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Comprehensive Analysis of the Impact of Intrinsic and Extrinsic Motivation on Office Employee Performance in Office Management at a Rental Company

ABSTRACT

This study aims to analyze the influence of motivation on employee performance in office management at a Rental Company, a leading vehicle rental and fleet management company in Indonesia. Employee motivation is considered a crucial factor that can enhance productivity and work effectiveness in a dynamic corporate environment like Tunas Rent, which manages a fleet of over 8,000 units and serves a wide range of corporate clients nationwide. The research employs a quantitative approach, collecting data through questionnaires distributed to employees across various office management divisions. Motivation variables are measured based on intrinsic and extrinsic motivation, while employee performance is assessed through indicators such as achievement of work targets, discipline, and quality of administrative services. The analysis results indicate that motivation has a positive and significant effect on employee performance at Tunas Rent. Enhancing motivation through incentives, continuous training, and a supportive work environment has been proven to encourage employees to perform optimally, ultimately supporting the company's goal of providing efficient and professional fleet management services. This study emphasizes the importance of management's role in designing effective motivation strategies to improve employee performance, especially in service companies that heavily rely on coordination and customer service. The findings provide practical contributions for human resource policy development at Tunas Rent and serve as a reference for similar companies in effectively managing employee motivation and performance.

Keywords: employee motivation, employee performance, office management, fleet management, human resources.

INTRODUCTION

In the era of globalization and increasingly fierce business competition, companies must enhance their competitiveness through various aspects, one of which is human resources (HR). High-quality human resources with strong performance are key to an organization's success in achieving its strategic goals. (Gambi et al., 2020) Optimal employee performance significantly contributes to productivity, operational efficiency, and the quality of the company's services. Therefore, understanding the factors that influence employee performance is crucial for company management. (Vu, 2022)

Motivation serves as a fundamental component that greatly impacts employee performance improvement. This drive can originate from within the individual or from external factors in the work environment, which can psychologically stimulate enthusiasm and encourage someone to work

optimally with full dedication. (Sidharta, 2023; Tahir et al., 2024) In the organizational context, motivation acts as the primary driver that triggers work productivity, as it creates positive energy and high commitment in fulfilling job responsibilities. (Nicuță, et al., 2025)

In the context of office management, motivation plays a vital role because motivated employees tend to exhibit high commitment, discipline, and better productivity. Conversely, employees who are less motivated can create various problems, such as low productivity, high absenteeism, and declining work quality. The research focuses on a rental company, which is a significant provider of vehicle rental services and fleet management in Indonesia. With a fleet of over 8,000 units and an extensive service network, the company faces considerable challenges in managing human resources spread across various offices and divisions.

Employee performance in office management is crucial for the smooth operation of the company, encompassing everything from administrative management and customer service to inter-departmental coordination that supports one another. However, in practice, the company also encounters issues related to suboptimal employee motivation. Several factors contribute to low motivation, including inadequate incentives, limited career development opportunities, and a less conducive work environment. These conditions directly impact employee performance, ultimately hindering the achievement of the company's goals. Therefore, it is essential for Tunas Rent management to gain a deep understanding of how motivation affects employee performance within the office management environment.

Many studies have demonstrated that work motivation has a positive and significant impact on employee performance. (Luthra & Ranganathan, 2023; Tushar & Sooraksa, 2023) The higher an employee's motivation level, the greater the likelihood that they will exhibit good performance. Motivation acts as a driving force that encourages individuals to collaborate, work effectively, and exert their full potential to achieve satisfaction in their work. (Van der Hauwaert, et al., 2022).

Various factors, both intrinsic to the employee and from the work environment, can influence this motivation. These factors include the responsibilities assigned, fair performance evaluations, salary increases, bonuses or rewards, and opportunities for personal development. (Van den Broeck, et al., 2021; Zhang & Liu, 2022) Thus, high work motivation can directly enhance employee performance, pushing them to complete tasks to the best of their ability. (Machmud & Sidharta, 2016; Manzoor, Wei & Asif, 2021; Abuelhassan, et al., 2024).

While motivation is a crucial factor, it is important to remember that ability, a conducive work environment, and support from the organization

also play significant roles in shaping overall employee performance. Therefore, organizations need to strive to create effective strategies to boost employee work motivation, such as providing appropriate incentives, fostering a positive work environment, and offering opportunities for personal development, so that employee performance can improve sustainably.

This research is motivated by the need to understand the extent to which motivation influences employee performance at a rental company. With the findings from this study, management can formulate appropriate strategies and policies to enhance employee motivation, leading to a significant improvement in their performance. Increasing motivation can be achieved through various approaches, such as providing fair incentives, offering training and competency development, and creating a supportive and enjoyable work environment.

In addition to providing practical benefits for the company, this research aims to contribute to the development of human resource management knowledge, particularly in the context of service companies in Indonesia. This study can serve as a reference for other companies facing similar challenges in managing employee motivation and performance, enabling them to implement effective strategies to enhance productivity and service quality sustainably.

Thus, this research focuses on analyzing the impact of motivation on employee performance in office management. The results are expected to provide a clear picture and practical recommendations for management to improve employee performance and the overall success of the company.

RESEARCH METHODS

This research employs a quantitative approach using a survey method. The researchers chose this approach to objectively and systematically measure and analyze the impact of motivation on employee performance in office management at a rental company. The population for this study consists of all employees working in the office management department at the rental company. The sample is selected by choosing employees who are directly involved in office management activities and have at least one year of work experience. The number of samples taken aligns with the statistical analysis requirements to ensure that the research results accurately represent the population with a total of 34 respondents.

Data collection occurs through a questionnaire designed based on the variables of motivation and employee performance. The questionnaire includes closed-ended questions with a Likert scale from 1 to 5 to assess levels of intrinsic and extrinsic motivation, as well as aspects of employee performance such as target achievement, discipline, and quality of administrative service. Additionally, secondary

data is gathered from company documents related to employee performance to complement the findings.

The research variables consist of independent variables: employee motivation, which includes intrinsic and extrinsic motivation. The dependent variable is employee performance, measured based on target achievement, discipline, and the quality of administrative services.

Researchers analyze the collected data using descriptive and inferential statistical methods. They use descriptive analysis to describe respondent characteristics and provide an overview of the research variables. In contrast, they conduct inferential analysis using simple or multiple linear regression to test the impact of motivation on employee performance. They also perform validity and reliability tests to ensure that the research instruments are suitable for use.

The study begins with the development of the questionnaire instrument, followed by a pilot test to assess its validity and reliability. Once the instrument is confirmed to be valid and reliable, the researchers distribute the questionnaire to the research sample. They then process and analyze the collected data using statistical software such as SPSS or similar programs. The analysis results help draw conclusions regarding the influence of motivation on employee performance.

RESULT AND DISCUSSION

In this section, the author will explain the research findings that describe employee intrinsic motivation, employee extrinsic motivation, employee performance in terms of target achievement, and employee performance in terms of work discipline. The following table 1 presents the survey results on employee intrinsic motivation.

Intrinsic Motivation Statement	1	2	3	4	5	Dominant Percentage
Provides personal satisfaction	0	1	6	9	19	Score 5
Want to develop abilities	0	0	3	8	23	Score 5
Challenging work and continuous learning	1	0	2	13	15	Score 5
Proud of work	0	0	4	19	11	Score 4
I feel my work is important for the company	1	2	8	23	0	Score 4

Table 1. Survey Results of Employee Intrinsic Motivation

Based on the survey it is evident that employee intrinsic motivation is generally at a high level. The majority of respondents (67.6%) strongly agree that they feel motivated to complete tasks because they want to develop their skills, indicating that opportunities for personal development serve as a very strong driving factor. Additionally, 67.6% of respondents also agree that their work is important and meaningful to the company, reflecting a sense of ownership and contribution to the organization.

Regarding job satisfaction, more than half of the respondents (55.9%) strongly agree that their work provides personal satisfaction. This is supported by the fact that 55.9% of respondents feel proud of the results they achieve (score 4), although the percentage of those who strongly agree (score 5) is slightly lower at 32.4%. Meanwhile, concerning challenges in their work, 44.1% of respondents strongly agree that their jobs are challenging and encourage them to keep learning new things, with an additional 38.2% selecting score 4, indicating that most employees enjoy the learning aspects of their jobs.

Overall, the survey results indicate that employees are motivated by intrinsic factors such as personal development, the meaning of their work, and learning challenges. However, there is still room to enhance pride in their work outcomes, as the percentage of those who strongly agree with this statement is relatively lower compared to others. These findings can provide valuable insights for the company in designing more effective employee development programs and recognition systems.

The following table presents the survey results on employee extrinsic motivation:

Table 2. Survey Results of Employee Extrinsic Motivation

Extrinsic Motivation Statement	1	2	3	4	5	Dominant Percentage
Satisfaction with incentives/bonuses	2	2	11	10	9	Score 3
Appreciation from superiors	2	1	4	11	16	Score 5
Conducive work environment	1	1	5	6	21	Score 5
Management support	1	0	7	14	12	Score 4
Career development opportunities	0	2	4	12	16	Score 5

The survey reveals that recognition from supervisors (47.1%) and career development opportunities (47.1%) are the most dominant extrinsic factors motivating employees, with nearly half of the respondents indicating "Strongly Agree" (Score 5). A conducive work environment also received very positive feedback, as 61.8% of employees rated it with a Score of 5, indicating

that the facilities and work atmosphere significantly support productivity.

On the other hand, satisfaction with incentives/bonuses shows more varied results. About 32.4% of employees selected Score 3 (Agree), while only 26.5% chose "Strongly Agree." This indicates a need for a reevaluation of the financial compensation system. Management support received the highest score at the "Agree" level (Score 4: 41.2%), but the percentage of those who "Strongly Agree" (35.3%) still has room for improvement. Overall, these findings emphasize the importance of maintaining non-material recognition from supervisors, expanding career development programs, enhancing transparency in incentive policies, and optimizing management support through more effective communication.

The following table presents the survey results on employee performance in terms of target achievement.

Table 3. Survey Results of Employee Performance in Target Achievement

Employee Performance Statement	1	2	3	4	5	Dominant Percentage
Achievement of work targets.	1	0	1	12	20	Score 5
Completion of work on time.	0	1	2	11	20	Score 5
Initiative exceeds targets	0	0	2	15	15	Score 4 and 5

Based on the survey it is evident that employee performance in terms of target achievement shows very positive results. The majority of respondents (58.8%) indicated "Strongly Agree" (score 5) with the statement that they always strive to meet the established work targets. Only a small portion of respondents (2.9%) expressed disagreement (scores 1 and 3), indicating that almost all employees demonstrate a high commitment to achieving their work targets.

Regarding the timely completion of tasks, the results are equally positive, with 58.8% of respondents stating "Strongly Agree" (score 5) and 32.4% stating "Agree" (score 4). Only 5.9% of respondents rated their performance lower (score 3), suggesting that employees' time management skills are generally good.

Interestingly, the results regarding the initiative to complete work beyond targets reveal that 44.1% of respondents stated "Agree" (score 4) and another 44.1% stated "Strongly Agree" (score 5). This indicates that a significant majority of employees (88.2%) possess the drive to exceed work expectations. However, the equal percentage between scores 4 and 5 may suggest that there is room to enhance employee motivation for taking initiative.

Overall, the survey results show that employees demonstrate strong commitment and capability in meeting work targets. Their time management skills are functioning well. There is substantial potential to develop a culture of initiative and innovation in the workplace.

These findings can serve as a foundation for the company to maintain its effective target

management system. The company should develop reward programs to motivate employees who consistently meet targets, encourage more initiative through training and competency development, and ensure a balanced workload to sustain performance quality.

The following table presents the survey results on employee performance in terms of work discipline.

Table 4. Survey Results of Employee Work Discipline

Aspects of Work Discipline	1	2	3	4	5	Dominant Percentage
Compliance with rules.	0	0	3	11	20	Score 5
Punctuality & attendance.	0	0	2	13	19	Score 5
Work consistency	0	0	1	13	20	Score 5

Based on the survey, it is evident that the level of employee discipline in the company is very high. The survey results show a strong consistency in three main aspects of work discipline. In terms of compliance with rules, 58.8% of respondents strongly agree that they adhere to the rules and work procedures, while 32.4% agree. Only 8.8% remain neutral, and no respondents expressed disagreement. This data indicates a strong culture of compliance among employees.

Regarding punctuality and attendance, 55.9% of respondents strongly agree and 38.2% agree that they arrive on time and rarely miss work without a valid reason. Only 5.9% remained neutral, demonstrating a high level of time discipline in the workplace. For work consistency, this aspect received the best response, with 58.8% of respondents strongly agreeing and 38.2% agreeing that they maintain consistency in their work. Only 2.9% were neutral, indicating well-maintained performance stability. The analysis of the high agreement levels (87-97% of respondents agreeing or strongly agreeing) highlights a well-established culture of discipline. The significant percentage in the "strongly agree" category reflects strong employee commitment. The near absence of disagreement indicates the effective implementation of the discipline system.

Motivation in the context of office management in service companies is a crucial factor that plays a significant role in enhancing work spirit, productivity, and employee performance. In a service company, motivation comes not only from providing incentives or rewards but also from creating a conducive work environment, offering opportunities for growth, and recognizing employee achievements. Good motivation makes employees feel valued and encourages them to deliver excellent service, thereby supporting smooth operations and effectively achieving the company's goals.

Intrinsic motivation, as defined by Deci, Olafsen, and Ryan (2017), refers to engaging in activities for their inherent satisfaction rather than for some separable consequence. Employees who are intrinsically motivated tend to show higher levels

of engagement and creativity in their work. This study found that employees at the rental company exhibit strong intrinsic motivation, driven by personal growth opportunities and a sense of purpose in their roles. This aligns with the findings of Hersona and Sidharta (2017), who emphasized the importance of intrinsic factors in enhancing employee performance. On the other hand, extrinsic motivation, which involves external rewards such as bonuses and recognition, also plays a crucial role in shaping employee behavior. According to Ryan and Deci (2020), while intrinsic motivation is vital for fostering creativity and satisfaction, extrinsic motivation can effectively drive performance in structured environments. The research indicates that employees respond positively to fair incentives and recognition, which boosts their performance and commitment to the organization.

Target achievement emerged as a critical factor in the study, reflecting the employees' ability to meet established goals. The findings suggest that employees who are motivated—both intrinsically and extrinsically—are more likely to achieve their targets. This is consistent with Hersona and Sidharta (2017), who noted that motivation significantly influences employees' ability to meet performance expectations. According to various sources, work motivation can boost productivity because motivated employees utilize their skills and potential to the fullest. Motivation also helps ensure that business performance runs efficiently by reducing negative behaviors such as indifference and increasing employee loyalty to the company. Motivated employees tend to be more adaptive and responsive to changes, which is essential in the dynamic service industry that demands good coordination and customer service.

Efforts to enhance motivation in service companies can be achieved through various strategies, including providing fair incentives, offering training and skill development, creating growth opportunities, and fostering a supportive and enjoyable work environment. Management needs to understand the needs and characteristics of employees to provide the right motivational boosts, ensuring that employees feel satisfied and their performance improves. Motivation training can also serve as an effective means to rekindle work enthusiasm and strengthen relationships among employees, ultimately enhancing team and overall company performance.

Thus, motivation in office management within service companies is not just a tool for improving individual performance; it is also a strategic element that supports the overall success of the organization. Management that can design and implement effective motivation strategies will gain loyal, productive, and highly committed employees who deliver the best service to customers.

CONCLUSION

Based on a comprehensive analysis of four main dimensions—intrinsic motivation, extrinsic motivation, target achievement, and work discipline—researchers involved survey at respondents and concluded that the company has successfully created a conducive work environment with high levels of employee motivation and performance. From the motivation perspective, there is a good balance between intrinsic factors such as personal development and extrinsic factors like recognition from supervisors and a supportive work environment. This indicates that the company's holistic approach to motivating employees has yielded positive results.

Regarding operational performance, the survey results reveal impressive achievements, as employees consistently meet work targets and complete tasks on time. Employees demonstrate initiative by exceeding work expectations, reflecting a progressive and results-oriented work culture. The aspect of work discipline also shows very satisfactory results, with high levels of compliance with rules, punctuality, and consistency in work.

However, several areas still require special attention. The current incentive system needs evaluation and adjustment. Additionally, while the level of work initiative is good, there are still opportunities to increase the proportion of employees excelling in various performance aspects. To maintain this positive momentum, the company should refine its reward system to be more comprehensive, develop mentoring programs to enhance employee capacity, implement a digital-based monitoring system, and align human resource policies focused on improving work quality.

For future research, it would be beneficial to delve into the long-term effects of both intrinsic and extrinsic motivation on employee performance across various industries. This exploration could provide a broader understanding of how different motivational factors influence performance in distinct work environments. Another area worth investigating is the impact of specific mentoring programs on employee development and performance over time. This research could help identify best practices and effective strategies for enhancing employee skills and capabilities. Moreover, examining the role of digital monitoring systems in improving employee accountability and performance could be insightful. Future studies could evaluate how these systems influence employee morale and productivity, shedding light on potential benefits and drawbacks.

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