



Effect of intrinsic motivation and transformational leadership style on employee performance

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Abstract

This research investigates the influence of intrinsic motivation and transformational leadership style on employee performance. Herzberg's factor theory guides this research; The research employed a survey design, with 748 non-academic staff members of Abubakar Tafawa Balewa University in Bauchi, Nigeria, serving as the study's target population. A sample size of two hundred and seventy-nine was employed using the Krejcie and Morgan sample size table, and a practical and purposeful sample strategy was employed in the study's sampling process. The primary data was gathered using a self-administered survey and were imputed in SPSS and analyzed using SMART-PLS 4 to examine the measurement and structural models. The results of the study demonstrate that employee performance is favorably and significantly impacted by intrinsic motivation. Employee performance is positively and significantly impacted by transformational leadership. The study will give the university's management pertinent information about the motivation and output of its staff, which will enhance the institution's overall performance. The study also made a contribution to Herzberg's factor theory by elucidating the theory's relationship to intrinsic motivation and how it impacts workers' productivity at work.

Keywords: Intrinsic Motivation, transformational leadership style and Employee Performance.

1. Introduction

Employees are one of the important components in an organization. Since employees are essential to the operation of the business and the accomplishment of its objectives, they must be managed well in order to guarantee that work is done on schedule and according to plan. Consequently, excellent performance. Therefore, employees are required to be able to do their work following their ability, but not in reality; all employees have the ability and work skills to follow the expected organization goals. Behind any successful organization, human resources play a key role as a backbone (Sriviboon & Jermittiparsert, 2019). With the help of strategic management of HR, the

organization can accomplish and use its resources at an optimal level, leading the organization towards continued and effective accomplishment. Van Woerkom et al. (2016) have suggested that any organization can achieve its goals by utilizing its resources at optimal levels with the help of good human resource management.

The internal drive that propels someone to participate in an activity for enjoyment or personal fulfilment is known as intrinsic motivation. The individual's interest in the activity and desire to learn or master a task serve as the driving forces behind this motivation (Bryan 2021). It has been discovered that intrinsic motivation motivates people to take on challenges, exert more effort, and commit time and resources

in order to accomplish a goal (Bryan, 2021). Many factors are crucial to accomplishing organizational goals, and one of those factors is leadership, or leaders (Blanco, 2020). The planned goals cannot be accomplished if the available resources are not managed effectively, so a leader's role is crucial in that he can use his power and direction to accomplish a task. Fundamentally, leadership is the way a leader motivates his followers to cooperate and carry out his instructions in an efficient manner (Zhao, 2019). This leader's style will be applied to manage Human Resources, enabling them to maximize every employee's potential for success.

Universities over the years have served as training grounds for high-level human resources development for the various sectors of the economy. They also engage in systematic discourse and research activities to ensure proper human development. Universities are, therefore, expected to be agencies saddled with the task of extending the frontier of knowledge for the overall benefit of society (Oyekan, 2014). This research investigates the effect of intrinsic motivation and transformational leadership style on the performance of non-academic staff of Abubakar Tafawa Balewa university Bauchi. The non-academic employees are in charge of running the university's daily administrative operations.

2. Literature Review

2.1 Employee Performance

Wekesa & Makhamara (2019) define employee performance as the sum of an employee's effectiveness and efficiency, or how well they perform on the job and how well their performance is evaluated in relation to the widely accepted performance criteria established by their organizations, it could raise worker productivity, which influences worker performance.

2.2 Intrinsic Motivation

Motivation refers to the mental processes that explain a person's level of effort, focus, and perseverance in achieving a goal. The intrinsic strength of an individual's own stimuli has an impact on their motivation; external stimuli can also have an impact, but motivation is a reflection of the response of the individual to these stimuli. Intrinsic motivation has been found to encourage individuals to take up challenges, put in more effort, and invest time and resources to achieve a goal (Bryan, 2021). Consequently, motivating employees intrinsically can positively impact their performance and well-being. Providing the right motivation is very important because employees are able to carry out as much as they could to finish those tasks and objectives given to them (Wahyuni et al., 2019).

2.3 Transformational Leadership Style

Transformational leadership style involves leaders who inspire and motivate their followers to achieve extraordinary outcomes beyond what they think possible (Einola and Alvesson 2019). Transformational leaders work towards creating a vision for their organization, inspire and motivate their followers, and provide them with the necessary support and resources to achieve their full potential (Einola and Alvesson 2019). The effectiveness of this leadership style is dependent on several factors, including the leader's personal attributes, communication skills, and the willingness of followers to follow the leader's vision (Iqbal, Anwar, Haider, 2015).

Einola and Alvesson (2019) emphasized that good leadership requires an ability to influence those who are unable to follow or comply. The ability to direct, guide, and influence others' behavior and work towards the achievement of particular goals in a given situation is known as leadership. The ability of a manager to inspire confidence and zeal in their subordinates is known as leadership.

The ability to influence a group's realization of a goal is known as leadership (Iqbal, Anwar, Haider, 2015). Leaders must create the organization's future vision and inspire members to want to realize it and perform better.

2.4 Intrinsic Motivation and Employee Performance

Research has established that intrinsic motivation is positively associated with employee performance. For instance, Mohamed et al., (2020) discovered that employee performance is positively impacted by intrinsic motivation related to work in Jordan's construction industry. Similarly, Huang, Cheng, & Tsai (2015) found that intrinsic motivation is positively associated with employee creativity in Taiwan's high-tech industry. The results of these studies suggest that higher institutions of learning can enhance the performance of non-academic staffs by promoting intrinsic motivation through the provision of challenging work, creative opportunities, and recognition. The connection between intrinsic motivation and work output According to Alom (2020), work motivation is the act of motivating someone to complete their tasks. An employee will be driven to perform well if they possess a strong drive, either from within or from without. For employees to perform well, they must be motivated. As an illustration, (Tilahun, 2020) demonstrates that employee performance and motivating factors are significantly positively correlated. Mkwizu (2020) evaluates the impact of motivation on worker performance and concludes that employee performance is influenced by motivation. The results of the study were reinforced by Al Banin *et al*, (2020), who conducted research with the results that motivation had an effect on employee performance.

H₁: *Employee performance and intrinsic motivation are significantly correlated.*

2.5 Transformational Leadership Style and Employee Performance

Transformational leaders influence employees' attitudes by creating a supportive and inspiring work environment, leading to improved employee performance (Ayodele et al., 2021; Mabho & Tlhompho, 2020). Numerous research studies have demonstrated a positive correlation between transformational leadership and the work performance of employees. For example, Purnomo & Amalia (2018) discovered that in Indonesia's civil service sector, employee performance is positively impacted by transformational leadership style. In a similar vein, Yasir and Li (2016) discovered that in Pakistan's higher education sector, a transformational leadership style has a positive impact on employee performance. The results of these studies point to the importance of investing in transformational leadership training and coaching programs for supervisors and leaders in higher learning institutions. The connection between a leader's preferred pattern of behavior and employee performance. As we all know, a leader's preferred pattern of behavior is what guides and influences their team members. Every leader has a different style of leadership, and a leader can do their job effectively if they can adjust to the various work environments they encounter. Meanwhile, Lubis (2021) asserts that it is challenging for corporate organizations to achieve positive outcomes if employees don't achieve their goals. To do this, the leader must exercise their power to influence staff members' attitudes and behaviors in order to motivate them to put in long hours and strive for the best outcomes. Leaders need to raise employee performance in order to motivate workers to exhibit the attitudes and behaviors they want to see.

H₂: Employee performance and transformational leadership style are significantly correlated.

2.6 Research Framework

The research framework is provided below and is based on the development of

hypotheses and the review of literature. Employee performance is the dependent variable, and intrinsic motivation and transformational leadership style are the independent variables.

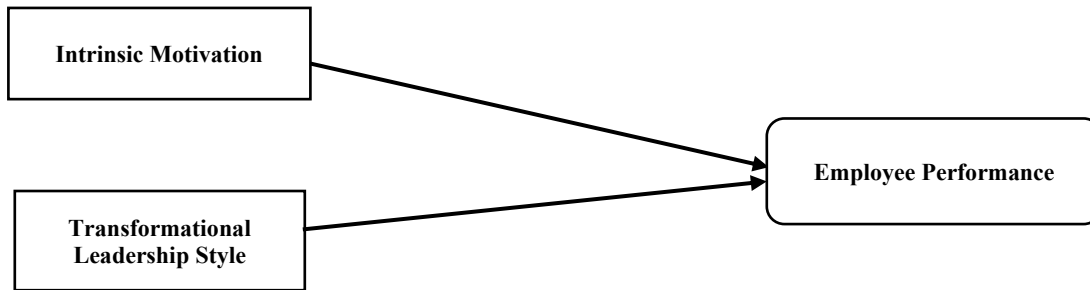


Figure 1. Research Framework

3. Methodology

The study aims to examine the impact of transformational leadership style and intrinsic motivation on the work performance of ATBU Bauchi's non-academic staff. The study is cross sectional in nature and it adopts quantitative survey approach through the use of questionnaire which was administered to non-academic staffs of Abubakar Tafawa Balewa university Bauchi. the items of the questionnaire adopted for this study were previously tested and the result of Cronbach alpha and composite reliability were found to be greater than 0.70. Employee performance was adopted from the wok of Fitsum Ghebregiorgis, (2020). Intrinsic motivation was adopted from the work of Liu et al. (2018) and transformational leadership were adopted from the study of Inna Nisawati Mardiani & Siti Baekhunah 2021. The items were operationalized based on a 5-point Likert scale. Further, before the questionnaire administration, the research instruments have undergone comprehensive examinations by management specialists to guarantee that the

wording and comprehension of the questionnaire are suitable for the study. Focus groups with the respondents were also chosen in order to double-check the items for any corrections or observations. The population of the study consist of 748 non-academic staffs of Abubakar Tafawa Balewa university Bauchi according to the registry department. Therefore, a sample size of 254 is considered to be representative of the population in accordance with the research of Krejcie & Morgan (1970). Furthermore, in order to address the potential occurrence of a low response rate during data collection, Hair, Jr. (2015) suggested that a sample be increased by a specific percentage. 10% of the 254 samples were added, resulting in 279 surveys being sent out to make sure the necessary answers were obtained for data analysis. SPSS version 23 was utilized to obtain descriptive statistics. Additionally, the study's measurement model and structural model were examined using SMART-PLS 4.

4. Results and Discussion

The Statistical Package for Social Science was used to enter data for this study (SPSS). Additionally, data screening was done to identify and validate whether the data was cleaned and could accurately represent the study's phenomenon. After the data were cleaned, the respondents' demographic variables were examined using descriptive statistics, frequencies, and percentages, measurement model and structural models were assessed with the use of smart PLS-SEM version 4.

4.1 Descriptive Statistics of Respondents

Descriptive statistics of the respondents' responses show that the gender of the respondents; 173 respondents representing (77.9%) were male, while 41 respondents representing (22.1%) were female. And the age of the respondents; Thirty-one respondents (14.0%) were in the 25–30 age range, 108 respondents (48.6%) were in the 31–40 age range, 58 respondents (26.1%) were in the 41–50 age range, and 25 respondents (13.3%) were between 51 years and above. The results of descriptive statistics of respondents indicates the marital status of the respondents; 28 respondents representing (12.6%) were single, 185

respondents representing (83.3%) were married, 9 respondents representing (4.1%) were divorced. The educational qualification of the respondents; 43 respondents representing (19.4%) had ND/NCE, 121 respondents representing (54.5%) had BSc/HND, 51 respondents representing (23.0%) had MSc/MBA, 7 respondents representing (3.2%) had PhD, while the work experience of the respondents; 79 respondents representing (35.6%) were between 5-10 years, 95 respondents representing (42.8%) were between 11 – 20 years, 48 respondents representing (21.6%) were between 21 – 30 years.

4.2 Assessment of Measurement Model

The acceptable value for outer loading must be above 0.50 (Hair, Risher, Sarstedt, & Ringle 2019). To achieve internal consistency, According to Hair et al. (2019), the values of each composite reliability (CR) factor ranged from "satisfactory to good" between 0.70 and 0.90. The values of all the CR factors fell between 0.849 and 0.929. Every AVE's value fell between 0.624 and 0.778 to test for convergent validity; this falls within the recommended range of 0.50 and higher (Hair et al., 2019). Hence, all the values fall within the accepted thresholds.

Table 4.1: Measurement Model's Convergent Validity

Construct	Item	Loadings	CR	AVE
Intrinsic Motivation (IM)	IM1	0.738	0.854	0.634
	IM2	0.721		
	IM3	0.883		
	IM4	0.804		
	IM5	0.822		
Employee Performance (EP)	EP1	0.800	0.849	0.624
	EP2	0.849		
	EP3	0.766		
	EP4	0.792		
	EP5	0.738		
Transformational Leadership Style (TL)	TL1	0.851	0.929	0.778
	TL2	0.912		
	TL3	0.857		
	TL4	0.899		
	TL5	0.888		

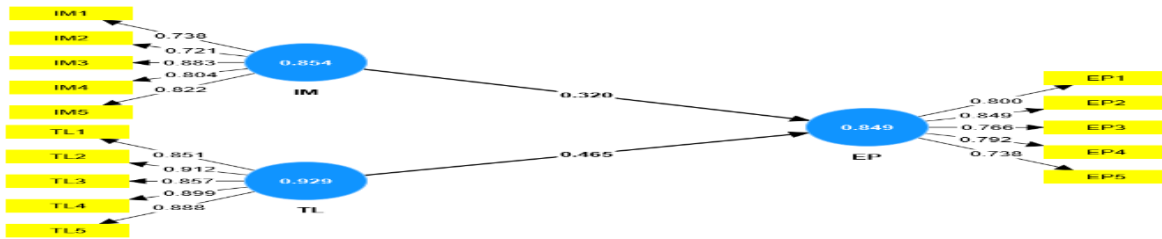


Figure 2: Measurement Model

4.2.1 Discriminant Validity (HTMT)

Discriminant validity assessment is calculated employing the more robust Heterotrait-Monotrait Ratio (HTMT) criterion (Inuwa, Islam & Male, 2022; Henseler, Ringle & Sarstedt, 2015). According to Henseler, Ringle, and Sarstedt (2015), there are problems with discriminant

validity for all values greater than 0.90. In the same vein, Kline (2011) claims that if the value is less than 0.85, there is no problem with the discriminant validity of the data. Therefore, Table 4.2 shows that all the constructs have achieved the requirement of discriminant validity, being empirically distinct from one another.

Table 4.2: Discriminant Validity (HTMT) Matrix

Construct	EP	IM	TL
Employee Performance (EP)	0.849		
Intrinsic Motivation (IM)	0.166	0.854	
Transformational Leadership Style (TL)	0.720	0.653	0.929

4.3 Assessment of Structural Model

Following the evaluation of the measurement model, which confirmed the items' and constructs' convergent and discriminant validity, the structural model is examined in the following phase. The structural model

was examined with the goal of objectively verifying the research model. The model needs to undergo a few basic analyses, such as determining the significance of the path coefficients and evaluating the collinearity, coefficient of determination (R²), and effect size (F²).

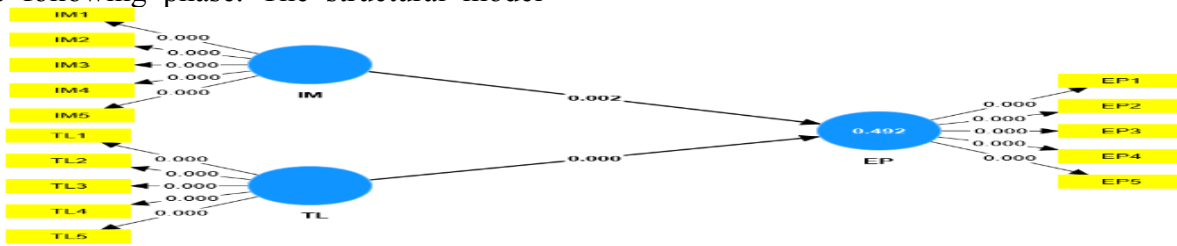


Figure 2 Structural model diagram

4.3.1 Collinearity Assessment

The variance inflation factor (VIF) was employed to evaluate the degree of collinearity between the investigated constructs. Hair and others (2019). Indicator

formative collinearity is frequently assessed using the variance inflation factor (VIF). When two indicators have a strong correlation, this is known as collinearity (Hair et al., 2022). There is no collinearity between the constructs in this study, as indicated by the VIF values, which range from 1.883 to 1.537 for all the constructs.

4.3.2 Assessment of Determination Coefficient (R^2)

Coefficient of determination indicates how well a data fit a statistical model. It is a statistical model that indicates how much of a factor's variability can be accounted for or understood in terms of how that factor interacts with other factors. A value between 0 (0%) and 1 (100 %) is calculated; the higher the value, the better the fit. The statistics measures how well the estimated regression line fits the actual data. Impliedly, it indicates the extent to which the independent variable accounts for the variation in the dependent variable. (Fornell & Larcker, 1981). The result implies that employee performance (dependent variable) has an R^2 of 0.492. This simply implies that 2 independent variables (intrinsic motivation and transformational leadership style) had formed and explained the phenomenon of employee performance 49% of variance explained capacity in the model.

4.3.3 Assessing Effect Size (F^2)

The degree of impact or influence that a single predicting variable has on a dependent variable that is either directly related to it or indirectly linked is indicated by the effect size (F^2). It displays each exogenous variable's relative impact on an endogenous construct. According to Cohen (1988), a small, moderate, and large effect size would have an effect size value (F^2) of 0.02, 0.15, and 0.35, respectively. Any predicting construct in the model that has an effect size (F^2) value less than 0.02 is deemed to have had no influence on the associated

endogenous construct. The outcome shows that all of the direct relationships between the model's constructs have the same level of effect size (F^2). demonstrates that the impact of intrinsic motivation on worker performance is moderate, with an effect size value of ($F^2 = 0.133$). Similarly, transformational leadership approaches (TL) with an effect size value of ($F^2 = 0.281$) has large effect size on employee performance.

4.4 Significance Effect of Direct Path Coefficients

Using the bootstrapping technique, the structural model was evaluated for each of the three hundred valid samples that were used in this study through multiple analysis. The bootstrapping procedure was carried out using five thousand (5000) subsamples, as recommended by the literature (Hair et al., 2017; Wong, 2013). Testing the significant impact of each direct relationship that was postulated in the previous chapter is the main goal of this analysis. It is to verify whether or not the collected data is consistent with the hypotheses. According to Hair et al. (2011), the literature indicates that values ranging from 1.65 may be significant at a 10% significance level. Additionally, 1.96 and 2.57 are deemed significant at 5% and 1% significance levels, respectively, based on two-tailed tests. Similar to this, the one-tailed test has critical values of 1.28 at the 10% significance level, 1.65 at the 5% significance level, and 2.33 at the 1% significance level (Hair et al., 2017). The table below shows the outcome of the direct relationship hypothesis.

Table 4.3: Significance Effects of Direct (Path Coefficient)

Hypothesis	Relationships	Original Sample(O)	Standard Beta	t-Value	p-Value	Decision
H ₁	IM ->EP	0.320	0.104	3.082	0.002	Accepted
H ₂	TL -> EP	0.465	0.101	4.612	0.000	Accepted

Source: Extracted from SmartPLS4 output, 2023.

4.5 Discussion of Findings

This study was primarily designed to examine the influence of intrinsic motivation and transformational leadership style on employee performance. The study employed PLS-SEM path coefficient to examine the relationship between the variables.

(H₁): There is a positive significant relationship between intrinsic motivation and employee performance. The results of the study provided strong evidence supporting the hypothesis. PLS-SEM path coefficient has been applied in testing the relationship which has statistically proven and confirmed the presence of a positive and significant relationship between intrinsic motivation and employee performance. This is in line with the study of (Bastari et al., 2020) revealed to have a positive effect on employee's performance from the path analysis with ($t= 3.082$, $p < 0.002$). These findings suggest that individuals who are more intrinsically motivated tend to perform better in their roles compared to those with lower levels of intrinsic motivation.

(H₂): There is a significant relationship between transformational leadership style and employee performance of Abubakar Tafawa Balewa University Bauchi. The research findings conclusively support the hypothesis of a positive significant relationship between transformational leadership style and employee performance. The study's results align with previous research, providing further evidence for the effectiveness of transformational leadership in enhancing employee performance. Organizations should emphasize the development and implementation of transformational leadership practices as a means to optimize

employee performance levels. The analysis of the collected data supported the hypothesis of a positive significant relationship between transformational leadership style and employee performance. Specifically, results from PLS-SEM path coefficient analysis ($t= 4.612$, $p < 0.000$) between transformational leadership and employee performance, indicating that as transformational leadership increased, so did employee performance. These findings align with previous research studies (Shafi et al., 2020) reiterating the positive impact of transformational leadership on employee performance.

4.6 Research implication

Practically, the research will furnish the university's management with pertinent data concerning employee motivation and performance, which will also positively influence the university's overall performance, Human Resource Development: HR practitioners can benefit from this study by understanding the role of intrinsic motivation and transformational leadership style in improving employee performance. They can foster intrinsic motivation, and promote transformational leadership behaviors to enhance the overall performance of staff.

The study theoretically also added to the Herzberg two-factor theory by aiding in the explanation of the theory's relationship to intrinsic motivation and how it influences workers' productivity at work. Combining several different factors: The study offers a comprehensive viewpoint on worker performance by combining transformational leadership style and intrinsic motivation into a single model. Our comprehension of the intricate interactions between these variables and

how they affect employee outcomes is improved by this integration.

5. Conclusion and Recommendations for Future Research

Since it's widely accepted that employee performance is a crucial component of organizational performance, employers are advised to give top priority to elements like intrinsic motivation and transformational leadership among their workforce in order to attain high performance levels. The study comes to the conclusion that there is strong evidence to support the hypothesis that there is a positive and significant relationship between employee performance and intrinsic motivation provided by the non-academic staff at Abubakar Tafawa Balewa University Bauchi. Businesses that place a high priority on encouraging intrinsic motivation among their employees may see increases in productivity and success down the road. Regarding the transformational leadership style, however, it is thought that increased productivity and goal congruence in the workplace are brought about by perceived fairness in leadership. Employee perceptions of fair leadership and good treatment by university management are common, as demonstrated in the case of Abubakar Tafawa Balewa University. It is thought that these perceptions of fairness lead to increased employee performance as well as decreased absenteeism and turnover. The results of this study have demonstrated a robust and favorable correlation between employee performance and transformational leadership style. The results support earlier studies and offer more empirical data about the positive effects of transformational leadership on worker performance. Understanding the importance of transformational leadership will enable organizations to adopt effective leadership practices, consequently enhancing overall employee performance and achieving organizational goals. Future research can introduce an indirect effect or

a moderator variable to further expand the theory. Also, the study can be applied in different organization to further generalize findings.

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