

Perceived Staff Motivation on the Adoption of Total Quality Management Practices in Nigeria

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Abstract

This study explores the relationship between employee motivation and the effective adoption of Total Quality Management (TQM) within modern organizational contexts in Nigeria. TQM, renowned for its all-encompassing strategy for continual enhancement, is widely recognized for its positive impact on product and service quality, employee involvement, and overall organizational effectiveness. Despite these well-documented benefits, the pivotal role of motivation in cultivating a TQM culture represents a critical yet insufficiently examined dimension. This study adopts a quantitative method using a closed-ended self-administered questionnaire to investigate the connections between motivation and TQM. The research focuses on assessing the levels of employee motivation within organizations practicing TQM principles. It examines the resulting impact on various TQM dimensions, such as employee involvement and service quality. The findings revealed that staff motivation through intrinsic motivation and extrinsic motivation significantly affects the involvement of employees and the service quality of the selected deposit money banks in the Ilorin metropolis. The findings of this research highlight the importance of motivation in influencing TQM practices. Organizations should be mindful of the balance between intrinsic and extrinsic motivators to foster a work environment that promotes long-term commitment and performance. Practically, the results can guide organizations in developing and implementing strategies to motivate staff in a way that supports the successful implementation of TQM practices. The findings contributed significantly to the existing body of knowledge by elucidating the critical role motivation plays in shaping TQM practices.

Keywords: Total Quality Management (TQM), Employee Involvement, Service Quality, Motivation, Intrinsic, Extrinsic.

Introduction

Generally, one of the protruding challenges faced by organizations is vastly related to staff motivation and how it, in turn, affects the quality of efforts and participation energy employees put to work in order to attain organizational performance through shared goals and value. As observed in previous studies Navaneetha, and Bhaskar (2018); Shaikh et al. (2018) posited that the lack of effective staff motivation in organizations, especially in developing countries such as Nigeria, oftentimes affects the customer focus (Gambi et al., 2013) and thereby influencing the organizational performance. These motivation

determinants vary from intrinsic to extrinsic factors, and these determine the employee's work and, in turn, affect the customers (Shaikh et al., 2018).

Consequently, Edrak et al. (2013) have also noted that employee motivation affects both customer focus and the continuous improvement of activities related to the workplace. Additionally, effective staff motivation is essential for the ongoing enhancement of tasks and activities. Additionally, Shulammite and Addah (2016) underlined that poor overall quality control of operations and outputs most likely have an adverse effect on productivity by reversing work improvement.

Even though numerous studies have shown the negative influence of total quality management on performance and other factors Panuwatwanich et al. (2017); Valmohammadi and Roshanzamir, (2015); Wang et al. (2012), others such as (Duarte et al., 2011; Su et al., 2008), Al-Dhaafri et al. (2016); Gimenez-Espin et al. (2013); Ibidunni et al. (2017) to mention a few have all shown positive influence of total quality management on organizational performance with specific factors such as; continuous improvement, leadership and vision, and employees' participation. In furtherance, Baird et al. (2011); Eniola et al. (2019); Sadikoglu and Olcay (2014) also opined that total quality management is an integrative firm-wide organizational belief which is aimed at improving the quality of the firm's processes, products and services thereby focusing on exceeding customer expectations to enhance customer satisfaction and organizational performance through continuous improvement and employees' participation.

Thus, McCornick and Tiffin (2007) postulated that motivation can be categorized as extrinsic or intrinsic. Extrinsic motivation is described as those that are external to the main description of the task, which entails remunerations such as payment, workplace atmosphere, work value, and job security (Muogbo, 2013). Intrinsic motivation embodies rewards that can be described as psychological mechanisms available to individual employees at the workplace to exercise one's ability, sense of belonging and achievement, recognition, and entitlement to a fair hearing. Consequently, Eniola et al. (2019) claimed that total quality management has been confirmed to be effective in organizations of the 21st century (Herzallah et al., 2014). This was further emphasized to be a significant factor that determines the specific attainment of organizational performance and goals, especially in goods-producing firms (Sahoo & Yadav, 2018).

Total Quality Management (TQM) is a management philosophy that emphasizes continuous improvement, customer satisfaction, and employee involvement in all aspects of an organization's operations. In the service industry, where the quality of service delivery is crucial for success, the role of motivated staff becomes paramount. This study aims to explore the relationship between staff motivation and the successful implementation of TQM in the service sector. The banking industry, being a service-oriented sector, places a significant emphasis on service quality and employee involvement. Motivated employees are more likely to actively participate in TQM initiatives, contributing to the overall success of quality management efforts within banking institutions. TQM involves a holistic

approach to quality management, focusing on continuous improvement, customer satisfaction, and employee engagement. Within the banking sector, where customer trust is paramount, TQM can lead to enhanced service quality, operational efficiency, and a competitive edge (Oakland, 2003; Saraph et al., 1989). The banking industry, being a service-oriented sector, places a significant emphasis on service quality and employee involvement. Motivated employees are more likely to actively participate in TQM initiatives, contributing to the overall success of quality management efforts within banking institutions.

TQM involves a holistic approach to quality management, focusing on continuous improvement, customer satisfaction, and employee engagement. Within the banking sector, where customer trust is paramount, TQM can lead to enhanced service quality, operational efficiency, and a competitive edge (Oakland, 2003; Saraph et al., 1989). Staff motivation is a critical factor influencing employee performance, job satisfaction, and ultimately, the quality of service provided. Motivated employees are more likely to engage in behaviors that contribute to the organization's goals, such as adhering to TQM principles. Studies have shown that motivated employees are more likely to embrace and sustain TQM practices (Ajirowo et al., 2023; Kanji & Chopra, 2011). Motivation acts as a driving force, encouraging employees to participate in continuous improvement processes, contribute innovative ideas, and take ownership of their roles in delivering high-quality services (Johnson et al., 2019; Smith, 2018). This study used some selected deposit money banks in the Ilorin metropolis. These banks (Polaris, FCMB & GTB) were selected because of their major implementation of motivation as part of their day-to-day activities and their readiness to allow their organization as a case study for research works.

Research Objectives

The main objective of the study is to examine the impact of staff motivation on the total quality management practices in Nigeria, with specific attention to selected deposit money banks in the Ilorin metropolis, Kwara State. The primary objectives of this study are:

- i. To examine the effect of staff motivation on employee involvement in selected deposit money banks in the Ilorin metropolis.
- ii. To assess the effect of staff motivation on service quality in selected deposit money banks in the Ilorin metropolis.

Research Questions

In relation to the above-mentioned problem statements, this study asked the following questions.

- i. How does staff motivation affect the employees' involvement in selected deposit money banks in the Ilorin metropolis
- ii. To what level does staff motivation affect the service quality of selected deposit money banks in the Ilorin metropolis

Research Hypotheses Development

In order to attain the outlined objectives, the following hypotheses were stated;

Hypothesis One

H₀₁: Staff motivation has no significant effect on the involvement of selected deposit money banks in the Ilorin metropolis

H_{01a}: Intrinsic motivation has no significant effect on the employees' involvement of selected deposit money banks in the Ilorin metropolis

H_{01b}: Extrinsic motivation has no significant effect on the employees' involvement of selected deposit money banks in the Ilorin metropolis

Hypothesis Two

H₀₂: Staff motivation has no significant effect on the service quality of selected deposit money banks in the Ilorin metropolis

H_{02a}: Intrinsic motivation has no significant effect on the service quality of selected deposit money banks in the Ilorin metropolis

H_{02b}: Extrinsic motivation has no significant effect on the service quality of selected deposit money banks in the Ilorin metropolis

Literature Review

Concept of Motivation

The term motivation emanates from the word 'motive,' which means to engage and sustain an activity. It is seen as a triggering factor that allows an individual to work with respect to the attainment of a stated goal and objectives. Mullins (2010) and Steger and Dik (2020) state that motivation is characterized as the emotional state of mind in which an individual is driven to focus on particular goals and objectives he or she wants to achieve. Even when the required skills, the clear objective of the work, and better working environment are acquired by an employee, without being fully motivated, the work won't be done with adequate justice.

Recent studies by Brown and Ryan (2021) suggest that mindfulness practices can enhance motivation by reducing stress and increasing self-awareness, leading to improved overall well-being and motivation. Motivation is a complex interplay of internal and external factors influenced by individual differences and the context in which one operates. Research in this field continues to evolve, providing valuable insights into how motivation can be nurtured and sustained in various settings (Abdul et al., 2018).

Intrinsic and Extrinsic Motivation

Recent studies by Ryan and Deci (2017) reaffirm the significance of intrinsic motivation, emphasizing the importance of internal drives and interests in fostering long-term motivation. They argue that intrinsic motivation leads to sustained engagement and better

outcomes compared to extrinsic motivators alone. Intrinsic motivation refers to engaging in an activity for the inherent satisfaction and enjoyment derived from the activity itself rather than for external rewards or punishments. Individuals with high intrinsic motivation are driven by internal factors such as curiosity, a sense of accomplishment, or personal interest (Deci et al., 2017). A study by Deci and Ryan (2019) reiterated the significance of intrinsic motivation in fostering long-term engagement and sustainable performance. They emphasized the role of autonomy, competence, and relatedness in nurturing intrinsic motivation, highlighting how environments supporting these factors lead to greater satisfaction and persistence in tasks.

Extrinsic motivation refers to engaging in an activity or behavior to attain an external reward or outcome rather than for the inherent satisfaction or enjoyment of the activity itself. It involves external factors such as tangible rewards, recognition, or avoiding punishment. Grant et al. (2021) investigated the complexities of extrinsic motivation in the workplace, highlighting how the nature and timing of rewards can significantly impact employee motivation and performance. They emphasized the importance of aligning extrinsic rewards with individual preferences and intrinsic motivations to foster sustained engagement and productivity (Ajirowo et al., 2022; Abdulkareem et al., 2023).

Total Quality Management (TQM)

In a competitive market, Quality is becoming a crucial aspect for organizations to succeed in the ever-extending worldwide marketplace. TQM is a management strategy that aims to improve customer satisfaction and performance by delivering high-quality products and services with the involvement and collaboration of all stakeholders, as well as teamwork by applying quality management techniques and tools (AlShehail et al., 2021). With the fast development of the worldwide economy, Organizations are trying to achieve and maintain high notches of performance to work on their overall performance and effectiveness. Companies face a fluctuating economic market on a global scale, with a growing focus on quality, customer satisfaction, productivity, economic uncertainty, organizational culture, and technical innovation (Hilman et al., 2020).

Quality is vital in determining the economic success of manufacturing companies (Zakuan et al., 2009). The concept of TQM has been established as a result of extreme worldwide competition. TQM principles, methods, tools, and techniques have received a lot of attention from organizations with the international market and global competition (Reed et al., 2000) as defined by (Porter & Tanner, 2012): "*Total quality management is a methodology which focuses around enlightening the company's efficiency, success and responsiveness to the consumers and other partners in order to achieve sustained growth towards organisational performance.*"

Application of Motivation in Total Quality Management (TQM)

Motivation plays a crucial role in the successful implementation of Total Quality Management (TQM), a management philosophy aimed at continuous improvement and

customer satisfaction. TQM emphasizes employee involvement, teamwork, and a customer-focused approach. The following points illustrate the connection between motivation and TQM:

Employee Involvement: Motivated employees are more likely to actively engage in TQM initiatives. When employees are motivated, they are more open to participating in decision-making processes, suggesting improvements, and contributing to the overall quality improvement efforts (Deming, 1986; Kumar & Singh, 2022). Encouraging all employees to participate in quality improvement initiatives remains crucial. This involves training, empowerment, and creating a culture where employees feel valued and are motivated to contribute ideas for improvement. The involvement of employees in an organization connotes the idea of involving employees in the decision-making making, which brings an increase in the control and autonomy of their work by assigning more responsibilities and authority to them, and by so doing, they get to be motivated, satisfied and committed to their jobs (Obiekwe et al., 2019).

Service Quality: Motivation is a driving force behind the commitment to continuous improvement. TQM requires a mindset of constant learning and adaptation. Motivated employees are more likely to embrace change, seek ways to enhance processes, and contribute to the ongoing evolution of quality practices. The capacity of a service provider to efficiently satisfy a client in order to improve company success is referred to as service quality. Even in the service industry, "quality" is crucial to a company's success. It's because it has been shown to have a good correlation with revenue, growing market share, and customer happiness (Ajirowo, 2019; Ramya et al., 2019).

Theoretical Review

Deming's Theory by Deming (1993)

Dr. William Edwards Deming (1900–1993), an American engineer, statistician, professor, lecturer, and management consultant, is credited with developing Deming's Theory. He is regarded as the most important quality management guru in both the US and Japan. His "Deming cycle," "Seven Deadly Diseases," and "Fourteen Points" are his most well-known creations (Deming, 1986). Deming's theory is a management concept and strategy that focuses on enhancing organizational effectiveness and quality. It is frequently linked to W. Edwards Deming. Renowned statistician and quality management specialist Deming first presented his theories in the middle of the 20th century; he became especially well-known in Japan following World War II. Deming underlined how crucial it is to see organizations as linked systems in which modifications to one component may have an impact on the entire system. This all-encompassing viewpoint promotes concentrating on general enhancement as opposed to discrete solutions. Deming emphasized how important quality is to every facet of an organization's operations. He maintained that more efficiency, reduced expenses, and higher customer satisfaction follow from better quality. Deming's methodology places a strong emphasis on the analysis and management of processes via

statistical approaches. He held that producing consistent, high-quality outputs requires a grasp of and capacity to regulate process variability. Deming promoted an environment at work that values cooperation, open communication, and trust. This entails removing fear from the workplace, encouraging cooperation, and fostering an atmosphere where individuals feel free to make suggestions for change without worrying about repercussions. Deming highlighted how important it is for leaders to promote a continuous improvement culture. Leaders should actively participate in the process of change and offer a clear vision, resources, and support. Deming thought that employee participation in decision-making and problem-solving was crucial. Employees who are empowered and engaged foster innovation and ongoing development.

All things considered, Deming's theory offers businesses a thorough framework for improving performance and quality through an organized and cooperative approach to management. It has influenced many different businesses and helped to shape contemporary quality control procedures.

Methodology

This study adopts a quantitative method to assess the effect of staff motivation on the total quality management of selected (Polaris, FCMB & GTB) banks in the Ilorin metropolis, Kwara State. The survey method was adopted through a closed-ended self-administered questionnaire to enable the study to determine the opinions, attitudes, and features of target beneficiaries on the subject matters. The research work specifically focused on the staff of Polaris, FCMB & GTBank in Ilorin, Kwara State. Hence, the population of the study is one hundred and forty-three (143, with Polaris Bank to be 53; FCMB, 47; GTB 43). However, a census study was adopted. This is the study of every unit in a population. It provides a measure of the population (no sampling error) (Abdul et al., 2018). Multiple linear regression was used to analyse the hypotheses under consideration.

Data Analysis

Table 1: *Demographic Characteristics of the Participants*

Demographic Variable	Frequency	Percentage %
Gender		
Male	56	39.2
Female	87	60.8
Age		
18-25 years	43	30.1
26-35 years	57	39.9
36-45 years	25	17.5
46 years and Above	18	12.4
Marital Status		
Single	85	59.4
Married	48	33.6
Others	10	7.0

Table 1: Contd.

Educational Level		
ND/NCE	19	13.3
HND/BSc.	88	61.5
Postgraduate	21	22.5
Others	15	3.2

Source: Authors' Field Survey, 2023

Table 1 reveals that there are male respondents (representing 39.2%) and female respondents (60.8%). This suggests that the survey is taking into account the perspectives of both male and female personnel. Additionally, 30.1% of respondents are between the ages of 18 and 25; 39.9% are between the ages of 26 and 35; 17.5% are between the ages of 36 and 45; and 12.4% are older than 46. According to the aforementioned data, the bulk of responders are in the 26–35 age range and are intellectually capable of understanding the topic at hand. According to the survey, 33.6% of the sample respondents are married, 59.4% are single, and 7.0% are widowed or divorced. Finally, the table reveals that among the sample respondents, 13.3% have an ND, 61.5% hold an HND or BSc, 14.7% hold an MBA, MSc, or PhD, and 10.4% hold additional qualifications not included.

Test of Hypotheses and Result Discussion

Test of Hypothesis One

H₀₁: - *Staff motivation has no significant effect on the employees' involvement in selected deposit money banks in the Ilorin metropolis.*

H_{01a} Intrinsic motivation has no significant effect on the employees' involvement in selected deposit money banks in the Ilorin metropolis.

H_{01b} Extrinsic motivation has no significant effect on the employees' involvement in selected deposit money banks in the Ilorin metropolis.

Table 2a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.866	.520
a. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation				

Source: Researcher's Field Survey, 2023

The relationship between perceived employee involvement and perceived staff motivation—which is determined by intrinsic as well as extrinsic motivation—was investigated using multiple linear regression. Table 2a displays the summary of the model. The data indicates that there is a strong correlation between staff motivation (measured by intrinsic and extrinsic motivation, which are predictors or independent variables) and employees' involvement (dependent variable, i.e., the variable being predicted) with a correlation coefficient of 0.932. The data also makes it evident that the coefficient of

determination, or r^2 , is 0.869, or almost 87%. This suggests that the combined influence of staff motivation (intrinsic and extrinsic drive) can account for more than three quarters of the percentage, or 87%, change in the employees' engagement.

Table 2b: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	442.049	2	221.0245	467.282	.000 ^b
	Residual	66.602	141	.473		
	Total	508.651	143			
a. Dependent Variable: Employees' Involvement						
b. Predictors: (Constant), Intrinsic motivation and Extrinsic motivation						

Source: Researcher's Field Survey, 2023.

The ANOVA table is shown in Table 2b. Given that the probability value of .000 is less than the alpha threshold of 0.05 and the model is fit, the F-statistic as displayed in the table is significant.

Table 2c: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.092	.150		.616	.539
	Intrinsic motivation	.348	.062	.294	5.610	.000
	Extrinsic motivation	.621	.057	.567	10.817	.000
a. Dependent Variable: Employees' Involvement						

Source: Researcher's Field Survey, 2023.

The coefficient of independent factors is shown in Table 2c. There appears to be a somewhat positive correlation between employee involvement and intrinsic motivation, as indicated by the coefficient of intrinsic motivation of 0.348. Furthermore, as the alpha level of 0.05 is higher than the p-value, the probability and [t-statistics] values of .000 and [5.610] further imply that the link between intrinsic motivation and employees involvement is significant. Consequently, it can be concluded that modifying intrinsic motivation plays a significant role in increasing employee involvement. The findings of the study showed a strong positive relationship between employees' participation in organizational activities and their intrinsic motivation. Higher intrinsic motivation levels among respondents were associated with increased propensity to take the initiative, actively participate in teamwork, and influence decision-making. The relationship between intrinsic motivation and other facets of employee participation has been the subject of several research. The importance of intrinsic motivation was highlighted by Mohammed (2016), Waed et al. (2018), Trisno

and Abror (2019), and Arthur (2016). They proposed that workers' intrinsic motivation is likely to be increased when they have opportunity to grow their abilities (competence), feel that they have some control over their job, and engage in meaningful social relationships (relatedness).

The data also shows that there is a substantial positive correlation between extrinsic motivation and employee involvement, as indicated by the coefficient of extrinsic motivation of 0.621. Furthermore, given that the alpha level of .05 is higher than the p-value, the likelihood and [t-statistics] values of .000 and [10.817] further imply that the relationship between extrinsic incentive and workers' engagement is significant. Therefore, it can be concluded that modifying intrinsic motivation also has a role in employees' involvement. Numerous studies have examined the relationship between extrinsic motivation and employee involvement. For instance, Smith et al. (2018) and Idris et al. (2019) found a positive correlation between monetary rewards and increased productivity. Conversely, Jones and Williams (2020) highlighted the importance of non-monetary factors, such as recognition and praise, in fostering a sense of belonging and commitment.

The Null Hypothesis (H_{01}) was rejected in light of the results since the p-values supported this conclusion. As a result, the alternative hypothesis—that staff motivation significantly influences staff involvement of selected deposit money banks in Ilorin metropolis was accepted.

Hypothesis Two

H_{02} : - Staff motivation has no significant effect on the service quality of selected deposit money banks in Ilorin metropolis

H_{02a} Intrinsic motivation has no significant effect on the service quality of selected deposit money banks in Ilorin metropolis

H_{02b} Extrinsic motivation has no significant effect on the service quality of selected deposit money banks in Ilorin metropolis

Table 3a: Model Summary

Table 3a: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.522	.513	.462
a. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation				

Source: Researcher's Field Survey, 2023

According to the model summary displayed in table 3a above, R Square is 0.522, meaning that the independent variable (intrinsic and extrinsic motivation) accounted for around 52% of the variance in the dependent variable (service quality).

Table 3b: ANOVA^a

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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	299.615	2	149.808	239.309	.000 ^b
	Residual	88.293	141	.626		
	Total	387.908	143			
a. Dependent Variable: service quality						
b. Predictors: (Constant), Intrinsic motivation and Extrinsic motivation						

Source: Researcher's Field Survey, 2023.

With a large regression sum of squares value (299.615) compared to a residual sum of squares value of 88.293 (indicating that the model does not fail to explain a lot of the variation in the dependent variables), the results of an analysis of variation in the dependent variable were summarized in the above table. Nevertheless, the significant value of 0.000 is displayed by the estimated F-value (239.309) in the aforementioned table, which is less than the p-value of 0.05 ($p < 0.05$). This indicates that the increase in the dependent variable (service quality) can be mutually influenced by the independent variable as a whole.

Table 3c: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.618	.282		2.192	.030
	Intrinsic motivation	.613	.064	.588	9.542	.000
	Extrinsic motivation	.451	.063	.517	7.175	.000
a. Dependent Variable: Service Quality						

Source: Researcher's Field Survey, 2023

The coefficient of independent factors is shown in Table 3c. The somewhat good correlation between service quality and intrinsic motivation is indicated by the coefficient of intrinsic motivation, which is at 0.613. Furthermore, as the alpha level of 0.05 is higher than the p-value, the probability and [t-statistics] values of .000 and [9.542] further imply that the link between intrinsic motivation and service quality is significant. Thus, it may be concluded that a significant factor influencing service quality is the alteration of intrinsic motivation. The results of our empirical analysis reveal a strong positive correlation between intrinsic motivation and service quality. Employees with higher levels of intrinsic motivation consistently demonstrated a greater commitment to delivering high-quality services. Notably, autonomy and mastery emerged as significant predictors of intrinsic motivation, aligning with previous research findings (Deci et al., 1991; Pink, 2009). The findings suggest

that organizations can enhance service quality by fostering an environment that nurtures employees' intrinsic motivation.

The coefficient of extrinsic motivation, which is also included in the table, is 0.451, indicating a high positive correlation between extrinsic drive and service quality. Furthermore, given that the alpha level of 0.05 is higher than the p-value, the likelihood and [t-statistics] values of 0.000 and [7.175] further imply that the association between extrinsic motivation and service quality is significant. Thus, it may be concluded that altering extrinsic incentive also affects the quality of services. The quantitative analysis revealed a positive correlation between high levels of extrinsic motivation and enhanced service quality (Smith et al., 2019). Employees who reported higher satisfaction with extrinsic motivators also demonstrated increased commitment to delivering excellent service. Numerous studies have investigated the impact of extrinsic motivation on employee performance, job satisfaction, and, by extension, service quality (Deci et al., 2017; Grant, 2017). Extrinsic motivators, such as monetary rewards, recognition, and promotions, have been identified as key drivers influencing employee behavior in service-oriented settings (Ryan & Deci, 2017). The literature also suggests that the effective application of extrinsic motivation can lead to improved service quality, customer loyalty, and organizational success (Bolton et al., 2018). As a result of the outcome, the Null Hypothesis (H_{02}) was rejected on the basis of the p-values. Hence, the alternative hypothesis was accepted, that staff motivation has a significant effect on the service quality of selected deposit money banks in the Ilorin metropolis.

Conclusion

The findings of this research highlight the importance of motivation in influencing TQM practices. While financial incentives can provide an initial boost, sustained engagement and service quality require a more comprehensive approach that includes non-monetary rewards, such as recognition and career development. Organizations should be mindful of the balance between intrinsic and extrinsic motivators to foster a work environment that promotes long-term commitment and performance.

- i. This study underscores the substantial impact of motivation on employees' involvement in the workplace. The findings highlight the need for organizations to recognize and nurture intrinsic and extrinsic motivators. By fostering a work environment that supports these elements, organizations can promote higher levels of engagement, creativity, and productivity among their employees.
- ii. The research findings affirm the importance of motivation in shaping service quality within the service industry. Organizations that strategically leverage internal and external motivators can positively impact service quality, job satisfaction, and, ultimately, customer experiences. The integration of well-designed intrinsic and extrinsic motivation programs may serve as a catalyst for achieving higher service quality standards and customer satisfaction levels.

Recommendations

The findings of this study are expected to contribute to both theoretical and practical aspects. Theoretically, the study will add to the existing body of knowledge on the relationship between staff motivation and TQM in the service industry. Practically, the results can guide organizations in developing and implementing strategies to motivate staff in a way that supports the successful implementation of TQM practices.

It is recommended that organizations:

- i. Organizations should design motivation programs that align with the specific needs and preferences of their employees. Understanding individual motivations can contribute to the effectiveness of these programs
- ii. To enhance the effectiveness of motivation, organizations should ensure clear communication about the link between performance and rewards. Transparent reward systems can build trust and strengthen the motivational impact.

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