



THE IMPACT OF INTRINSIC AND EXTRINSIC MOTIVATION ON JOB PERFORMANCE IN TANZANIA'S PUBLIC SECTOR

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Received: Feb 07, 2025

Accepted: Mar 29, 2025

Published: June 01, 2025

Abstract:

The study investigated the influence of extrinsic and intrinsic motivation on job performance in the Ministry of Home Affairs. The study adopted a theoretical framework based on Self-Determination Theory (SDT) to understand the relationship between employee motivation and job performance. A simple random sampling technique was used, and a cross-sectional research design was used to collect data from a diverse sample of Ministry of Home Affairs employees. A total of 93 employees from the Ministry participated in the study. Data collection was conducted through structured questionnaires. The data was analyzed using descriptive statistics and Linear regression analysis in IBM SPSS Statistics 27. The study findings revealed that intrinsic and extrinsic motivation positively affect employee job performance at the Ministry of Home Affairs. The study findings indicated that Intrinsic motivation ($P=0.000$, $B=0.587$) significantly impacts employee job performance, and Extrinsic motivation ($P=0.036$, $B=0.176$) also positively impacts employee job performance. The overall model was statistically significance ($F(2,90) = 28.492$, $P < 0.001$). This study recommends that the public sector in Tanzania implement comprehensive employee motivational strategies with intrinsic and extrinsic motivation factors to enhance employee job performance.

Keywords:

Intrinsic Motivation, Extrinsic motivation, Employee motivation, Job performance

1. Introduction

In modern public organizations, the pivotal role of employee performance in driving efficiency, productivity, and overall efficiency cannot be overstated (Kapinga et al., 2018). The relationship between motivated employees and organizational success has long been recognized as a basis of real management. As such, comprehending the multifaceted influence of motivation on employee performance within the context of public organizations becomes a critical endeavor (Kapinga & Kitindi, 2018; Le et al., 2021).

Motivation, the stimulus that drives employees to engage actively in their duties, comprises two dimensions: intrinsic and extrinsic. Intrinsic motivation springs from an internal wellspring of passion for the work itself, the desire for personal growth, and the satisfaction derived from overcoming challenging responsibilities (Fakai, 2022; Ozkeser, 2019). This is complemented by extrinsic motivation, which centers on external rewards like monetary incentives, acknowledgment, and a sense of job security. Incorporating these intrinsic and extrinsic elements forms a dynamic framework that orchestrates an individual's commitment and dedication toward their specialized responsibilities (Fakai, 2022; Ozkeser, 2019). This motivational interplay encourages a work environment where employees freely channel their dedication and enthusiasm into tasks, resulting in a noticeable elevation of productivity and accomplishment within the broader organizational scope (Budur & Poturak, 2021; Diamantidis & Chatzoglou, 2019). There has been widespread acknowledgment of motivation as a driving force behind improved employee job performance. This acknowledgment is particularly evident in the Asian region, where countries like Indonesia and China have incorporated and expansively employed motivational strategies to bolster the effectiveness of their workforce. For instance, Kuswati (2020) highlights a noticeable upsurge in modern organizations employing various motivational techniques in Indonesia. These approaches include fostering collective engagement among employees,

facilitating efficient communication, providing recognition for achievements, delegating authority, and promoting mutual attention within the workplace. The result is tangible improvements in employee performance. In China, Bao and Nizam (2017) reveal a longstanding tradition of utilizing motivation to drive employee excellence, which has more recently been universally adopted across organizations as a pivotal catalyst for enhancing performance. Key motivational practices employed in Chinese enterprises encompass comprehensive training and development opportunities, implementing effective reward and recognition systems, and delegating authority to employees, all of which wield significant influence over enhancing employee performance (Bao & Nizam, 2017). These cross-cultural observations underscore the undeniable role of motivation in cultivating a heightened level of workforce productivity and accomplishment, ultimately contributing to organizational success.

In Africa, deploying motivational strategies has not been a recent incidence but rather a well-established practice across decades. Olusola et al. (2021) in Ghana highlights the consistent use of motivation in activating human capital and enhancing employee job performance. Ekundayo (2018) in Nigeria underscores the enduring utilization of intrinsic and extrinsic motivational methods, like involving employees in decision-making, rotation, fringe benefits, bonuses, and promotions. These strategies collectively elevate employee performance. In Ethiopia, Muogbo (2018) emphasizes a prevalent reliance on extrinsic motivations, such as salaries, incentives, recognition, and promotions, posing a challenge for effective compensation policies. Waiyaki (2019) strengthens the significant correlation between employee motivation and job performance, highlighting how intrinsic factors like recognition and a genuine passion for work contribute to heightened employee performance.

The United Republic of Tanzania government initiated different motivation programs to motivate employees in the public sector (Kesale, 2020). The government spends enormous amounts of money on employee motivation, including financial and non-financial motivation. The government frequently reviews public service remuneration and effective promotion for employees working in the government. In the early 2020s, the government introduced the Local Government Reform Program (LGRP), and one of the components was to improve the welfare of employees who work in local government. However, despite all the efforts made by the government, improving employee motivation still becomes a big challenge in improving the performance of its employees. Citizens in Tanzania complain about the poor performance of employees in the implementation of their duties (Mafuru et al., 2015). The employees engaged themselves in corrupt practices and mismanagement of public funds directed toward improving social service delivery.

The Tanzania Ministry of Home Affairs, as a prominent player in the country's public sector, stands as an example of an entity where employee performance has far-reaching implications. With responsibilities spanning national security, immigration, and civil registration, the ministry's operations are diverse and demand a workforce that is skilled and consistently driven to excel. The connection between motivation and employee performance has been thoroughly examined in organizational studies, as most studies focused on other aspects, such as challenges and strategies for enhancing motivation, while overlooking the motivational variables, such as extrinsic motivation and intrinsic motivation (Kapinga, 2018; Seiph, 2021).

Implementing employee motivation within Tanzanian public organizations has received noteworthy focus from managers. The efficacy of employee motivation in elevating performance and driving organizational success has been well established, leading contemporary managers to allocate substantial resources toward enhancing employee motivation. This strategic investment is driven by the anticipation of improved performance and a heightened competitive edge (Kapinga, 2020; Seiph, 2021).

However, despite the government's endeavors to enhance employee motivation in Tanzania, numerous challenges persist within the public sector that hinder the realization of optimal employee performance (Mwijarubi, 2021; Senkoro, 2021). The previous research has highlighted issues such as service delivery delays, poor quality of services (quality of service), low client retention rates, and unsatisfactory customer satisfaction levels, thus leading to inquiries and doubts on the efficacy of the motivation strategies implemented by the government (Mlangala & Thomas, 2022; Seiph, 2021). Moreover, this problem has led to an increasing problem of employee turnover within the Ministry of Home Affairs, where 9 cases of turnover were reported in the year 2022 (URT, 2022). Therefore, the study aimed to examine the impact of intrinsic and extrinsic motivation on job employee job performance in The Ministry of Home Affairs in Tanzania and recommend appropriate strategies to improve the situation.

2. Literature review

2.1 Theoretical review

Self-Determination Theory (SDT), proposed by Deci and Ryan in 1985, was selected as a relevant theoretical framework. SDT focuses on intrinsic and extrinsic motivation and how these factors influence human behavior and performance (Ryan & Deci, 2017). The theory posits that individuals have inherent psychological needs for autonomy, competence, and relatedness, and the fulfillment of these needs leads to motivation and enhanced performance. Intrinsic motivation is driven by internal factors such as personal enjoyment, fulfillment, or interest in the task, while extrinsic motivation is influenced by external factors like rewards, recognition, or coercion (Deci et al., 2017).

The strengths of the Self-Determination Theory lie in its comprehensive approach to understanding motivation. It highlights the significance of intrinsic motivation in fostering sustained interest and engagement in tasks, emphasizing the importance of autonomy and personal growth. Additionally, SDT's applicability across various contexts and its support from empirical research contribute to its credibility (Good et al., 2022). However, one of its weaknesses is that the theory might oversimplify the complexities of motivation by solely categorizing it into intrinsic and extrinsic forms. It may not adequately address specific individual differences or cultural variations that can impact motivation. Moreover, while SDT acknowledges the importance of intrinsic motivation, the theory does not provide precise strategies to enhance it in practical settings (Fischer et al., 2019).

In the context of the study within the Ministry of Home Affairs, the Self-Determination Theory is relevant as it provides a framework to assess both intrinsic and extrinsic motivators affecting employee performance. By examining how autonomy, competence, and relatedness influence motivation within this specific work environment, the theory can shed light on how to enhance employee engagement and job performance. However, it is essential to recognize the limitations of the theory in capturing the full spectrum of motivational factors unique to the Ministry of Home Affairs and consider combining it with other theories or models for a more comprehensive understanding of motivation and performance in this setting.

2.2 Empirical review

The study by Fischer et al. (2019) aimed to explore how extrinsic motivators can complement intrinsic motivation to enhance creativity and innovation among knowledge workers in Germany. Employing a combination of Amabile and Pratt's model of creativity in organizations and principles from Ryan and Deci's self-determination theory, the research gathered quantitative data from 90 knowledge workers in an international consulting firm through an online self-assessment tool. Analysis revealed that intrinsic motivation positively correlated with creative and innovative performance, confirming established beliefs. Notably, the study found that relational rewards, one facet of extrinsic motivation, significantly moderated the relationship between intrinsic motivation and creativity/innovation performance. Specifically, higher perceived probabilities of receiving relational rewards alongside elevated intrinsic motivation levels resulted in more pronounced positive effects on creative and innovative outcomes. However, the empirical findings did not support the anticipated impact of transactional rewards as a moderator on the relationship between intrinsic motivation and creative/innovative performance. These results provided practical implications for organizations seeking to stimulate creativity and innovation among their knowledge workers.

Good et al.'s (2022) study conducted a meta-analysis based on the self-determination theory to explore the differing impacts of intrinsic and extrinsic motivation on salesperson performance. The research encompassed data from 127 studies, including 77,560 participants and 293 effect sizes. The findings revealed a significant association between motivation and salesperson performance. Moreover, the analysis indicated that intrinsic motivation exhibited a stronger association with performance compared to extrinsic motivation. Multivariate analyses, considering various sample characteristics, consistently supported the notion that intrinsic motivation had a more robust impact on salesperson performance than extrinsic motivation. The study's discussion highlighted the theoretical implications of these findings, offered practical insights for sales managers, and suggested potential directions for future research in this field.

Yusuf's (2021) investigation centered on assessing the impact of intrinsic and extrinsic motivation's impact on employee performance, focusing on job satisfaction as a potential intervening variable at PT. Alwi Assegaf Palembang. The study aimed to analyze how intrinsic and extrinsic motivations influenced employee performance

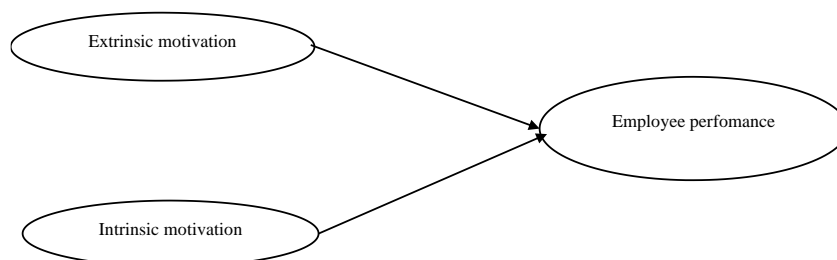
with data obtained from 51 respondents using a Likert scale questionnaire. The analysis employed the Smart-partial least square methodology. The findings revealed intrinsic motivation's significant and positive influence on employee performance. However, the study did not find a significant influence of extrinsic motivation on employee performance. Interestingly, job satisfaction was not an intervening variable between intrinsic or extrinsic motivations and employee performance. Nevertheless, the research indicated that intrinsic and extrinsic motivations positively affected employee job satisfaction. Specifically, intrinsic motivation had a notably positive impact on performance, whereas the impact of extrinsic motivation on performance was not statistically significant. Moreover, the study did not find job satisfaction to mediate between intrinsic and extrinsic motivations and performance in this context.

Buabeng and Adomah-Afari, (2023) research aimed to explore the impact of motivation (both intrinsic and extrinsic) on the job performance of clinical health personnel at the Korle-Bu Teaching Hospital in Ghana's Greater Accra Region. The study employed a quantitative approach, with 324 clinical health personnel responding to a structured questionnaire. Statistical analysis, conducted using Stata version 13, involved ANOVA tests to compare motivational effects on job performance and simple as well as multiple linear regression models to estimate the influence of independent variables on the outcome. The results highlighted intrinsic motivation factors like achievement, personal satisfaction, and incentive packages, which significantly influenced health workers' performance. Moreover, extrinsic motivation factors such as equipment availability, job security, interpersonal relationships with colleagues, recognition, promotion, salary improvements, and workload, were found to significantly impact job performance.

Mugabo's (2022) study focused on assessing the influence of intrinsic motivation on employee performance in private primary schools in Tanzania, particularly investigating Millennium Kindergarten and Primary School Saint Joseph in Da es Salaam. The research explored the impact of autonomy, mastery, and purpose on employee performance, three variables drawn from the Pink Intrinsic Theory. Using simple random sampling, 74 samples were obtained from 96 school employees. The study employed descriptive statistics and Pearson correlation analysis to analyze the relationships between variables. The findings indicated significant positive correlations between autonomy, mastery, purpose, and employee performance. Specifically, autonomy demonstrated a strong and significant positive correlation with performance, as did mastery and purpose. Based on these results, the study recommended that granting employees more freedom of choice could enhance their autonomy, providing additional skills training could boost mastery, and ensuring opportunities for independent work and idea contribution could strengthen purpose and ultimately improve employee performance in such educational settings.

2.3 Conceptual framework

The study posits that a combination of intrinsic and extrinsic motivation factors significantly influences various dimensions of employee performance within the Ministry of Home Affairs. Intrinsic motivators such as passion for the work, personal interest, autonomy, mastery of skills, and challenging tasks are anticipated to enhance employees' sense of accomplishment, personal growth, and development. Simultaneously, extrinsic motivators including monetary rewards, recognition, promotions, job security, fringe benefits, and bonuses are expected to contribute to employees' motivation and job satisfaction.



3. Methodology

3.1 Sampling, questionnaire design and data collection

This study was conducted within the Ministry of Home Affairs. The study population included employees working within the Ministry of Home Affairs, particularly those holding leadership positions like managerial personnel and

regular staff members, chosen due to their wealth of information. A sample of 93 was involved in the study, as indicated by the Yamane formula, where n represents the sample size. In contrast, N represents the Total population size of 120, and the Desired level of precision (margin of error) is 5%.

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

$$n = 120 / (1 + 120(0.05^2))$$

$$n = 93$$

Therefore, 93 respondents.

The data collection process primarily involved gathering firsthand data using both questionnaires and interviews. The questionnaires were designed firstly to capture the demographic features of the respondents such as age, gender, and level of education. The second part of the questionnaire captured the variable information on Intrinsic and Extrinsic motivation. Questions were formulated as statements and rated on a five-point Likert-type scale, ranging from 1 for "strongly disagree" to 5 for "strongly agree".

3.2 Data Analysis

Both qualitative and quantitative data analysis were engaged in this study. The information of interviews supported qualitative data analysis whereas quantitative data analysis was used to analyze data from interviews through a thematic approach to analyze the qualitative data collected through interviews through MAXQDA. In this approach, the respondents' interview responses were recorded, organized, reviewed, categorized, and re-coded in MAXQDA to develop and explain themes presented in the study findings. Quantitative data were examined using IBM SPSS Statistics version 23. Descriptive Statistics were used to analyze Demographic information, showing frequencies and percentages. To examine the influence of Intrinsic motivation and Extrinsic motivation, the Ministry of Home Affairs' descriptive statistics and Multiple Linear Regression analysis were used to organize the data and analyze these objectives, where the following model was developed;

Model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where;

Y = Dependent Variable (Employee performance)

β = Beta coefficient

X1 = Intrinsic Motivation

X2 = Extrinsic Motivation

β_1 = Regression coefficient for X1

β_2 = Regression coefficient for X2

e = error term

The reliability of the data was computed through Cronbach's Alpha Value, which was measured through perceptions and expectations of all dimensions, namely, Intrinsic Motivation, Extrinsic Motivation, and Employee Performance. The results showed that all dimensions had an Alpha value above the acceptable level of 0.7. Thus, the results in Table 1 confirm that the measurement instruments for the study were reliable.

Table 1: The Cronbach's Alpha Values

Construct	Number of items	Cronbach's Alpha
Intrinsic Motivation	7	0.772
Extrinsic Motivation	7	0.719
Employee Performance	5	0.742

4. Findings and Discussion

4.1 Descriptive Results

A descriptive analysis test was run to examine the respondents' gender, age, education, working experience, and employee status, as shown in Table 2. Out of 93 respondents, 53.8% of the respondents were males and 46.2% were

females. Our respondents were mainly between the ages of 18 and 35 (50.5%), followed by those between the ages of 36 and 55 years (29%). According to their educational background, bachelor's degrees comprised the majority (45.2%), followed by Diploma (29%). 45.2% of respondents had five years of working experience and above, followed by two to five years of working experience 33.3%. and 91.4% were permanent employees, followed by temporary employees with 8.6%

Table 2: Descriptive Results

Attributes	Distribution	%
Gender	Male	53.8
	Female	46.2
Age	18-35	50.5
	Between 36-55	29
	55 and above	20.4
Education	Certificate	18.3
	Diploma	29
	Bachelor's Degree	46.2
	Postgraduate	7.5
Working experience	Permanent	91.4
	Temporary	8.6
Employment status	Business/Work	55
	Tourism	8.4
	Family visit	36.7

4.2 The Influence of Extrinsic Motivation on Employee Performance in the Ministry of Home Affairs.

The findings in Table 3 on the influence of extrinsic motivation within the Ministry of Home Affairs, engaging in challenging tasks emerged as the highest scoring statement, with a mean score of 4.1720, indicating strong agreement among participants regarding the motivating influence of challenging work assignments. This was closely followed by "My passion for the work significantly drives my motivation," which obtained a mean score of 4.1075. Both statements reflect the significance of intrinsic factors, such as personal interest and passion, in driving employee motivation within the Ministry of Home Affairs.

Furthermore, achieving a sense of accomplishment garnered a mean score of 3.2366, indicating a notable influence on motivation levels. This suggests that employees value the recognition and satisfaction derived from completing tasks successfully. Additionally, gaining mastery of skills received a mean score of 3.8065, emphasizing the importance of skill development as a motivator in the workplace.

Having autonomy and control over work tasks attained a mean score of 3.4731, indicating that employees perceive autonomy as a moderately influential factor in motivating their performance. Similarly, personal growth and development through work tasks received a mean score of 3.8280, highlighting the significance of opportunities for learning and advancement in fostering employee motivation.

These findings collectively demonstrate the positive influence of extrinsic motivational factors on employee performance within the Ministry of Home Affairs. Engaging in challenging tasks, personal passion for work, and opportunities for skill development emerged as key drivers of employee motivation, underscoring the importance of fostering a work environment that supports these aspects to enhance overall performance and productivity. These findings have been discussed in relating to other studies below;

Good et al., (2022) conducted a meta-analysis on the impacts of intrinsic and extrinsic motivation on salesperson performance and found that intrinsic motivation exhibited a stronger association with performance compared to extrinsic motivation. This contrasts with the findings of the present study, which emphasize the significant positive influence of extrinsic motivational factors on employee performance within the Ministry of Home Affairs.

Makki and Abid, (2017) investigated the impact of intrinsic and extrinsic motivation on employees' task performance and found positive correlations between motivation and task performance. While this aligns with the present study's

findings regarding the positive influence of extrinsic motivational factors on employee performance, the emphasis on task performance specifically differs from the broader focus on overall performance in the Ministry of Home Affairs.

Table 3: The Influence of Extrinsic Motivation on Employee Performance in the Ministry of Home Affairs (n = 93)

Statement	Minimum	Maximum	Mean	Std. Deviation
My passion for the work significantly drives my motivation.	2.00	5.00	4.1075	.84006
My interest in the tasks strongly influences my motivation levels.	1.00	5.00	3.8925	1.19294
Achieving a sense of accomplishment greatly motivates me.	1.00	5.00	3.2366	1.38625
Having autonomy and control over my work strongly impacts my motivation.	1.00	5.00	3.4731	1.33995
Gaining mastery of skills is a significant motivator for me.	1.00	5.00	3.8065	1.20016
Engaging in challenging tasks greatly motivates me.	1.00	5.00	4.1720	.96260
Personal growth and development through work tasks are essential motivators for me.	1.00	5.00	3.8280	.98493

4.3 The Influence of Intrinsic Motivation on Employee Performance in the Ministry of Home Affairs.

The Descriptive Statistics Results for the Influence of Intrinsic Motivation on Employee Performance in the Ministry of Home Affairs, as depicted in Table 4, unveil intriguing insights into the factors that drive employee engagement and productivity. Among these factors, "The additional perks and benefits provided greatly affect my motivation at work" stands out with the highest mean score of 4.4301. This finding suggests that employees highly value the supplementary rewards and benefits offered by the organization, implying that such incentives play a pivotal role in bolstering intrinsic motivation levels.

Following closely, "The recognition and praise I receive significantly boost my motivation" garners a noteworthy mean score of 4.3333. This outcome underscores the profound impact of acknowledgment and appreciation on employee morale and commitment within the Ministry of Home Affairs. When employees feel recognized and valued for their contributions, they are more likely to feel motivated to excel in their roles, thereby positively influencing overall performance outcomes.

Additionally, "The organization provides promotion and advancement which motivates me to excel in my work" and "Being entrusted with responsibilities and authority strongly motivates me" both attained high mean scores of 4.3118 and 4.2903, respectively. These findings underscore the importance of opportunities for career growth and increased responsibility as significant drivers of intrinsic motivation among employees. When individuals perceive a clear path for advancement and are entrusted with challenging responsibilities, they are more inclined to invest their energy and effort into achieving organizational goals, thereby enhancing employee performance.

While monetary rewards are acknowledged as important, as indicated by the mean score of 4.2796 for "The monetary rewards I receive are sufficient and motivate me to perform better," it is notable that they do not hold the highest influence on intrinsic motivation. This suggests that while monetary compensation is necessary to meet basic needs, it may not be the primary driver of employee engagement and performance within the Ministry of Home Affairs.

Lastly, "Bonuses and incentives I receive greatly motivate me to improve my performance" garnered a mean score of 3.7097. While bonuses and incentives are recognized as motivators, their impact may be perceived as less significant compared to other intrinsic factors such as recognition, career advancement, and additional benefits. Overall, these findings highlight the multifaceted nature of intrinsic motivation and its positive influence on employee performance within the Ministry of Home Affairs. By prioritizing factors such as recognition, career advancement opportunities, and supplementary benefits, organizations can cultivate a work environment that fosters intrinsic motivation, enhancing employee engagement, productivity, and overall organizational success.

Table 4: Descriptive analysis of The Influence of Intrinsic Motivation on Employee Performance in the Ministry of Home Affairs (n = 93)

Statement	Minimum	Maximum	Mean	Std. Deviation
The monetary rewards I receive are sufficient and motivate me to perform better.	2.00	5.00	4.2796	.79899
The recognition and praise I receive significantly boost my motivation.	1.00	5.00	4.3333	.95932
The organization provides promotion and advancement, which motivates me to excel in my work	2.00	5.00	4.3118	.90864
The organization offers job security, which significantly impacts my motivation.	1.00	5.00	3.9462	1.00397
The additional perks and benefits provided greatly affect my motivation at work.	1.00	5.00	4.4301	.92546
Bonuses and incentives, I receive greatly motivate me to improve my performance.	1.00	5.00	3.7097	.85441
Being entrusted with responsibilities and authority strongly motivates me.	2.00	5.00	4.2903	.82857

The findings of this study underscore the multifaceted nature of intrinsic motivation and its positive impact on employee performance within the Ministry of Home Affairs. These findings have been discussed in other studies as follows;

Sipayung et al. (2021) explored motivation's influence on employee performance at Indonesia's Environmental Services Office of Deli Serdang Regency. While they consider motivation, workload, and work environment, with job satisfaction as an intervening variable, their findings still corroborate the importance of motivation in driving performance, albeit in a different organizational context.

Engidaw, (2021) investigated the impact of motivation on employee engagement in public sectors within Ethiopia, emphasizing the role of intrinsic and extrinsic motivation. Their findings align with the present study's emphasis on the importance of motivation, although their research extends to employee engagement as an outcome measure.

Twalib (2020) assessed motivation's impact on employee performance within Telkom Kenya Limited, demonstrating a significant relationship between motivation and performance. While Twalib's study focuses on the telecommunications sector and does not specify the type of motivation, its findings resonate with the broader theme of motivation's positive influence on performance.

Machenje (2019) studied motivation factors affecting employee performance at OUT in Tanzania, highlighting challenges and dissatisfaction with existing motivation strategies. Although their study covers various types of

motivation, including financial rewards, it underscores the need to address motivational challenges to improve performance, aligning with the present study's emphasis on cultivating a motivating work environment. The empirical studies discussed highlight the importance of motivation in driving employee performance across different organizational contexts. While the specific motivational factors and organizational settings may vary, the consistent finding is that intrinsic or extrinsic motivation positively impacts performance.

4.4 Descriptive Statistics Results for Employee Performance in the Ministry of Home Affairs

Table 5 provides the descriptive statistics results for Employee Performance in the Ministry of Home Affairs. This table delineates the minimum, maximum, mean, and standard deviation scores for various statements about employee performance.

Among these statements, "I consistently deliver products or services that exceed industry standards, ensuring high customer satisfaction and positive feedback," emerges with the highest mean score of 4.3978. This indicates a strong perception among employees that they consistently produce work that not only meets but surpasses industry benchmarks, thereby ensuring exceptional customer satisfaction. Such a perception indicates a high dedication and commitment to delivering quality services within the Ministry of Home Affairs.

Following closely, "I consistently meet or surpass the objectives and goals set for my role within the organization" and "I optimize resources effectively in my tasks, resulting in cost savings without compromising quality" both garnered notable mean scores of 4.3441 and 4.3656, respectively. These findings underscore the employees' confidence in their ability to meet organizational objectives efficiently while maintaining high-quality standards. It reflects a proactive approach to task management and resource utilization, which are essential components of effective performance within the Ministry.

Additionally, "I experience high job satisfaction, which results in my commitment to staying with the organization for an extended period" obtained a mean score of 3.9140. While slightly lower than the aforementioned statements, this score still signifies a positive perception of employee job satisfaction. Job satisfaction is crucial in fostering employee commitment and retention and is vital for organizational stability and continuity.

Lastly, "I consistently complete my tasks or projects within or ahead of deadlines without compromising quality" garnered a mean score of 3.7742. While slightly lower than other statements, this score still indicates a strong commitment to meeting deadlines while upholding quality standards, which is essential for efficient organizational operations.

These findings suggest a positive perception of employee performance within the Ministry of Home Affairs. Employees demonstrate a strong commitment to meeting organizational objectives, optimizing resources, delivering high-quality services, and meeting deadlines.

Table 5: Employee Performance in the Ministry of Home Affairs (n = 93)

Statement	Minimum	Maximum	Mean	Std. Deviation
I consistently meet or surpass the objectives and goals of my organization.	1.00	5.00	4.3441	.94977
I optimize resources effectively in my tasks, resulting in cost savings without compromising quality.	2.00	5.00	4.3656	.88201
I experience high job satisfaction, which results in my commitment to staying with the organization for an extended period.	1.00	5.00	3.9140	.96297

I consistently deliver products or services that exceed industry standards, ensuring high customer satisfaction and positive feedback.	1.00	5.00	4.3978	.95712
I consistently complete my tasks or projects within or before deadlines without compromising quality.	1.00	5.00	3.7742	.95700

4.5 Binary Logistic Regression Results

a) Model Summary Results

The table reveals that the model exhibits moderate explanatory power, with an R Square value of 0.388. This indicates that approximately 38.8% of the variance in Employee Performance can be explained by the combined influence of intrinsic and extrinsic motivation variables.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Change	Square Change	F Change	df1	df2	Sig. Change
1	.623 ^a	.388	.374	.66462	.388	28.491	2	90	.000	

a. Predictors: (Constant), Intrinsic Motivation, Extrinsic Motivation

b) Coefficient Regression Results of a Significant Relationship that exists between Motivation Variables and Employee Performance in the Ministry of Home Affairs

The Coefficient Regression Results, outlined in Table 7, provide insights into the coefficients associated with the regression model assessing the relationship between motivation variables (both intrinsic and extrinsic) and Employee Performance within the Ministry of Home Affairs.

Firstly, the table presents the constant term, with a coefficient of 1.798 and a standard error of 0.394. This constant represents the expected value of Employee Performance when the predictors (Intrinsic Motivation and Extrinsic Motivation) are zero.

Moving on to the predictors, the coefficient for Intrinsic Motivation is reported as 0.413, with a standard error of 0.058. This indicates that for every one-unit increase in Intrinsic Motivation, Employee Performance is expected to increase by 0.413 units, holding all other variables constant. The standardized coefficient (Beta) for Intrinsic Motivation is 0.587, suggesting a relatively strong positive relationship between Intrinsic Motivation and Employee Performance.

Similarly, the coefficient for Extrinsic Motivation is reported as 0.163, with a standard error of 0.076. This implies that employee performance is expected to increase by 0.163 units for every one-unit increase in Extrinsic Motivation, and all else is equal. The standardized coefficient (Beta) for Extrinsic Motivation is 0.176, indicating a weaker positive relationship between Extrinsic Motivation and Employee Performance than Intrinsic Motivation.

The t-values associated with both Intrinsic Motivation (7.098) and Extrinsic Motivation (2.129) are statistically significant at $p < 0.05$, suggesting that both predictors have a significant impact on Employee Performance.

Finally, the confidence intervals for the coefficients provide a range of values within which the actual population coefficient is likely to fall with 95% confidence. For Intrinsic Motivation, the confidence interval ranges from 0.297 to 0.529, while Extrinsic Motivation spans from 0.011 to 0.314.

Coefficient Regression Results demonstrate that Intrinsic and Extrinsic Motivation significantly contribute to explaining Employee Performance within the Ministry of Home Affairs. Specifically, higher levels of intrinsic motivation have a more substantial positive impact on employee performance than extrinsic motivation, as indicated by their respective and standardized coefficients.

Table 7: Coefficient Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	1.798	.394		4.562	.000	1.015	2.582
Intrinsic Motivation	.413	.058	.587	7.098	.000	.297	.529
Extrinsic Motivation	.163	.076	.176	2.129	.036	.011	.314

a. Dependent Variable: Employee Performance

5. Conclusion and Recommendation

5.1 Conclusion

The findings of this study underscore the significant role of intrinsic and extrinsic motivation in influencing employee performance within the Ministry of Home Affairs. The analysis revealed that factors such as engaging in challenging tasks, personal passion for work, recognition, career advancement opportunities, and supplementary benefits contribute to a work environment conducive to higher employee performance. These results align with existing literature on motivational theory, emphasizing the importance of addressing intrinsic and extrinsic motivators to enhance employee engagement and productivity.

These findings have important practical implications for organizational management within the Ministry of Home Affairs and similar government institutions. By understanding the drivers of employee motivation and performance, managers can implement targeted strategies to cultivate a supportive work environment that encourages high performance. This may involve initiatives such as providing opportunities for skill development, offering meaningful recognition, and designing career advancement pathways to foster intrinsic motivation among employees.

5.2 Recommendation

To the Leadership and Management of the Ministry of Home Affairs: It is recommended that the leadership and management of the Ministry of Home Affairs prioritize implementing policies and initiatives to enhance intrinsic and extrinsic motivation among employees. This could involve developing comprehensive reward systems recognizing and celebrating employee achievements, providing professional development and career advancement opportunities, and fostering a supportive work environment that values employee well-being and satisfaction. To Employees: Employees also foster a culture of motivation and high performance within the Ministry of Home Affairs. It is recommended that employees actively seek out opportunities for growth and development, take ownership of their work, and strive to maintain a positive attitude even in challenging circumstances. Moreover, employees should communicate openly with their managers about their career aspirations, preferences, and concerns, facilitating constructive dialogue and collaboration to enhance motivation and job satisfaction.

Declaration of Conflicting Interests

The authors stated no likely conflicts of interest regarding this article's research, authorship, and/or publication.

Funding

The authors did not receive any financial funding for the research, authorship, and/or publication of this article.

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