perceive that their organization meets or exceeds their expectations are more likely to experience job satisfaction and remain motivated in their roles.

Moreover, workforce expectations are dynamic and evolve in tandem with generational shifts and technological advancements. As younger employees join the workforce, they bring forth new perspectives and values, including an emphasis on work-life balance, diversity, and sustainability. Organizations that proactively adapt to these evolving expectations are better positioned to maintain a motivated and engaged workforce, thereby ensuring their long-term success.

### **Command and Control as Leadership Styles**

The concept of command and control explores the diverse leadership styles that influence how organizations operate and achieve their goals. Leadership style is not a one-size-fits-all approach; rather, it is dynamic and situational, tailored to managing people, tasks, and systems. The effectiveness of each style depends on the organizational context and the leader's ability to adapt to varying circumstances.

From centralized decision-making to collaborative approaches, leadership styles can significantly shape an organization's direction and culture.

Leadership styles such as autocratic, democratic, delegative, bureaucratic, visionary, affiliative, coaching, transactional, and transformational provide a wide spectrum of approaches to managing people and processes. Each style serves a unique purpose, offering advantages and challenges depending on the specific needs of the organization. Understanding these styles is essential for leaders seeking to motivate their teams, enhance productivity, and achieve organizational success. Below is an in-depth discussion of each style and its practical application.

#### **Autocratic Style**

The autocratic leadership style centralizes authority, giving leaders complete control over decision-making. This approach is often employed in environments where quick, decisive actions are necessary, such as during crises or in high-stakes situations where delays could be detrimental. Autocratic leaders rely on their expertise and judgment, making decisions with little to no input from subordinates. While this can ensure efficiency and consistency, it may also lead to reduced morale among employees if their ideas and contributions are overlooked. It works best in organizations where the leader has extensive knowledge and the situation requires strict oversight and control.

However, the limitations of this style emerge in creative or collaborative settings where employee engagement and innovation are crucial. Employees may feel demotivated or alienated if their voices are consistently disregarded. For this reason, successful autocratic leaders must balance their authority with transparency and clear communication to ensure that their teams understand the rationale behind decisions. By doing so, they can maintain productivity without alienating their workforce.

#### **Democratic Style**

The democratic leadership style emphasizes collaboration and inclusivity, fostering a culture where all members of the organization can provide input before decisions are made. This approach encourages open communication, collective brainstorming, and shared accountability, which can lead to innovative solutions and a sense of ownership among employees. It is particularly effective in environments that thrive on teamwork, creativity, and problem-solving, as the diverse perspectives of team members enrich decision-making processes.

However, democratic leadership is not without its challenges. The time required to achieve consensus can slow down decision-making, especially in situations where urgency is paramount. Leaders adopting this style must strike a balance between inclusivity and efficiency, ensuring that discussions remain focused and productive. Additionally, they must navigate the potential conflicts that arise from differing opinions while maintaining harmony within the group. When implemented effectively, democratic leadership fosters trust, collaboration, and a sense of community, driving organizational success.

#### **Delegative Style**

Delegative leadership, also known as the "hands-off" approach, entrusts decision-making to team members once tasks are assigned. This style empowers employees to take responsibility for their roles, encouraging autonomy, creativity, and problem-solving. It works particularly well with skilled, motivated teams who thrive on independence and are capable of managing their responsibilities without constant supervision. By granting employees the freedom to make decisions, delegative leaders create an environment where innovation and ownership flourish.

However, the success of this leadership style hinges on the competence and reliability of the team. In the absence of clear guidelines or inadequate skills, delegative leadership can lead to confusion, inconsistency,

and subpar results. Leaders must establish clear objectives and provide necessary support to ensure alignment with organizational goals. When done effectively, this approach not only motivates employees but also fosters professional growth and confidence.

### **Bureaucratic Style**

Bureaucratic leadership is characterized by adherence to well-defined rules, policies, and procedures, providing a structured and consistent framework for organizational operations. This style ensures clarity, accountability, and predictability, which can be advantageous in highly regulated industries or environments that require strict compliance. Bureaucratic leaders maintain a clear chain of command, enabling efficient communication and minimizing ambiguity in task execution.

However, this rigidity can stifle creativity and adaptability, particularly in dynamic industries where innovation is crucial. Employees may feel constrained or undervalued if their input is not considered within the structured framework. To balance the drawbacks, bureaucratic leaders should remain open to feedback and innovation while maintaining the stability of established procedures. By doing so, they can foster a culture that values both compliance and growth.

### **Visionary Style**

Visionary leadership focuses on creating and communicating a compelling vision for the future of the organization. Leaders who adopt this style inspire their teams by painting a clear picture of long-term goals and aligning their efforts with the organization's mission. This approach works best in environments that require significant change, innovation, or a strong sense of direction, as it motivates employees to work toward shared objectives. Visionary leaders are often charismatic and skilled at rallying teams around a common purpose, fostering a sense of pride and commitment to the organization's aspirations.

While this style is effective for driving change and uniting teams, it requires careful execution. Leaders must ensure their vision is realistic, actionable, and adaptable to evolving circumstances. Additionally, visionary leadership may falter if employees lack the resources or skills to implement the vision effectively. By pairing inspiration with practical strategies and support, visionary leaders can create a dynamic and forward-thinking workplace environment.

### **Affiliative Style**

The affiliative leadership style prioritizes building strong emotional bonds among team members, fostering trust, harmony, and collaboration. Leaders who adopt this approach focus on the well-being of their employees, often resolving conflicts and creating a supportive work environment. This style is particularly effective in rebuilding morale, addressing workplace tension, or ensuring employee satisfaction during times of change or uncertainty. By strengthening interpersonal connections, affiliative leaders create a culture of loyalty and mutual respect.

However, an overemphasis on maintaining harmony can sometimes lead to a lack of constructive feedback or accountability. Affiliative leaders must balance their focus on relationships with ensuring that performance standards are met. By complementing this style with clear expectations and open communication, they can create a workplace environment that values both personal connections and professional excellence.

### **Coaching Style**

Coaching leadership emphasizes personal and professional development, with leaders acting as mentors to help employees achieve their full potential. This style is ideal for organizations that prioritize continuous learning and skill-building, as it focuses on identifying individual strengths and addressing gaps through

tailored guidance. Coaching leaders invest time in their employees' growth, often using one-on-one sessions to provide constructive feedback and set achievable goals.

Despite its benefits, coaching leadership can be time-intensive, requiring a significant commitment from leaders to understand and support their team members. Additionally, it may not be suitable for environments where quick decision-making or immediate results are necessary. However, when implemented effectively, this style fosters a culture of growth, resilience, and adaptability, empowering employees to take on greater challenges and responsibilities.

### **Transactional Style**

Transactional leadership is rooted in structure, relying on established systems, procedures, and performance-based rewards to motivate employees. Leaders who use this approach focus on maintaining order and achieving specific outcomes by clearly defining roles, expectations, and incentives. Employees are motivated to meet or exceed performance standards through tangible rewards, such as bonuses, recognition, or other benefits. This style works well in structured environments where consistency and compliance are essential.

While transactional leadership is effective in ensuring productivity and adherence to processes, it can sometimes overlook the need for innovation and employee engagement beyond the immediate tasks at hand. To address these limitations, leaders can complement this style with opportunities for creativity and recognition of intrinsic motivators, ensuring that employees feel both valued and challenged.

### **Transformational Style**

Transformational leadership seeks to inspire significant change within an organization, focusing on innovation, adaptability, and long-term improvement. Leaders who adopt this style challenge the status quo by encouraging their teams to think creatively and embrace new approaches to achieve organizational goals. Transformational leaders often act as role models, instilling a sense of purpose and motivating employees to go beyond their comfort zones.

This leadership style is highly effective in dynamic environments that require adaptability and continuous improvement. However, it demands a leader with strong vision, communication skills, and the ability to navigate resistance to change. When executed effectively, transformational leadership fosters a culture of growth, collaboration, and resilience, driving organizations toward sustained success.

### **Teamwork**

Talks about the ability for the leader to work as a team leader and how it would motivated individual to work with him and could result to a strong influence of producing good quality of product and output. (Jūratė Černevičiūtė, 2018)

Employee motivation is a crucial determinant of organizational effectiveness, directly influencing job performance, engagement, and workplace productivity (Deci & Ryan, 1985). Various factors contribute to workplace motivation, including teamwork, leadership style, rewards and recognition, work environment, and career growth opportunities (Herzberg, 1959). Among these, teamwork plays a critical role in fostering collaboration, enhancing communication, and creating a shared sense of purpose among employees (Kozlowski & Ilgen, 2006). Effective teamwork, particularly when facilitated by a competent leader, increases employees' intrinsic motivation by promoting a supportive and goal-oriented work environment (Salas, Sims, & Burke, 2005).

The Self-Determination Theory (SDT) by Deci and Ryan (1985) and Herzberg's Two-Factor Theory (1959) are some of the theory would be use in this research. According to SDT, motivation is driven by three psychological needs: autonomy, competence, and relatedness. Teamwork satisfies the need for

relatedness by creating strong interpersonal connections, which enhances employees' sense of belonging and intrinsic motivation (Ryan & Deci, 2000). In alignment, Herzberg's theory differentiates between hygiene factors (external conditions such as salary and job security) and motivators (intrinsic elements such as recognition and growth). Within this framework, teamwork and leadership function as motivators that increase job satisfaction and, consequently, workplace motivation (Robbins & Judge, 2019).

A key component of this dynamic is the ability of a leader to work as a team leader, as an effective leader can inspire individuals to collaborate and strive for excellence in their work (Černevičiūtė, 2018). A leader who engages with their team not only fosters a more cohesive and motivated workforce but also influences the production of high-quality outputs and products. When employees perceive their leader as approachable, cooperative, and aligned with team goals, they are more likely to develop intrinsic motivation and commitment to their work (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017). Moreover, Social Exchange Theory (Blau, 1964) supports this perspective, suggesting that employees reciprocate positive leadership and teamwork experiences with increased motivation and effort (Cropanzano & Mitchell, 2005).

Building on these theoretical perspectives, this study identifies teamwork, leadership style, recognition and rewards, work environment, and career growth opportunities as independent variables influencing employee motivation. However, job satisfaction serves as a mediating variable, as employees who experience effective teamwork and leadership are more likely to feel satisfied, leading to enhanced motivation and higher-quality work output.

### **Technology**

Technology has evolved at a rapid pace over the years, becoming increasingly sophisticated with each passing decade. In education, this evolution is particularly evident, as tools have transitioned from traditional paper-based methods to advanced electronic gadgets, and from typewriters to computers. While this progress offers numerous opportunities, it raises important questions about the efficiency and real-world application of these technologies. Are these tools genuinely improving educational outcomes, or are they simply adding another layer of complexity? This question is fundamental to understanding how technology can best serve both educators and students. Stockwell (2013) highlighted in his research that when technology is correctly integrated into the teaching process, it leads to increased interaction between students and their instructors, thereby enriching the learning experience. This illustrates that when used effectively, technology can enhance both the teaching and learning process, making it more dynamic and engaging.

However, the mere presence of technology is not enough to ensure its positive impact. Schmid and Dowling (2022) emphasize that technology must be utilized properly to fulfill its potential. Without proper training and application, the introduction of new tools can lead to inefficiencies or even new challenges. For instance, teachers may struggle to integrate digital tools into their lesson plans effectively, or students may find themselves distracted by technology rather than engaged in the learning process. It is essential that technology is not only provided but also supported with clear guidelines and training to ensure that it serves its intended purpose. In education, this means aligning the use of technology with specific learning objectives and ensuring that both teachers and students have the knowledge and resources to make the most of it.

In the workplace, a similar principle applies—technology has the power to simplify processes and reduce the burden on employees. Laker (2023) argues that when the right technology is introduced and used correctly, it can streamline business processes, increase productivity, and ultimately motivate employees.

By removing obstacles and improving efficiency, technology allows employees to focus on more strategic and fulfilling tasks, which can lead to greater job satisfaction. However, as with education, providing the right tools is not enough on its own. It is crucial that employees receive proper training and support to fully utilize technology. When technology is integrated effectively into the workplace, it enhances motivation by making tasks easier to complete and enabling employees to contribute to the organization's success more effectively.

### **Networking as a Factor of Motivation:**

Networking involves building and nurturing professional relationships that can offer support, knowledge, and opportunities. In the workplace, effective networking can significantly enhance employee motivation by fostering a sense of belonging and community. (EDCOR, 2017; Lauricella, Parsons, Schaninger, & Weddle, 2022) Employees who feel connected to their colleagues are more likely to experience higher job satisfaction and engagement. Research indicates that teams with high engagement rates are 21% more productive than those with low engagement, and engaged employees are 27% more likely to be excellent performers.

Networking can occur both internally and externally. Internally, professional connections across departments enhance communication and collaboration, promoting a culture of shared goals and innovation. (HAILO, 2023; Volmer & Tröger, 2019) Employees who feel supported by strong internal networks are more likely to feel empowered and motivated in their roles. This external networking fosters a culture of learning and growth, where employees feel their organization is actively engaging with the wider community to stay competitive and relevant. Such collaboration not only enhances individual performance but also strengthens the organization's ability to adapt to changing industry trends.

External networking that engages with other businesses, government services, and private entities can further boost motivation by exposing employees to new resources, technologies, and ideas. Partnerships with external stakeholders allow employees to contribute to initiatives that go beyond their organization, fostering a sense of purpose and broader impact. For example, collaboration with government programs may provide access to training opportunities or subsidies, while partnerships with private companies may introduce innovative practices that enhance productivity. These external connections complement internal networks, creating a well-rounded and dynamic professional environment.

### **Priorities on Sustainability as a Factor of Motivation:**

Sustainability refers to practices that meet present needs without compromising the ability of future generations to meet theirs, encompassing environmental, social, and economic dimensions. (People, 2024) Organizations that prioritize sustainability often experience higher levels of employee motivation. Employees are attracted to companies that focus on sustainability as part of their business strategy because it gives meaning to the work they do.

The ability to sustain the business itself plays a critical role in motivating employees, as it provides a sense of security and long-term stability. When employees recognize that their organization is not only environmentally responsible but also strategically equipped to survive and thrive, they feel more invested in their work. This might involve adopting efficient resource management practices, creating policies to mitigate risks, and fostering innovation to ensure the company's resilience in a competitive market.

Additionally, sustainability priorities often extend beyond internal operations to external engagement with communities, government programs, and private entities. (Costa, 2024) By collaborating with local initiatives, advocating for sustainable policies, or participating in public-private partnerships, organizations can enhance their social impact. Such external efforts inspire employees by demonstrating



that their company is committed to making a positive difference in the broader world. For instance, partnerships aimed at reducing carbon footprints or contributing to community welfare can foster pride and motivation among the workforce.

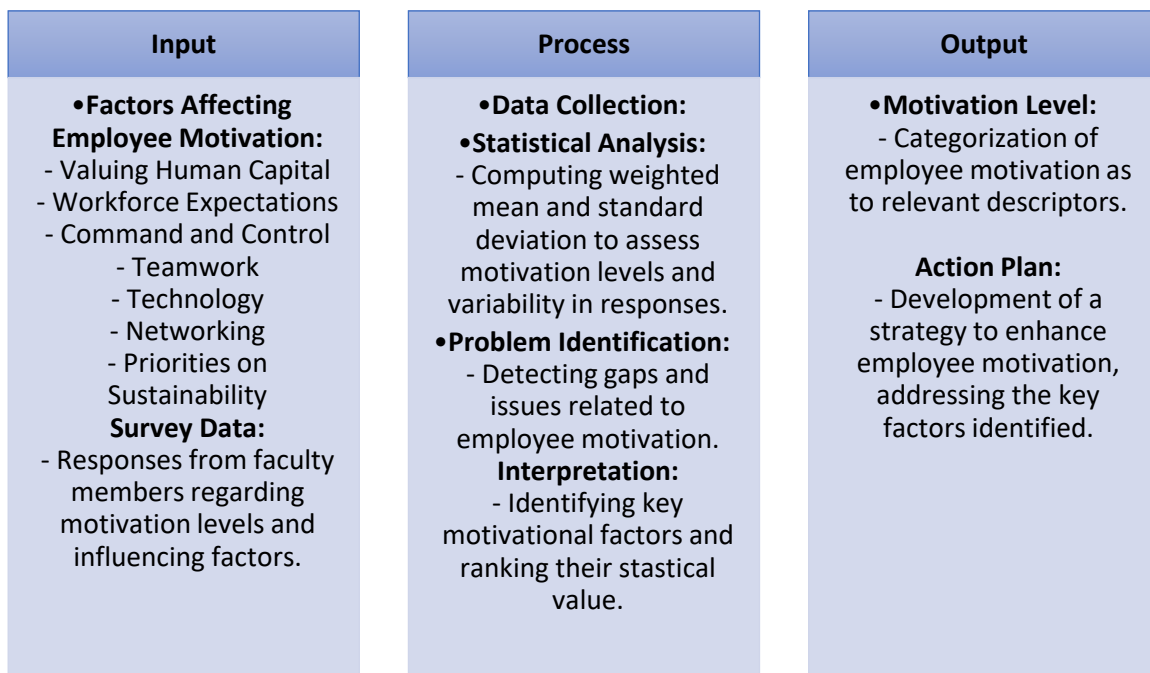
Understanding the root causes of workplace problems requires a deeper exploration of the factors that influence motivation. While many organizations acknowledge the importance of motivation, few take the time to analyze its complexities and implement strategies to enhance it. As a result, motivation remains an untapped resource in many workplaces, with significant implications for organizational success.

This research aims to address these issues by examining the underlying causes of workplace problems and their connection to employee motivation. Through a detailed analysis of motivation’s role in organizational performance, this study seeks to provide insights into how organizations can create environments that foster engagement, satisfaction, and productivity. By understanding the challenges and opportunities associated with motivation, leaders can better align their strategies with the needs of their workforce, paving the way for sustainable success.

**Statement of the Problem**

The aim of the study was to determine the factors that effects the performance of employees in their workplace. Specifically, the following questions were answered:

1. What is the level of Motivation of employees towards the workplace?
2. What are factors that affects the motivation of employees towards the workplace?
3. Prepare a plane to plan of action to improve the motivation of the workforce.



**METHODOLOGY**

**Research Design and Methodology**

This study aims to develop a program that fosters a more motivated and engaging work environment. To achieve this objective, the researcher employed a descriptive survey research design. This approach is suitable for capturing and analyzing perceptions, attitudes, and behaviors of individuals within the workplace, allowing for an in-depth understanding of the factors influencing employee motivation.

The descriptive survey method was chosen due to its effectiveness in collecting data from a large population in a systematic and structured manner. By utilizing this method, the researcher was able to gather quantitative and qualitative insights that provide a comprehensive view of the current state of workplace motivation. The data collected forms the foundation for identifying key factors and trends, which are instrumental in designing an evidence-based program to address motivational challenges.

By focusing on the descriptive survey approach, this research ensures a clear alignment between the study's objectives and its methodology, paving the way for actionable recommendations that can be directly applied to enhance workplace motivation.

### **Population and Locale of the study**

The study was conducted at King's College of the Philippines, specifically at its main campus. To ensure the data collected was representative and reliable, the researcher employed the total enumeration technique, involving all members of the defined population in the study. This approach ensures that every eligible respondent contributes to the findings, minimizing sampling bias.

The population consisted of 10 faculty members from the Basic Education Department of King's College of the Philippines. This group was chosen due to their direct involvement in the academic operations of the institution, providing valuable insights into workplace motivation within the context of educational settings. Their perspectives and experiences are pivotal in understanding the motivational dynamics that influence productivity, job satisfaction, and overall workplace engagement.

By focusing on this specific group, the study ensures a localized and targeted approach, capturing the unique characteristics and challenges of the workplace environment at King's College of the Philippines. This setting provides an ideal backdrop for exploring motivational factors and identifying opportunities for improvement tailored to the institution's needs.

### **Data gathering Tool**

The primary tool for data collection was a survey questionnaire, designed to gather insights into the factors affecting employee motivation in the workplace. The questionnaire consisted of 35 items, categorized based on seven motivational factors identified through prior research: Valuing Human Capital, Workforce Expectation, Command and Control, Teamwork, Technology, Networking, and Priorities on Sustainability. To ensure the reliability of the tool, the researcher employed the **Split-Half Correlation Method**, dividing the questionnaire into two halves and calculating the correlation between them. The resulting reliability score of 0.96 indicated that the instrument was statistically classified as "Very Highly Reliable." This high reliability score ensured that the responses collected would consistently reflect the true opinions and experiences of the respondents.

The survey questions were distributed across the motivational factors as follows:

- a) **Valuing Human Capital:** Questions 14, 21, 26, 32, and 35 focused on how respondents perceive the organization's efforts in valuing employee skills, competencies, and welfare.
- b) **Workforce Expectation:** Questions 6, 13, 25, 30, and 33 explored expectations around salaries, benefits, and job security.
- c) **Command and Control:** Questions 8, 10, 11, 20, and 28 addressed leadership, clarity of direction, and performance under supervision.
- d) **Teamwork:** Questions 1, 7, 12, 31, and 34 examined collaboration and interpersonal relationships among employees.
- e) **Technology:** Questions 3, 5, 15, 18, and 29 assessed the role of technological advancements, tools, and training in motivation.

- f) **Networking:** Questions 9, 16, 19, 24, and 27 focused on internal and external professional relationships and their impact on workplace dynamics.
- g) **Priorities on Sustainability:** Questions 2, 4, 17, 22, and 23 measured employee motivation related to environmental, social, and long-term organizational sustainability goals.

Respondents were asked to rate each statement using a seven-point Likert scale, with responses ranging from “Strongly Disagree” to “Strongly Agree.” This approach allowed for nuanced feedback on each factor.

The first, second, and third highest scores among the motivational factors were identified as the most significant influencers of workplace motivation. These scores provided insights into which factors were most relevant for enhancing motivation and which areas required further attention for improvement.

**Data Gathering Procedure**

The researcher followed a systematic and ethical approach to collect data, ensuring the rights and well-being of the participants were prioritized throughout the process.

First, the researcher discussed the contents of the informed consent form with each respondent. The consent form outlined the purpose of the study, the data collection process, potential risks and benefits, confidentiality measures, and the voluntary nature of participation. Respondents were given the opportunity to ask questions or seek clarification before providing their consent to participate.

Once consent was obtained, the researcher distributed the survey questionnaires to the participants. Each participant was allotted approximately 30 minutes to complete the questionnaire in a quiet and comfortable setting. During this time, the researcher remained present in the room to address any questions or concerns the respondents might have while maintaining a neutral stance to avoid influencing their answers.

Upon completion of the questionnaire, the researcher conducted a quick review to ensure all items were answered. If any questions were left blank or overlooked, the questionnaire was returned to the participant to complete the missing items. This process was repeated until the required amount of data was collected. To ensure a smooth data collection process, the researcher maintained open communication with the respondents, fostering a sense of trust and collaboration. The integrity of the responses was preserved by providing a non-intrusive and supportive environment during the data gathering phase.

**Treatment of the data**

The collected data were analyzed using appropriate statistical tools to address the research objectives and derive meaningful insights regarding employee motivation. The following methods were employed:

Software Utilization:

The statistical analysis was conducted using SPSS (Statistical Package for the Social Sciences), a reliable software tool for managing and interpreting quantitative data. SPSS was used to compute the weighted mean, standard deviation, and other relevant statistical measures efficiently and accurately.

**RESULT AND DISCUSSION**

**Factors that affects motivation in the Workplace.**

	Average Score	Statistical Description	Rank
Command and Control:	5.84	Moderately Agree	1
Technology:	5.76	Moderately Agree	2
Priorities on Sustainability:	5.72	Moderately Agree	3
Teamwork:	5.66	Moderately Agree	4

Workforce Expectations:	5.48	Moderately Agree	5
Networking:	5.4	Moderately Agree	6
Valuing Human Capital:	5.08	Marginally Agree	7
<b>Total</b>	<b>5.56</b>	<b>Marginally Agree</b>	

**Table 1: Summary on the level of motivation according to factors**

Table 1 show the summary on the level of motivation according to factors and the general computed average mean of 5.56, categorized as "Moderately Agree," reflects that respondents largely find the motivational statements convincing, though not without some reservations. This suggests a moderate level of motivation among employees, where they appear to remain driven to continue their work despite encountering challenges. While this finding indicates a positive level of engagement, it also hints at potential areas for deeper investigation to understand the nuances behind the responses.

The standard deviation score of 0.26 provides additional insight into the consistency of responses across the various factors. This low variability suggests that the motivational factors presented are closely aligned in the perceptions of respondents. The closeness of these responses implies a potential interconnectedness between factors, where one may influence or reinforce another. This finding opens avenues for examining how these elements interact and contribute to the overall motivational climate.

These observations highlight the importance of exploring the dynamic relationships among the factors of motivation. The moderate agreement across all factors raises questions about what might be sustaining motivation at this level and what barriers might exist that prevent a stronger alignment. Understanding these underlying dynamics is key to uncovering opportunities for enhancing workplace motivation further. The interconnected nature of the factors, as suggested by the low standard deviation, invites further analysis of how they collectively influence employee attitudes and behaviors. For example, the way leadership, teamwork, and access to resources converge might play a significant role in shaping workplace experiences. Identifying such patterns could provide valuable insights into the broader motivational framework within the organization.

Furthermore, the close relationship among the factors suggests a workplace dynamic where motivation is shaped by multiple, overlapping influences. For instance, a strong leadership style might amplify the impact of access to technology or teamwork dynamics. This interconnectedness presents an opportunity for the organization to adopt a holistic approach, ensuring that each motivational factor is addressed not in isolation but as part of a comprehensive strategy for workforce improvement.

**Command and Control Factor**

	<b>Average Score</b>	<b>Statistical Description</b>	<b>Rank</b>
Maintaining order and efficiency in the workplace is important to me.	6.40	Strongly Agree	1
I am skilled at following established procedures and protocols.	5.90	Moderately Agree	2
I demonstrate discipline and accuracy in performing tasks under supervision.	5.90	Moderately Agree	2
I can adapt to commands and execute tasks effectively in structured environments.	5.80	Moderately Agree	4

The organization ensures clarity and precision in my task execution.	5.20	Marginally Agree	5
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**Table 2: Factors under Command and Control**

The factor that greatly affects employees’ motivation in the workplace is command and control. The employees believe that the leadership style of supervisors significantly influences their work performance. The statement, “Maintaining order and efficiency in the workplace is important to me,” which scored an average of 6.3, suggests that employees are motivated to work when procedures are well-established and there is a clear sense of direction. This indicates that the workforce values balanced policies and guidelines that are effectively implemented. It also signifies that the administration should focus on employee discipline and how policies are enforced, ensuring balanced decision-making and providing the necessary tools for better outcomes.

The highest-ranked factor, maintaining order and efficiency in the workplace, underscores the importance of creating a stable and productive work environment. Employees who prioritize this factor thrive in settings where workflows are streamlined, expectations are clearly communicated, and disruptions are minimized. This motivation reflects a need for structure, as order and efficiency enhance focus and reduce workplace stress. For such employees, the absence of a well-organized system can lead to disengagement, emphasizing the importance of leadership in fostering an environment that supports systematic operations and productivity.

Closely related is the ability to follow established procedures and protocols, which highlights employees’ commitment to organizational standards. Employees motivated by this factor find satisfaction in adhering to clear guidelines, which eliminate uncertainty and foster a sense of direction. This reflects their drive to contribute reliably and consistently to the organization’s success. Additionally, adherence to procedures reinforces their trust in the leadership’s ability to create a well-defined system, further boosting their motivation to excel.

Discipline and accuracy in performing tasks under supervision, also highly ranked, suggest that employees are motivated by the accountability inherent in supervisory relationships. They value the trust placed in them by their supervisors and are driven to deliver precise, high-quality results. This discipline ensures that they consistently meet or exceed expectations, contributing to the organization’s operational success. For these employees, supervision serves as a supportive framework rather than a constraint, enhancing their motivation to perform effectively and reliably.

Lastly, the ability to adapt to commands and execute tasks in structured environments highlights employees’ flexibility within an organized framework. While this factor ranks slightly lower, it signifies the workforce's willingness to remain responsive to shifting demands while maintaining alignment with established systems. Employees with this motivation value clear hierarchies and defined roles, which enable them to adapt seamlessly without sacrificing productivity. This balance between adaptability and structure further underscores the importance of leadership in creating an environment where employees feel equipped and motivated to meet organizational objectives.

**Technological Factor**

	<b>Average Score</b>	<b>Statistical Description</b>	<b>Rank</b>
I am encouraged to explore and integrate new technologies into my work.	6.3	Strongly Agree	1
I understand and utilize the technology provided by the company effectively.	6.1	Moderately Agree	2
I have the cognitive skills necessary to adapt to new technological environments.	5.7	Moderately Agree	3
I am knowledgeable and proficient in using the latest technology at work.	5.6	Moderately Agree	4
The organization prioritizes my continuous learning about technological advancements.	5.1	Marginally Agree	5

**Table 3: Factors Under Technology**

The motivation of employees in the workplace under the category of technology is significantly influenced by the organization’s ability to provide appropriate tools and opportunities for development. The statement, “I am encouraged to explore and integrate new technologies into my work,” ranked highest with an average score of 6.3. This reflects employees’ strong motivation when they are empowered to experiment with and apply innovative technologies in their roles. It highlights the importance of fostering a workplace culture that encourages technological exploration, as it demonstrates trust in employees' skills and underscores their role in driving organizational progress. Such encouragement is key to boosting engagement, creativity, and satisfaction.

Ranking second with a score of 6.1, the ability to understand and utilize the technology provided by the company effectively underscores the need for organizations to equip employees with functional and relevant tools. Employees feel motivated when they are confident in their ability to use the technology essential to their roles. This suggests that organizations should prioritize not only providing state-of-the-art tools but also offering comprehensive training to ensure proficiency. When employees can seamlessly integrate technology into their workflow, they become more efficient and capable of meeting organizational objectives, which further enhances their motivation and job satisfaction.

The third-ranked factor, “I have the cognitive skills necessary to adapt to new technological environments,” with a score of 5.7, reflects employees' confidence in their ability to adapt to technological changes. This highlights the importance of ongoing training programs that sharpen employees' cognitive and problem-solving skills in the context of evolving technology. While employees value their adaptability, they rely on the organization to provide structured opportunities to learn and grow. Investing in training and development initiatives ensures that employees remain agile and prepared to embrace technological shifts, which, in turn, supports long-term organizational success.

Although ranked fourth and fifth, the factors “I am knowledgeable and proficient in using the latest technology at work” (score = 5.6) and “The organization prioritizes my continuous learning about technological advancements” (score = 5.1) remain critical motivators. These scores suggest that while employees recognize the value of being proficient in the latest technologies, their motivation is tied more closely to the organization’s support for continuous learning. Employees need consistent opportunities for skill development through workshops, certifications, or other training initiatives. When organizations

actively prioritize employee development, they create an environment that values growth, ensures technological competence, and enhances workplace motivation.

**Priorities on Sustainability Factor**

	Average Score	Statistical Description	Rank
I am committed to supporting the organization’s sustainability goals.	6.3	Strongly Agree	1
I am knowledgeable about minimizing the environmental impact of my work.	5.9	Moderately Agree	2
I think critically about how my actions affect sustainability in the organization.	5.8	Moderately Agree	3
The company educates me on sustainable practices and principles.	5.3	Moderately Agree	4
Sustainability is integrated into the decision-making processes at my workplace.	5.3	Moderately Agree	4

**Table 4: Factors under Priorities on Sustainability**

Employee motivation in the context of "Priorities on Sustainability" is deeply rooted in the assurance that the organization is committed to long-term sustainability, both in its goals and practices. The highest-ranking statement, “I am committed to supporting the organization’s sustainability goals,” scored 6.3, reflecting employees’ strong dedication to aligning their efforts with the institution’s sustainability initiatives. This indicates that employees feel a sense of purpose and motivation when they see themselves contributing to meaningful and long-term goals. The alignment of personal values with organizational priorities enhances engagement, as employees perceive their work as impactful and future-oriented, fostering trust in the institution’s stability and longevity.

Ranking second with a score of 5.9, employees expressed confidence in their knowledge about minimizing the environmental impact of their work. This highlights their motivation to take proactive steps in integrating sustainability into their roles. The ability to actively participate in environmentally conscious practices demonstrates a sense of ownership and responsibility, which contributes to their confidence in the institution’s sustainability efforts. This factor underscores the importance of equipping employees with the tools, resources, and knowledge they need to make environmentally sound decisions, reinforcing their motivation and their belief in the organization's enduring presence.

The statement, “I think critically about how my actions affect sustainability in the organization,” also ranked highly with a score of 5.8. This indicates that employees are motivated by the opportunity to reflect on their individual contributions to sustainability. Critical thinking empowers employees to identify ways to align their actions with broader sustainability objectives, which not only motivates them but also strengthens their sense of accountability. Organizations that foster this mindset demonstrate a commitment to empowering employees as active participants in achieving sustainability goals, further building trust and engagement.

However, the statements “The company educates me on sustainable practices and principles” and “Sustainability is integrated into the decision-making processes at my workplace,” both ranked fourth with a score of 5.3. These lower scores suggest that while employees value their role in sustainability, they may

feel that the organization could enhance its efforts in embedding sustainability into its culture and decision-making. Providing consistent education on sustainable practices and ensuring that sustainability is a core part of organizational decisions would reinforce employees' confidence in the institution's commitment to long-term goals. This would not only motivate employees but also signal that the organization is taking meaningful steps to ensure its longevity through sustainable practices.

The results of the study reveal key motivational factors that influence employee engagement across different workplace domains. Under the category of Command and Control, employees are most motivated by clear direction, with a strong preference for well-established procedures and systems that ensure efficiency and order. They are also motivated by their ability to perform effectively under supervision, suggesting that structured environments and clear expectations are critical to their job satisfaction and productivity.

In the Technology category, employees exhibit strong motivation when given the freedom to explore and integrate new technologies into their work. However, their engagement also depends on receiving continuous learning opportunities and having access to the necessary tools and training to stay proficient in technological advancements. The findings emphasize that organizations that prioritize both exploration and skill development can significantly enhance employee motivation and productivity.

Finally, within the Priorities on Sustainability category, employees are highly motivated by the organization's commitment to long-term sustainability goals. Their motivation is strongest when they feel they are contributing to sustainability through their actions and are equipped with the knowledge to minimize environmental impact. However, employees also desire more education and integration of sustainability into decision-making processes, suggesting that additional focus on sustainable practices within organizational strategies could further elevate their motivation.

## RECOMMENDATION

The study reveals that motivation in the workplace is influenced by several critical factors, including clear command and control systems, engagement with technology, and alignment with sustainability practices. Addressing these areas through targeted interventions can help organizations foster a more motivated and productive workforce. Below are specific recommendations aimed at enhancing employee motivation and engagement based on the findings.

### 1. Enhancing Command and Control Systems

The findings highlight that employees are motivated by clear direction, well-established procedures, and structured environments. To further enhance motivation, organizations should train managers to adopt leadership styles that balance supervision with empowerment. Supervisors should:

- a. Provide clear expectations and consistent communication about tasks and goals.
- b. Practice participative decision-making through regular team discussions to gather opinions and foster collaboration.
- c. Praise accomplishments and address challenges constructively to create an atmosphere of trust and mutual respect.
- d. Support employees in navigating both professional and personal challenges, reinforcing a sense of care and investment in their well-being.

Additionally, investing in training programs that enhance leadership skills, including conflict resolution and effective communication, can ensure managers are equipped to foster a more motivated and efficient workforce.



## 2. Advancing Technological Engagement

The results demonstrate that employees value the opportunity to explore and integrate technology into their roles. To capitalize on this, organizations should prioritize:

- a. Continuous training programs that keep employees updated on the latest technological advancements relevant to their tasks.
- b. Providing the necessary tools and resources, ensuring employees are well-equipped to adapt to changes in the technological landscape.
- c. Encouraging a culture of innovation by offering incentives for proposing or implementing new technologies that streamline processes or enhance productivity.

By fostering a culture of technological adaptability and skill development, organizations can ensure employees feel supported and motivated to contribute to advancements in their respective fields.

## 3. Strengthening Sustainability Practices

Motivation under the Sustainability category can be further elevated by integrating sustainable practices into organizational strategies. Recommendations include:

- a. Conducting regular training sessions to educate employees about sustainability principles and how their actions contribute to long-term goals.
- b. Embedding sustainability into decision-making processes, ensuring employees can actively participate in and witness the organization's efforts to reduce its environmental impact.
- c. Developing measurable sustainability goals and celebrating milestones to enhance employee engagement and alignment with the organization's values.
- d. Partnering with external sustainability initiatives or programs to reinforce a culture of environmental and social responsibility.

By emphasizing sustainability at both individual and organizational levels, employees will not only feel motivated by their contribution but also take pride in being part of a forward-thinking workplace.

## 4. Developing Supervisory Excellence

The attributes of a good supervisor remain pivotal in maintaining employee motivation. Supervisors should be trained to:

- a. Actively listen to employees, making them feel valued and understood.
- b. Provide regular feedback, balancing constructive criticism with genuine praise.
- c. Empower employees by delegating responsibilities and encouraging autonomy in their work.
- d. Promote fairness and consistency in addressing grievances and ensuring alignment with both organizational and employee interests.
- e. Recognize and mentor high-potential employees for career advancement, demonstrating the organization's commitment to growth and development.

By fostering a supportive, approachable, and fair leadership culture, organizations can ensure employees feel motivated, respected, and aligned with the company's goals.

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