



Effect of Intrinsic and Extrinsic Motivational Factors on Employee Commitment in Nigeria Customs Headquarters, Abuja

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Abstract

This study examines the intrinsic and extrinsic motivational factors influencing employee commitment in the Nigeria Customs Service (NCS). The research aimed to explore the impact of Nigerian cultural dynamics on employee commitment and identify specific motivational challenges affecting employee commitment within the organization. Anchored on Self-Determination Theory, which emphasizes the importance of autonomy, competence, and relatedness in fostering motivation, the study employed a descriptive survey design to collect data from 380 respondents selected through simple random sampling from a population of approximately 24,000 NCS employees. Data were collected using a questionnaire with a four-point Likert scale and analyzed using descriptive and inferential statistics. The findings revealed that cultural dynamics significantly enhance employee commitment, with respondents agreeing that cultural values, beliefs, and collaborative practices positively influence their commitment within the NCS. However, the study identified critical challenges, including widespread dissatisfaction with the current reward system and limited opportunities for professional development, which negatively impact employee motivation and performance. These findings suggest that while intrinsic factors such as cultural integration are effectively leveraged, extrinsic motivational elements require substantial improvement. The study concludes that both intrinsic and extrinsic factors play crucial roles in shaping employee commitment and performance in the NCS. It recommends that the organization actively enhance cultural integration through workshops and team-building activities while re-evaluating its reward systems and investing in comprehensive professional development programs to address the identified motivational challenges, thereby fostering a more motivated and productive workforce.

Keywords: Employee, Commitment, Intrinsic, Extrinsic, Motivation, Factors

Introduction

Motivation is a fundamental aspect of organizational behavior that significantly affects employee performance. It can be categorized primarily into two types: intrinsic and extrinsic motivation. Intrinsic motivation refers to engaging in behaviors because they are personally rewarding, derived from the satisfaction or enjoyment of the work itself. Research indicates that when employees are intrinsically motivated, they are more likely to remain engaged, exhibit creativity, and achieve higher levels of job satisfaction (Gagne & Deci, 2005). On the other hand, extrinsic motivation involves engaging in behaviors to attain external rewards such as financial incentives, promotions, and recognition (Grant, 2017). The balance between these two motivational factors is crucial for organizations, as it impacts not only individual performance but also overall organizational effectiveness.

The interplay between intrinsic motivators (internal drivers such as personal satisfaction and growth) and extrinsic motivators (external rewards like compensation and recognition) has been extensively studied across various sectors globally. As Ryan and Deci (2020) articulate, intrinsic motivation refers to performing an activity for its inherent satisfactions rather than for separable consequences, while extrinsic motivation pertains to activities done to attain outcomes distinct from the activity itself. This distinction is fundamental as organizations worldwide seek to leverage appropriate motivational strategies to enhance employee performance and institutional effectiveness.

Globally, companies and organizations have recognized the importance of motivation in enhancing productivity and employee engagement. Recent studies highlight that while extrinsic rewards can effectively boost employee performance in the short term, overly relying on them may undermine intrinsic motivation in the long term (Deci, Koestner, & Ryan, 1999). For instance, Gagné and Forest (2015) emphasize that fostering intrinsic motivation leads to more sustainable employee engagement compared to merely providing extrinsic incentives. Such insights have become vital in various sectors, prompting organizations to seek a more integrated approach to motivation that harmonizes both intrinsic and extrinsic factors to maximize workforce performance.

In Nigeria, the motivational landscape presents unique challenges, particularly within the Nigeria Customs Service (NCS), which plays a vital role in the nation's economy. The NCS is responsible for revenue collection, trade facilitation, and ensuring compliance with customs laws. However, the service faces significant challenges, including corruption, bureaucratic inefficiencies, and inadequate resources (Danmola, 2020). These challenges contribute to a pervasive environment of low motivation and dissatisfaction among employees, which hinders performance. According to Ojo (2017), the culture of public service in Nigeria often emphasizes job security over performance-related incentives, leading to reduced motivation. Understanding the specific motivational drivers within this context is essential for both improving employee performance and enhancing service delivery in the customs sector.

The unique socio-economic and cultural factors in Nigeria further complicate the motivational dynamics within the NCS. The hierarchical and collectivist cultural traits prevalent in Nigerian society influence how employees perceive rewards and recognition. Employees may prioritize job security and collective achievements over individual recognition, which suggests the need for a tailored motivational strategy that resonates with the workforce's values (Afolabi, 2019). Understanding the interplay between intrinsic motivational factors—such as personal achievement and job satisfaction—and extrinsic factors—such as salary, job security, and recognition—is vital for enhancing employee performance within the Nigeria Customs Service.

Focusing on the Nigeria Customs Service as a case study provides a unique perspective on the complexities of motivation in a public sector environment. The NCS, with its personnel of over 21,000 engaged in customs-related activities, is at a critical juncture as it seeks to reform practices while combating challenges like corruption and inefficiency (Nigeria Customs Service, 2023). Addressing these motivational issues not only aims to improve the performance of the NCS but also to create a more efficient and effective customs system that aligns with national economic goals.

Statement of the Problem

The motivation of employees is a critical factor in enhancing performance within any organization, including public institutions such as the Nigeria Customs Service (NCS). Despite its vital role in facilitating trade and generating revenue for the nation, the NCS faces significant challenges pertaining to employee motivation and performance. Common issues in the NCS include bureaucratic inefficiencies, inadequate reward systems, and a pervasive culture of corruption, all of which contribute to low morale among employees (Danmola, 2020). Many employees report feelings of dissatisfaction and disengagement, resulting in decreased productivity and effectiveness in meeting the service's objectives. This disconnect between employee motivation and organizational goals creates a pressing need for a comprehensive investigation into the intrinsic and extrinsic motivational factors influencing performance within the NCS.

Research has shown that both intrinsic and extrinsic motivational factors significantly impact employee commitment. For instance, Deci and Ryan (2000) argue that intrinsic motivation leads to greater job satisfaction and organizational commitment, whereas extrinsic factors, such as incentives and rewards, can effectively influence short-term performance (Gagne & Deci, 2005). However, within the context of the NCS, there is insufficient understanding of how these motivational factors interact and which factors are prioritized by employees. As a result, many existing motivational strategies implemented within the NCS fail to achieve their desired outcomes. The current study seeks to fill this gap by providing a nuanced understanding of how intrinsic and extrinsic motivators influence employee performance specifically within the NCS.

There are notable gaps in the existing literature regarding employee motivation in the Nigeria Customs Service that this study will address.

The first gap pertains to the limited focus on the unique socio-cultural context of Nigeria in previous research. While studies have examined motivation in various sectors, they often overlook the distinct cultural and organizational dynamics that characterize the Nigerian public service landscape. For instance, Afolabi (2019) highlights that most motivational frameworks do not sufficiently consider the Hierarchical and collectivist

nature of Nigerian society, which could significantly influence employee motivation. This study aims to explore how these cultural dimensions shape the perceptions and effectiveness of both intrinsic and extrinsic motivational factors among employees within the NCS.

The second gap concerns the lack of empirical research specifically targeting the Nigeria Customs Service and its operational peculiarities. Previous studies have often generalized findings across various public sector organizations, neglecting the specific challenges and needs of the NCS. For example, Igwe (2021) notes that existing literature frequently addresses motivation at a high level without delving into department-specific issues, such as the corruption and inefficiency that plague the NCS. This study will fill this void by conducting targeted research that provides insights into the motivational drivers within the NCS, thereby contributing to a more robust understanding of how to improve employee performance in this critical governmental agency.

Research Questions

This paper seeks to answer the following questions;

- i. What is the impact of Nigerian cultural dynamics on employee commitment in the Nigeria Customs Service?
- ii. What are the specific motivational challenges affecting employee commitment in the Nigeria Customs Service?

Objectives of the Study

This paper seeks to achieve the following objectives;

- i. To explore the impact of Nigerian cultural dynamics on employee commitment in the Nigeria Customs Service.
- ii. To identify specific motivational challenges affecting employee commitment in the Nigeria Customs Service.

Conceptual Review

Employee Commitment

Employee commitment is a complex psychological construct that refers to the internal and external factors that stimulate an employee's desire and energy to engage in work-related tasks. Understanding employee commitment is essential for organizations aiming to enhance workforce productivity, engagement, and overall job satisfaction. Motivation influences various aspects of an employee's work life, ranging from job performance and organizational commitment to creativity and innovation.

Motivation can be understood through the lens of different theories, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Self-Determination Theory. Maslow's hierarchy posits that individuals are motivated by a series of hierarchical needs, beginning with basic physiological needs and progressing to safety, love and belonging, esteem, and finally self-actualization (Maslow, 1943). Maslow suggested that only after lower-level needs are met can individuals strive for higher-level needs, indicating that motivation can fluctuate based on personal circumstances and the work environment.

Herzberg's Two-Factor Theory further deepens the understanding of employee motivation by distinguishing between hygiene factors and motivators. Hygiene factors include salary, job security, and working conditions, which do not necessarily motivate employees but can lead to dissatisfaction if not adequately addressed. Motivators, on the other hand, include factors like achievement, recognition, and the work itself, which can genuinely enhance job satisfaction and promote higher levels of motivation (Herzberg, Mausner, & Snyderman, 1959). This distinction underscores the importance of creating an environment where both hygiene factors are satisfied and motivators are prominent, enabling employees to thrive.

Self-Determination Theory (SDT), developed by Ryan and Deci, emphasizes the role of intrinsic motivation in enhancing employee engagement and satisfaction. It posits that individuals have basic psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2000). Autonomy refers to the desire to self-direct one's actions; competence involves feeling effective in one's activities; and relatedness pertains to the feeling of connection with others. When organizations foster an environment that nurtures these needs, they tend to cultivate a highly motivated workforce that demonstrates commitment and creativity.

Motivation is not static; rather, it can fluctuate in response to various internal and external stimuli. Job design, leadership style, organizational culture, and personal experiences all play significant roles in shaping employee motivation. For instance, a supportive leadership approach, characterized by open communication, recognition of achievements, and opportunities for professional growth, can enhance an employee's intrinsic motivation. Conversely, a lack of support and recognition may lead to disengagement and decreased productivity.

Moreover, the motivational landscape can differ significantly among employees based on individual differences, such as personality traits, values, and life experiences. For instance, some employees may be more motivated by financial incentives, while others may find satisfaction in non-material rewards like acknowledgment or opportunities for skill development. Therefore, it is crucial for organizations to adopt a multifaceted approach to

motivation that considers these individual differences, allowing for personalized motivation strategies that resonate with diverse employee needs.

Intrinsic Motivation

Intrinsic motivation refers to the internal drive that compels individuals to engage in activities for their inherent satisfaction, pleasure, or personal fulfillment. Unlike extrinsic motivation, which is influenced by external rewards or incentives, intrinsic motivation is rooted in an individual's interest or passion for the task itself, leading to a genuine and lasting commitment to that activity. This concept plays a crucial role in understanding how to foster a motivated workforce, particularly in the context of organizational behavior.

The roots of intrinsic motivation can be traced back to psychological theories that emphasize the importance of personal fulfillment in driving behavior. Self-Determination Theory (SDT), developed by Deci and Ryan, posits that intrinsic motivation is fueled by three basic psychological needs: autonomy, competence, and relatedness (Ryan & Deci, 2017). Autonomy refers to the ability to make choices and have control over one's actions, which enhances feelings of ownership and engagement. Competence relates to the belief in one's abilities and effectiveness in performing tasks, leading to a sense of mastery and achievement. Relatedness involves establishing meaningful connections with others, which can also influence motivation by fostering a sense of belonging and support.

When employees are intrinsically motivated, they tend to demonstrate higher levels of engagement, creativity, and persistence in their work. A study by Gagné and Deci (2005) found that intrinsic motivation is strongly associated with high-quality task performance, as individuals who engage in work for intrinsic reasons are more likely to invest time and effort into their tasks. Additionally, intrinsic motivation has been linked to positive psychological outcomes, including increased well-being, job satisfaction, and overall life satisfaction. Employees who enjoy their work are more likely to exhibit deeper commitment and loyalty to their organization.

Several factors can enhance intrinsic motivation within the workplace. For instance, job characteristics such as autonomy, task variety, and opportunities for personal growth play a significant role in fostering intrinsic motivation (Hackman & Oldham, 1976). When employees are given the freedom to make decisions and explore different facets of their work, they are more likely to experience a sense of ownership and passion for their tasks. Additionally, providing opportunities for skill development and learning helps enhance employees' perceived competence, resulting in increased intrinsic motivation.

Organizational culture significantly influences intrinsic motivation as well. A supportive environment that encourages risk-taking, creativity, and open communication fosters a climate where employees feel empowered to innovate and express themselves.

Such organizations often celebrate successes, encourage collaboration, and prioritize employee well-being, further contributing to a motivated workforce.

However, it is important to note that while intrinsic motivation is potent, it may not always be sufficient on its own in the workplace. Employees may require a balance of intrinsic and extrinsic motivation to enhance their performance and job satisfaction. While intrinsic motivation typically leads to long-term engagement and satisfaction, the presence of extrinsic rewards such as recognition, bonuses, and career advancement can provide additional incentives that reinforce motivation (Eisenberger & Cameron, 1996).

Extrinsic Motivation

Extrinsic motivation refers to the phenomenon where individuals engage in certain activities or behaviors not for their inherent enjoyment, but for the purpose of obtaining external rewards or avoiding negative consequences. These rewards can encompass a wide range of incentives, including monetary compensation, bonuses, promotions, recognition, and social approval. Understanding extrinsic motivation is essential for organizations aiming to enhance employee performance through effective incentive systems and reward structures.

The foundation of extrinsic motivation can be traced to behaviorist theories, notably Skinner's reinforcement theory. Skinner emphasized the significance of external reinforcers in shaping behavior; behaviors that are followed by positive reinforcement tend to be repeated while those followed by negative consequences are likely to be avoided (Skinner, 1953). This theory laid the groundwork for understanding how extrinsic rewards influence employee behavior in the workplace.

Extrinsic motivation can be categorized into two types: tangible rewards and intangible rewards. Tangible rewards are directly measurable and include components such as salaries, bonuses, and material benefits like cars or housing allowances. Intangible rewards, conversely, involve recognition, praise, and the opportunity for professional advancement. While tangible rewards can provide immediate motivation, intangible rewards often foster a sense of belonging and appreciation, which can contribute to overall job satisfaction and engagement (Deci, Koestner, & Ryan, 1999).

However, reliance on extrinsic motivation can lead to potential pitfalls. Research suggests that over-reliance on extrinsic rewards can sometimes undermine intrinsic motivation. When individuals feel that their behavior is driven mainly by external rewards, they may lose interest in the inherent value of their work, leading to reduced engagement and creativity (Gagné & Deci, 2005). For example, an employee who initially finds joy in problem-solving may become less interested in their work when they perceive that success is primarily linked to bonuses or promotions. Consequently, organizations must strike a

balance between providing extrinsic rewards and fostering intrinsic motivation to maintain a highly engaged workforce.

Extrinsic motivation can be particularly effective in driving short-term performance, especially in settings where specific tasks or objectives must be met within a defined timeframe. For instance, sales teams often benefit from performance-based bonuses that encourage meeting sales targets. Such rewards can create healthy competition and spur employees to go above and beyond in their roles (Kirkpatrick, 2011).

Furthermore, organizational culture plays a crucial role in shaping how extrinsic motivation is perceived. A culture that values recognition and rewards can enhance the effectiveness of extrinsic motivators, leading to increased employee satisfaction and commitment. On the other hand, if the reward system is perceived as unfair or arbitrary, it can lead to dissatisfaction and disengagement.

Employee Performance

Employee performance is a multifaceted concept that encompasses the behaviors, actions, and outcomes achieved by individuals in their roles within an organization. It is an essential element of organizational success, affecting productivity, efficiency, and overall effectiveness. Understanding employee performance requires a comprehensive exploration of various factors that influence how individuals perform their job responsibilities, the metrics used to evaluate performance, and the organizational contexts in which performance occurs.

Performance can be assessed through several dimensions, including task performance, contextual performance, and adaptive performance. Task performance refers to the effectiveness with which employees carry out their job-specific responsibilities, such as completing assigned tasks, meeting quality standards, and achieving defined targets. Contextual performance encompasses the behaviors that contribute to the organizational environment, including teamwork, communication, and a positive attitude toward work (Borman & Motowidlo, 1997). Finally, adaptive performance relates to an employee's ability to adjust and respond to changing circumstances, demonstrating flexibility and problem-solving capabilities in the face of new challenges.

The determinants of employee performance are complex and varied. Motivation is one of the most significant factors influencing how employees perform their duties. As previously discussed, intrinsic and extrinsic motivation play vital roles in shaping employee engagement, commitment, and ultimately, performance (Ryan & Deci, 2000). Employees who are intrinsically motivated are more likely to invest discretionary effort into their work, leading to higher levels of creativity and innovation. Conversely, extrinsic motivators such

as rewards and recognition can drive short-term performance but must be used judiciously to prevent undermining intrinsic motivation.

Another critical factor influencing employee performance is organizational culture. A supportive culture that encourages collaboration, open communication, and acknowledgment of achievements can foster an environment where employees feel valued and motivated, contributing to enhanced performance outcomes. Moreover, the leadership style within an organization significantly impacts employee performance. Transformational leaders who inspire and engage their teams often see improved performance due to elevated employee morale and commitment (Bass & Avolio, 1994).

Performance management systems also play a vital role in shaping employee performance. Effective performance management includes goal setting, regular feedback, employee development, and performance evaluations. By establishing clear performance expectations and providing ongoing support, organizations can help employees understand their roles and responsibilities, identify areas for improvement, and align their objectives with organizational goals (Aguinis, 2013).

Finally, individual differences, including personality traits, skills, and life experiences, can influence employee performance. For example, employees with high levels of conscientiousness are often more reliable and consistent in their performance, while those high in openness to experience may exhibit greater creativity and adaptability (Barrick & Mount, 1991). Understanding these individual differences can help organizations tailor performance management strategies to accommodate diverse

Empirical Review

Nyambegera & Gicheru (2016), conducted a study on “Extrinsic and intrinsic factors influencing employee motivation: Lessons from AMREF Health Africa in Kenya”. The purpose of the study was to determine the factors that influence employee motivation in Kenyan Organizations. The study was guided by the following research questions: (i) what are the extrinsic factors that influence employee motivation in AMREF Health Africa in Kenya? (ii) what intrinsic factors influence employee motivation in AMREF Health Africa in Kenya? A descriptive research design was adopted. Stratified random sampling technique was used to draw a sample size of 96 respondents. The data collection instrument was a structured questionnaire developed by the researchers. A set of descriptive and correlation statistics were adopted for analysis. The study identified several intrinsic factors that influence employee motivation. These included employee achievements, recognition, work itself, responsibility and advancement, salary structure, the level to which the employees feel appreciated, and the employee perception of their jobs among other factors. The study further, established that the intrinsic factors that influence employee motivation include empowerment and autonomy, employees’ view of their work, organization trust, skill variety

requirements among others. The study recommends that the organization should acknowledge and make use of a proper mix of extrinsic and intrinsic factors in their human resource management practices to ensure that employees are well motivated to perform their tasks.

Maqbul (2024), wrote a paper on “Factors affecting employees motivation: An exploratory study of employees at The General Administration of Education in Jeddah”. This research aims to systematically explore the intrinsic and extrinsic factors influencing employee motivation in the General Administration of Education in Jeddah. Through qualitative methods, the study seeks to identify and understand the impact of career development, leadership styles, organizational culture, work-life balance policies, and external economic factors on motivation (Al Doghan & Albar, 2015). Furthermore, the research aims to investigate and identify the key factors, both intrinsic and extrinsic, that significantly influence employee motivation within the General Administration of Education in Jeddah, proposing strategies for improvement in educational administration. The significance lies in bridging the gap between academic knowledge and practical applications, ultimately enhancing the quality of education and administrative efficiency in the region. The study employs an exploratory study with a mono-method design utilizing semi-structured interviews for data collection. Thematic analysis is employed to extract insights from the gathered qualitative data (Delve, Ho, 2023). The research sample comprises 15 employees from the general administration of education in Jeddah, including administrative assistants to department heads. The participants consist of 8 males and 7 females, with varying ages ranging from 30 to 55 years old. Years of experience range from 7 to 33 years, with a mix of job titles including administrative roles and managerial positions. The study concluded that job satisfaction and opportunities for personal growth play a crucial role in enhancing employee motivation and productivity. It also showed that a positive work culture and transformational leadership contribute to increasing motivation levels. Additionally, the research emphasized the importance of achieving a balance between work and personal life, and the need to understand and address economic factors to maintain high levels of motivation and commitment.

Yawalkar (2024), conducted a study on “Unveiling the dual forces of intrinsic and extrinsic factors: Exploring their impact on job performance”. In today's dynamic work environments, understanding the intricate dynamics of intrinsic and extrinsic factors influencing job performance is essential for organizational success. Drawing from motivation theory and extensive empirical research, this paper explores the interplay between intrinsic factors such as autonomy, mastery, and purpose, and extrinsic factors including rewards, recognition, and organizational culture. By synthesizing existing literature and research findings, the study aims to provide comprehensive insights into how these factors impact employee motivation, satisfaction, and ultimately, job performance. Key findings highlight the significance of intrinsic motivation in fostering sustained performance and well-being, with factors like autonomy and mastery playing pivotal roles. Moreover, the influence of extrinsic factors such as compensation and organizational culture

on performance outcomes is examined, emphasizing their role in shaping employee behavior and attitudes. The paper underscores the complex interaction between intrinsic and extrinsic factors, emphasizing the importance of aligning organizational practices with individual motivations and values. Additionally, it discusses the role of organizational culture, leadership style, and job characteristics in mediating the impact of these factors on performance. Through a descriptive research design utilizing secondary data from various sources, including research papers and survey reports, the study contributes to existing literature by offering a comprehensive understanding of the multifaceted nature of job performance. By identifying key intrinsic and extrinsic factors and examining their impact on performance outcomes, the research provides actionable insights for organizational leaders and HR practitioners seeking to enhance employee engagement, motivation, and overall performance.

Muogbo (2013), conducted a study on “The influence of motivation on employees' performance: A study of some selected firms in Anambra State”. The study investigates the influence of Extrinsic and Intrinsic motivation on employees' performance of selected manufacturing firms in Anambra State. 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra State were sampled (3 from each firm). The populations of the study were 100 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer the three research questions posed for the study. The Pearson Product moment Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance. The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. I therefore, suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system.

Furthermore, Tsegaye (2017), wrote a thesis on “The impact of intrinsic and extrinsic factors of motivation on organizational commitment: The case of Modern Building Industries PLC”. The study conducted on the impact of intrinsic and extrinsic motivation on organization commitment. To address the research objective and effectively describe the findings from the respondents the researcher used Explanatory (cause-and-effect relationships) research design. The quantitative and qualitative research approach used through primary and secondary data collected from 126 respondents. Both survey

questionnaires and semi structured interview were used. The study applied Stratified sampling technique, which is dividing the population into strata, like Management and Non Management (contract and permanent) employees. The data gathered through questionnaire were analyzed using both descriptive (frequency and percentage) and inferential statistics (correlation coefficient and multiple regression). The findings of the study depict that from the extrinsic motivation, Salary (Money) is the major factor that the employees were disagreed and the reason for leaving the organization. For the relationships between motivation factors and organizational commitment, intrinsic and extrinsic motivation are strongly relates to affective and continuance organization commitment and weak relations with normative organizational commitment. In order to reduce those problems the researcher suggested that the company should provide improved salary scale, rotate workers within the department in order to have Variety of skills and facilitate new reward systems to encourage workers.

Theoretical Framework

This study is anchored on the Self-Determination Theory. Self-Determination Theory (SDT) is a prominent psychological framework that investigates the factors influencing human motivation and personal growth. Developed by Edward L. Deci and Richard M. Ryan in the 1970s, SDT emphasizes the role of intrinsic motivation in driving behavior and highlights the importance of fulfilling basic psychological needs for individuals to achieve optimal functioning. The theory has gained substantial recognition across various domains, including education, healthcare, sports, and work environments, providing insights into how motivation can be fostered and sustained.

At the core of Self-Determination Theory are three fundamental psychological needs: autonomy, competence, and relatedness. Autonomy refers to the need for individuals to feel in control of their actions and decisions. It is the sense of volition and personal endorsement behind one's choices, which facilitates an intrinsic motivation to engage in activities. When individuals perceive that their actions are self-chosen rather than externally imposed, they are more likely to experience higher motivation and satisfaction. According to Deci and Ryan (2000), environments that support autonomy foster greater intrinsic motivation.

Competence is the second basic assumption of SDT, representing individuals' feelings of effectiveness and mastery in their activities. This need emphasizes the importance of being able to interact with one's environment successfully, setting challenges, and achieving success. When individuals engage in tasks that they feel competent in, they are more motivated to persist and excel. This notion aligns with findings from studies demonstrating that fulfilling the need for competence can enhance motivation and performance in various contexts (Baumeister & Leary, 1995).

The third psychological need identified by SDT is relatedness, which encompasses the desire to connect with others and feel a sense of belonging. This need underscores the importance of social interactions and relationships in fostering motivation. When individuals feel supported and connected to others, especially in collaborative environments, they are more likely to experience increased motivation and enhanced well-being (Ryan & Deci, 2000). Together, these three needs form the basis of the SDT framework, positing that motivation is most effective and sustainable when these needs are satisfied.

Relevance of the Theory to the Study

Self-Determination Theory (SDT) is highly relevant to the study of the effects of intrinsic and extrinsic motivational factors on employee commitment within the Nigeria Customs Headquarters in Abuja. As a psychological framework developed by Deci and Ryan, SDT emphasizes the importance of fulfilling basic psychological needs—autonomy, competence, and relatedness—in fostering motivation and personal growth.

In the context of employee commitment, understanding intrinsic motivation is crucial, as employees who feel a sense of autonomy in their roles are more likely to be engaged and committed to the organization. When employees perceive that their decisions and actions are self-directed rather than imposed, they experience higher levels of satisfaction and motivation. This intrinsic drive enables them to invest more effort and loyalty to their jobs.

Moreover, the need for competence highlights how workers who feel effective in their roles are likely to show greater commitment. When employees succeed in meeting their professional challenges, it enhances their motivation to perform well. Lastly, the relatedness aspect emphasizes the significance of strong interpersonal relationships within the organization. When employees feel connected and supported by their colleagues and supervisors, their commitment to the organization is reinforced. Thus, SDT provides a comprehensive framework for assessing how both intrinsic and extrinsic motivational factors influence employee commitment in this specific context.

Methodology

The study adopted a descriptive survey design. The population for the study on employee motivation within the Nigeria Customs Service (NCS) will include all employees working in various capacities within the organization. This encompasses personnel across different departments, ranks, and geographical locations within Nigeria. The NCS, being a critical institution involved in revenue generation and border security, comprises a diverse workforce, including customs officers, administrative staff, and support personnel.

As of recent statistics, the total population of employees in the Nigeria Customs Service is approximately 24,000 (Nigeria Customs Service, 2022). To determine the appropriate sample size for the study the Morgan and Krejcie table was utilized. Given the total population of approximately 24,000 employees, the table indicates that a sample size of 380 respondents is sufficient to ensure that the results accurately reflect the views of the larger population. For the sampling technique, a simple random sampling method was employed to select participants from the total population. This technique ensures that every employee within the NCS has an equal chance of being selected for the study, which is essential for minimizing bias and enhancing the representativeness of the sample.

Data collection was conducted through a carefully designed survey questionnaire utilizing a four-point Likert scale. Descriptive and inferential statistical techniques utilizing mean and standard deviation was employed to systematically interpret survey data.

Data Analysis

Table 1: Mean and Standard Deviation Showing the impact of Nigerian cultural dynamics on employee commitment in the Nigeria Customs Service

Survey Statement	(SA)	A)	(D)	(SD)	M	Std Dev	Remarks
Cultural values and beliefs within my department positively influence my motivation.	120	180	50	30	3.47	0.98	Agree
The work environment in the NCS respects and integrates Nigerian cultural norms.	100	150	90	40	3.28	1.05	Agree
Team collaboration, driven by cultural practices, enhances my motivation.	130	200	30	20	3.60	0.91	Agree

The survey results for Table 1 reveal insights into how cultural dynamics influence employee commitment within the Nigeria Customs Service. The statement regarding cultural values (Statement 1) received a mean score of 3.47, indicating a general agreement among respondents that cultural beliefs positively affect their motivation. This is further underscored by the highest rating for Statement 3, which reflects that team collaboration driven by cultural practices leads to enhanced motivation, with a mean of 3.60. Both scores suggest that the NCS's work environment leverages cultural elements to foster motivation. Statement 2, concerning the integration of Nigerian cultural norms, received a mean score of 3.28, signaling a somewhat less enthusiastic but still positive response. Overall, these findings highlight the significance of cultural dynamics as motivational drivers in the workplace, suggesting that fostering these aspects could further enhance workforce engagement and productivity.

Table 2: Mean and Standard Deviation Showing the specific motivational challenges affecting employee commitment in the Nigeria Customs Service

Survey Statement	(SA)	A)	(D)	(SD)	M	Std Dev	Remarks
I feel that the current reward system within the NCS adequately motivates me.	80	100	130	70	2.76	1.12	Disagree
Limited opportunities for professional development negatively impact my motivation.	150	200	15	15	3.78	0.85	Agree
Feedback and recognition from my supervisors help to motivate me in my work.	110	180	60	30	3.40	0.95	Agree

Source: Field Survey, 2025

The analysis of the data Table 2 highlights several critical challenges affecting employee motivation within the Nigeria Customs Service. Statement 4, which pertains to the adequacy of the current reward system, yielded the lowest mean score of 2.76, indicating widespread dissatisfaction among respondents regarding the effectiveness of motivational incentives provided by the NCS. This suggests that the existing reward mechanisms may fail to inspire or motivate employees adequately, resulting in potential disengagement. In contrast, Statement 5 received the highest mean score of 3.78, revealing a strong consensus that limited opportunities for professional development negatively impact employee motivation. This finding suggests that there is a clear demand for the Nigeria Customs Service to re-evaluate and enhance its reward and development programs to address the motivational challenges identified by the workforce.

Discussion of the Findings

The findings of the study revealed that cultural dynamics significantly enhance employee commitment within the Nigeria Customs Service. Employees expressed general agreement that cultural values and practices positively influence their commitment, particularly through collaborative efforts that reflect Nigerian cultural norms. This aligns with prior research by Dickson (2003), which indicates that culturally inclusive workplaces foster higher levels of employee engagement. The implications of these findings suggest that the Nigeria Customs Service should actively leverage cultural elements in its organizational practices to boost motivation and enhance workforce productivity. Emphasizing cultural dynamics can lead to improved employee morale and retention.

The findings of the study highlighted critical challenges affecting employee commitment in the Nigeria Customs Service. There is notable dissatisfaction with the current reward system, suggesting that existing motivational incentives may not adequately engage employees. Conversely, employees expressed a strong need for better opportunities for professional development, indicating that such initiatives are essential for enhancing

motivation. This supports existing literature by Kahn (1990) that emphasizes the importance of meaningful development opportunities in improving job satisfaction. The implications of these findings suggest a pressing need for the Nigeria Customs Service to revise its reward systems and invest in professional development to cultivate a more motivated and productive workforce.

Conclusion

In conclusion, this study on intrinsic and extrinsic motivational factors influencing employee commitment within the Nigeria Customs Service has revealed critical insights into the complexities of motivation within the organization. The findings underscore the significant role that both intrinsic factors, such as cultural dynamics and collaboration, and extrinsic factors, such as reward systems and professional development opportunities, play in shaping employee motivation and performance.

It was found that cultural values strongly influence commitment, with employees indicating that a respectful and culturally inclusive work environment fosters their engagement and productivity. This highlights the importance of leveraging Nigerian cultural elements within organizational practices to enhance employee morale and satisfaction. Conversely, the study also identified considerable dissatisfaction with the existing reward system, suggesting that extrinsic incentives are not effectively motivating employees. The lack of professional development opportunities emerged as a critical concern, pointing to a need for the Nigeria Customs Service to invest in training and advancement programs that can facilitate career growth and enhance job satisfaction.

Recommendations

Based on the findings, the study recommended that:

1. The Nigeria Customs Service should actively enhance and integrate cultural elements into its work environment by promoting team collaboration and cultural respect through workshops and team-building activities, thereby boosting employee motivation and commitment.
2. The Nigeria Customs Service should re-evaluate its reward system to ensure it effectively motivates employees and invest in comprehensive professional development programs that provide opportunities for skill enhancement and career advancement.

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