The Influence of Intrinsic and Extrinsic Motivation on Employees' Performance: A Case Study of African College of Commerce and Technology in South Western Uganda

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Keywords: Influence, Intrinsic, Extrinsic, Motivation, Employees' Performance

Abstract: The study was about the Influence of Intrinsic and extrinsic Motivation on employee performance at African College of Commerce and Technology in South western Uganda, it was guided by the following objectives: To identify how extrinsic factors influence employees" performance at African College of Commerce and Technology, To establish the motivation practices undertaken, To establish the relationship between extrinsic rewards and employees performance" and find out the effect of intrinsic rewards on employees performance". The major data collection instruments were, Interviews, questionnaires, group discussion, document analysis (reports) with the target population of 150 from which the sample size of 100 was derived. A descriptive correlational, cross-sectional and expost-facto design were used. Data analysis was done using frequencies, percentages, pie charts, means, and Pearson linear correlation ecoefficiency (PLCC). The findings indicated that in some cases, an employee could be more productive if she had a certain piece of software or even a more comfortable chair; focus on employee strengths. It is therefore based on the above that organisations need to determine the strengths of each of your employees and give each one tasks that fit his particular skill set; communicate clear goals and expectations to your employees since majority of employees want to be a part of a compelling future, want to know what is most important at work. Conclusively the study recommended that there is need to: create structure for the interview; establish minimum standards for non-verbal cues for employee standards and customer expectations; to solicit and discern the qualifications of an applicant and provide information about the job, organization, and culture; manage interviewer consistency; judge applicants on performance not on prior experience; provide applicants with information about your company; automate your interview; consider the customers' needs; give regular, accurate performance reviews; focus on employee strengths; communicate clear goals and expectations to your employees; encourage open communication; create a strong team environment; and support employees in their work and growth; collaborate and share on problem-solving; celebrate both financial and non-financial achievements. The following conclusions were drawn: The level of Influence of Intrinsic Motivation was good indicating that managers, directors and employees are trained how to manage their Influence of Intrinsic Motivation by validity of influence methods, emotional and physical state of the candidate, lack of rapport with the administrator of the measure, inadequate knowledge of how to respond to a measure, individual differences among respondents and question difficulty, hence performing effectively and efficiently. The level of Employee Performance was good also and a conclusion was made that the influences suit the institutions hence creating a change in an industry that differ from other industries, services as well as packaging.

SECTION ONE
INTRODUCTION

1.0 Background to the study

Motivation dates back to the 18th century when there was industrialization in Britain, where many employees were working in industries and those that were working for more hours could be paid bonuses for the extra work. The thoughts of humans are determined by their motivation. When the employees are inspired, they work with one heart. Motivation can be both Intrinsic and Extrinsic.
Motivation refers to the inspiring of people to action to achieve the goals. It originates from the word motive which means desires, wants, needs, drives or wants with in people.

Extrinsic motivations include pay, security, promotion, fringe benefits, promotion, work condition, contract of service, the environment and conditions of work. All these inducements are determined at an organsational level and outside one's tasks.

Similarly, Intrinsic motivations are those rewards called psychological motivations" and these include the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner.

Ajila (1997) notes that an employee who is intrinsically motivated will be committed to the extent to which the job inherently contains tasks that are rewarding him or her and an extrinsically motivated person would commit to the extent that he can gain or receive external rewards for his or her job.

In order to understand whether the employees are motivated, one needs to observe their behaviour towards work. The performance of the employees is not only useful to the organisations they serve but also to themselves. When their organisations grow, they also grow.

Firms should know that motivating workers improves on their effectiveness and performance at work and therefore, the managers should look for any possible ways to inspire their subordinates which can be improving on the working conditions by not over working them to maximum which might create tension to them. proper ventilation and Healthy atmosphere should be considered first. Motivation is a primary cause of behaviour much as motivation is considered to be the primary cause of people's thoughts, feelings, and actions in evolutionary theory, psychoanalytic theory, behavioral psychology, and physiological psychology, this is not true for the psychology of motivation. There, motivation is just one cause among others, and the focus is on analyzing aspects of thoughts, feelings**.**

Bobai and Maicibi, (1999) found that salary was the strong motivator, particularly for low social economic workers. This is also true in Uganda and other developing country (Maicibi 2003) Cole, (1991) emphasizes this while reporting on a survey on companies and indicated that companies were still looking at their reward packages as the prime method of attracting key staff. At African College of Commerce and Technology, some accountants are motivated with intrinsic motivation for example giving them staff parties whereby some employees are motivated with gifts and certificate as their award

1.2 Problem Statement
*Or*ganisations that want to prosper should foster excellent means of motivating employees. Motivation is taken as the psychological process that gives behavior, purpose and direction to employees as far as attaining organizational objectives is concerned (Ahuja 2004)
African College of Commerce and Technology has so far failed to attend to employee's needs, it has injected in less effort for example, housing facilities, transport at work, increment of salaries, meals and provided in low amounts, promotions, rewards are to lesser extent, and employees are not involved in making decisions others. The achievement of employees is not high. The problem is experienced in form of high rate of employees" turnover, reluctance while executing their duties, late arrival and early leaving before the normal closing time. Employees do not keep and promote their professional codes of conduct and they dodge supervising. While there could be several contributory factors to performance, it is highly believed that motivation helps employees to perform. Despite the efforts by businesses to effectively select the best candidate, early warning signs in the people capability dimension include: Workforce planning, attracting and recruiting staff, engaging, managing and developing staff, equality and diversity, rewards and remuneration, senior managers not visibly investing in their own learning and development, inconsistencies in departmental hiring practices increase possible legal exposure , managers aren't sure what questions they can legally ask in interviews, poor hiring decision and employee influence has resulted in quick turnover of new employees, Supervisors and managers aren't comfortable in behavioral interviewing and hiring, interview process needs to be improved to help make a better hiring decision and employee influence, behavioral interviewing isn't being consistently used when selecting the best candidates, new hire decisions have resulted in personality conflicts with current employees, managers don't realize how federal and state laws impact the hiring process, high quality reference information is not being obtained , managers and supervisors resist human resources training. performance management policies and processes incomplete or not used, acknowledged poor performance issues not addressed, low employee engagement scores, particularly around sense of belonging, trust, and feeling valued, low representation of diverse groups compared to their representation in the employed labour force, and diverse groups are not represented in senior management in proportion to their overall representation in the agency, high turnover and negative themes emerging from exit interview information , levels of discrimination, harassment and bullying complaints increasing or consistent (Barrick *et al.,* 2005).

1.2 Objectives
1.2.1 General objective
The purpose was to establish the effect of extrinsic and intrinsic motivation on employees" performance at African College of

Commerce and Technology.

1.2.2   Specific objectives
(i)   To identify how extrinsic factors influence employees" performance
(ii)   To establish the motivation practices.
(iii)   To find out the relationship between extrinsic rewards and employees" performance.
(iv)   To establish the effect of intrinsic rewards on employees 'performance.

SECTION TWO
METHODOLOGY

Research design
Across sectional research design were used during the study both qualitative and quantitative data were used jointly in this study. It involves using a self-designed questionnaire in collecting data from the respondents.

Study area
The study took place at African College of Commerce and Technology in south western Uganda.

Sample size
The sample size comprised of 100 respondents who included both the subordinates and superiors.

Sample techniques
The techniques that were used in identifying the employees basing on the category or stratum they belong to. Simple random sampling was used to select the respondents.

Data collection instruments
Questionnaires
This was the major instrument, which were mailed and lower management levels assumed to be with some time to spare and fill in the instruments. The questionnaires consisted of both the open and close-ended questions to fill answers with ease. The instrument which was used mostly is close-ended questionnaire that was designed by the researcher. The questionnaire comprised of three parts or sections; with section A comprised of items seeking demographic data such as age, sex, status, level of education and others.
Interview Guide
This was held with top level managers for they were not get enough time to fill in the questionnaires.

Data processing and analysis
Editing and coding were done after receiving questionnaires, and they were cross-checked for wrong entries and inconsistencies made by the respondents into percentages. Tabulating, the edited and coded data were put in frequency distribution table. Data collected went under a series of editing, coding and computer processing using SPSS to get frequencies and percentages as per each person's correlation coefficient.

SECTION THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

The role played by intrinsic motivation on employees' performance

The Influence of Intrinsic Motivation was broken into several constructs. Each of these questions was based on a four Likert scale where respondents were asked to rate the extent to which the level of Influence of Intrinsic Motivation is good or poor by indicating the extents to which they agree or disagree with each question, therefore their responses were analyzed using SPSS and summarized using means as indicated in tables 4.2;
Key interpretation of means

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very High
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate
1.00-1.75	Strongly Disagree	Low

Table 4.2

Extent of Influence of Intrinsic Motivation (n=100)

Categories	Mean	Interpretation	Rank
Achievement			
I have a clear Job Benchmark, with critical accountabilities, motivation, behaviors and personal skills needed for the job	3.34	Very high	1
Measures quickly and reliably the critical talents of each candidate	2.95	High	2
You determine success or failure in a key role.	2.86	High	3
Provides clear development opportunities for a selected candidate	2.85	High	4
Process can be easily tied to future performance expectation and evaluations	2.81	High	5
Average mean	**2.84**	**High**	
Challenges			
Ties directly to Enlightened Leadership development tools and training modules	3.05	High	1
All tools and processes are easily transferred for sustainability without long-term dependency on Enlightened Leadership Solutions	2.90	High	2
Offers the highest validity and reliability of assessment instruments available	2.77	High	3
I have a clear notion of the job requirements	2.55	High	4
I use influence methods that reliably and accurately measure these qualifications	2.50	Low	5
Average mean	**2.75**	**High**	
Growth on Job	**Mean**		**Rank**
Collecting and evaluating information about an individual in order to extend an offer of employment	3.28	Very high	1
Employee influence is part of the overall staffing process of the organization	3.00	High	2
I establish contact with potential job applicants by job postings	2.87	High	3
Employee influence begins when a pool of applicants is generated by the organization's recruitment efforts	2.69	High	4
I decide which of the recruited candidates will be offered a position	2.52	High	4
Average mean	**2.87**	**High**	
Responsibility			
Effective employee influence is a critical component of a successful organization	2.89	High	1
Certain employment laws such as anti-discrimination laws must be obeyed during employee influence	2.85	High	2
Employee relies too heavily on others to meet their goals.	2.81	High	3
provide support, training and feedback to management and employees on all absence issues including how to combat the abuse of Sickness Absence Management	2.34	Low	4
Average mean	**2.72**	**High**	

Categories	Mean	Interpretation	Rank
Achievement			
I have a clear Job Benchmark, with critical accountabilities, motivation, behaviors and personal skills needed for the job	3.34	Very high	1
Measures quickly and reliably the critical talents of each candidate	2.95	High	2
You determine success or failure in a key role.	2.86	High	3
Recognition			
Job applicants differ along many dimensions, such as educational and work experience, personality characteristics, and innate ability and motivation levels	3.27	Very High	1
Employee influence can range from a very simple process to a very complicated process depending on the firm hiring and the position	3.02	High	2
ensure that hiring of certain individuals for particular jobs does not subject either the newly hired employee or other employees, students or the public to unreasonable risk of possible injury	3.00	High	3
The employment contract places a moral and legal duty on employers to ensure a healthy and safe work environment to the employee	2.92	High	4
Average mean	**3.05**	**High**	
Overall mean	**2.84**	**2.84**	

Source: Primary data (2021)

Results in Table 4.2 indicate that the level of motivation is good and is indicated by the overall mean of 2.84. Concerning accuracy of influence methods, results indicate that most of the items under Validity of influence methods were rated high; having a clear Job Benchmark, with critical accountabilities, motivation, behaviors and personal skills needed for the job (mean=3.34); Measures quickly and reliably the critical talents of each candidate (mean=2.95); You determine success or failure by assuming a critical part (mean=2.86); Provides clear development opportunities for a selected candidate (mean=2.85); Process can be easily tied to future performance expectation and evaluations (mean=3.254), with an average (mean =2.84).Results in Table 4.2 indicate that the level of Influence Of Intrinsic Motivation is generally high and this is indicated by the average mean of **2.75**. Concerning Emotional and physical state of the candidate, results indicate that most of the items were rated high; Ties directly to Enlightened Leadership development tools and training modules (mean=3.05); All tools and processes are easily transferred for sustainability without long-term dependency on Enlightened Leadership Solutions (mean=2.90); Offers the highest validity and reliability of assessment instruments available (mean=2.77); I have a clear notion of the job requirements (mean=2.55); I use influence methods that reliably and accurately measure these qualifications (mean=2.50).Results in Table 4.2 indicate that Intrinsic Motivation is generally high and this is indicated by the average mean of 2.87. Concerning Lack of rapport with the administrator of the measure, results indicate that most of the items were rated high; Collecting and evaluating information about an individual in order to extend an offer of employment (mean=3.28); Employee influence is part of the overall staffing process of the organization (mean=3.00); I establish contact with potential job applicants by job postings (mean=2.87); Employee influence begins when a pool of applicants is generated by the organization's recruitment efforts (mean=2.69); I decides which of the recruited candidates will be offered a position (mean=2.52)

Results in Table 4.2 indicate that the level of Influence of Intrinsic Motivation is generally high and this is indicated by the average mean of 2.72. Concerning Inadequate knowledge of how to respond to a measure, results indicate that most of the items were rated high; Effective employee influence is a critical component of a successful organization (mean=2.89); Certain employment laws such as anti-discrimination laws must be obeyed during employee influence (mean=2.85); Employee relies too heavily on others to meet their goals. (mean=2.81); provide support, training and feedback to management and employees on all absence issues including how to combat the abuse of Sickness Absence Management (mean=2.34).

Results in Table 4.2 indicate that the level of Influence of Intrinsic Motivation is generally high and this is indicated by the average mean of 3.05. Concerning Individual differences, results indicate that most of the items were rated high; Job applicants differ along many dimensions, such as educational and work experience, personality characteristics, and innate ability and motivation levels (mean=3.27); Employee influence can range from a very simple process to a very complicated process depending on the firm hiring and the position (mean=3.02); ensure that hiring of certain individuals for particular jobs does not subject either the newly hired employee or other employees, students or the public to unreasonable risk of

possible injury (mean=3.00); The employment contract places a moral and legal duty on employers to ensure a healthy and safe work environment to the employee (mean=2.92).

Employee performance was operationalized into several questions in the questions (Appendix IV C). Each of these questions used the four Likert scales, where 1=strongly agree, 2=Agree, 3=Disagree, and 4=strongly disagree. Respondents had to rate independent variable to which they agree or disagree with each question. Their responses were analyzed using SPSS and summarized using means and indicated in table 4.3. for interpretation of means, the following means ranges were adopted;

Key interpretation of means

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate
1.00-1.75	Strongly Disagree	Low

Table 4.3 Level of employee performance **(n=100)**

	Mean	Interpretation	Rank
Interpersonal relations			
Take time each day to be aware of your opinions and feelings so you can adequately convey them to others	2.88	High	1
Engaging your audience	2.51	High	2
Make eye contact and pronounce your words correctly	2.48	Low	3
Use smaller gestures for individuals and small groups	2.41	Low	4
Don't send mixed messages. make your words, gestures, facial expressions and tone match	2.26	Low	5
Average mean	**2.51**	**Low**	
Company policy			
I help my colleague to identify a conflict that needs his/her attention.	2.84	High	1
Identify the purpose of your decision and evaluate the outcome of your decision and action steps	2.77	High	2
Identify the principles to judge the alternatives. What standards and judgment criteria should the solution meet?	2.72	High	3
Brainstorm and list different possible choices and evaluate each choice in terms of its consequences.	2.49	High	4
Average mean	**2.70**	**High**	
Interpersonal skills			
Do not criticize others or yourself	3.16	High	1
Be sensitive to others, this includes not gossiping	3.05	High	2
Treat others and their experience with respect	2.71	High	3
Praise and compliment people when they deserve it.	2.72	High	4
Be cheerful and try to make others smile	2.49	High	5
Average mean	**2.98**	**High**	
Leadership skills			
Lead By Example, everyone knows great leaders have to be great communicators	2.90	High	1
you can inspire so much in others through your own passion and enthusiasm	2.79	High	2
A disorganized leader isn't leading, he's chasing his own tail.	2.58	High	3

Take Ownership and Responsibility. Although you've just delegated work and truly given your team ownership, you also have to take ownership and responsibility at all times.	2.56	High	4
Average mean	**2.76**	**High**	
Quality of supervisor			
Analyzing and interpreting data and situations	2.78	High	1
Diagnosing problems and identifying relevant causal factors	2.71	High	2
Goal setting and identifying possible courses of action	2.71	High	3
Evaluating and comparing possible courses of action	2.48	Low	4
Communicating and implementing actions and monitoring them	2.47	Low	5
Average mean	**2.69**	**High**	
Salary			
I know how to deal with competent applicants	2.78	High	1
I know the requirements of the labour law	2.76	High	2
I consult other companies on strategies	2.75	High	3
I am aware of the government regulation	2.73	High	4
I know the policies of other institutions	2.70	High	5
Average mean	**2.74**	**High**	
Working condition			
I know how to handle customers	2.78	High	1
I always review competences	2.71	High	2
I go for on-the-Job training	2.73	High	4
Average mean	**2.69**	**High**	
Overall Mean	**2.73**	**High**	

Source: Primary Data (2021)

Regarding Communication skills, results indicate that some construct was rated high and others low, this is indicated by the average mean of 2.51. There were only two items under Communication skills which was rated high and this was; Take time each day to be aware of your opinions and feelings so you can adequately convey them to others (mean=2.88), and engaging your audience (mean=2.51) therefore the following aspects on Communication skills were rated low; Make eye contact and pronounce your words correctly (mean=2.48); Use smaller gestures for individuals and small groups (mean=2.41); Don't send mixed messages. Make your words, gestures, facial expressions and tone match (mean=2.26). Regarding communication skills, the finding in the table above reveal that, having effective communication skills is imperative for your success. Positive communication will certainly increase the opportunities you find in your career and business. Good communication skills improve on the working relations and also enables the organization to achieve its intended objectives in time. A worker who communicates effectively will have a competitive advantage over others. A motivated employee will communicate well about the company and also treat customers well. There is a need for patience as we communicate with others as patience pays. We need to be patient and to give others time to express their feelings and ideas, this inspires them as they feel valued very much and hence, they can perform better.

The finding reveals that, decision making can be hard. Almost any decision involves some conflicts or dissatisfaction. The difficult part is to pick one solution where the positive outcome can outweigh possible losses. Avoiding decisions often seems easier. Yet, making your own decisions and accepting the consequences are the only way to stay in control of your time, your success, and your life. If you want to learn more on how to make a decision, here is some decision-making tips to get you started.

Results in Table 4.3 indicate that the level of employee performance is generally high and this is indicated by the average mean of 2.70. Concerning Interpersonal skills, results indicate that all items were rated high; Do not criticize others or yourself (mean=3.16); Be sensitive to others, this includes not gossiping (mean=3.05); Treat others and their experience with respect (mean=2.71); Praise and compliment people when they deserve it (mean=2.72); Be cheerful and try to make others smile (mean=2.49). the finding reveals that, Interpersonal skills are the skills that a person uses to interact with other people. Interpersonal skills are sometimes also referred

to as people skills or communication skills. Empowerment; A leader is one that expects the very best from her staff and creates an environment in which others can succeed and be rewarded for their efforts accordingly. People under the tutelage of a leader will be empowered and encouraged to rise to their potential. A leader will derive satisfaction from helping others reach their goals and is not threatened by their success. Empowerment is necessary to create a conducive environment. Character; Leadership requires a certain level of character that is evident in how leaders treat others. A leader will accept constructive criticism and work to improve his own shortcomings without resentment or defensiveness.

SECTION FOUR
CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS
The level of Influence of Intrinsic Motivation was good indicating that managers, directors and employees are trained how to manage their Motivation by validity of influence methods, emotional and physical state of the candidate, lack of rapport with the administrator of the measure, inadequate knowledge of how to respond to a measure, individual differences among respondents and question difficulty
, hence performing effectively and efficiently.

The level of Employee Performance was good also and a conclusion was made that the influences suit the institutions hence creating a change in an industry that differ from other industries, services as well as packaging.

RECOMMENDATIONS
In light with the findings of the study, the following pointers were suggested:

- There is a need to value every achievement made by the employees
- Employees should be delegated to perform some tasks and once all this is done, they will feel valued and will perform to their best.
- Effective communication is very necessary in an organization and this inspires the team to work
- The workforce needs to be given incentives, these act as carrots for performance and organsational success. These can be both monetary and non.
- Problem solving should be participatory in an organization.
- There is a need to establish the minimum standards of performance.
- Managing interview inconsistencies motivates the employees.

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