ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

Intrinsic Motivation Strategies and Employee Performance in Five-Star Hotels: Evidence from Radisson Blu Kigali, Rwanda

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Publication Date: 2026/11/17

Abstract: This article examined the influence of intrinsic motivation strategies on employee performance at Radisson Blu Hotel and Convention Centre in Kigali, Rwanda. A cross-sectional mixed-methods study used structured questionnaires with a stratified employee sample; descriptive statistics and simple linear regression were used for analysis. The study established that intrinsic motivation had a positive, statistically significant relationship with employee performance ($R = .606$, $R^2 = .367$, $F = 110.767$, $p < .001$; $\beta = .606$, $p < .001$), explaining 36.7% of the observed variation in performance. Recognition, autonomy, training, feedback, and professional growth were among the measured intrinsic factors. Consistent recognition, employee autonomy, and development opportunities are relevant management levers in five-star hotel settings. The article provides objective-specific evidence from a five-star hotel in Kigali, contributing context-specific insight to the hospitality motivation literature.

Keywords: *Intrinsic Motivation; Employee Performance; Five-Star Hotels; Recognition; Autonomy; Kigali.*

How to Cite: Uwabera Ntwali Nina; Charles Aloo (2026) Intrinsic Motivation Strategies and Employee Performance in Five-Star Hotels: Evidence from Radisson Blu Kigali, Rwanda. *International Journal of Innovative Science and Research Technology*, 11(11), 490-497. https://doi.org/10.38124/ijisrt/26nov084

I. INTRODUCTION

➢ *Background and Research Problem*

Employee performance is central to service quality and guest experience in five-star hotels, where customers expect consistent, responsive, and professional service. Motivation strategies are one means through which hospitality organizations seek to sustain employee engagement and performance (Kandampully et al., 2020; Deci & Ryan, 2019). Intrinsic motivation concerns the internal value employees attach to their work, including recognition, autonomy, opportunities to develop skills, constructive feedback, and personal growth. These factors may be particularly important in service settings because employees must exercise judgement and maintain service standards while interacting with guests. Self-Determination Theory emphasizes autonomy, competence, and relatedness as important conditions for sustained motivation (Deci & Ryan, 2019).

In Rwanda, tourism and hospitality are important components of the service economy, and five-star hotels depend on a capable and engaged workforce to meet international service expectations (Rwanda Development Board, 2022). Radisson Blu Kigali provides a relevant setting for examining whether intrinsic motivation strategies correspond with employee performance in a luxury-hotel environment.

The research problem addressed here is specific: although hotels use recognition, training, feedback, and opportunities for professional development, the strength of their relationship with employee performance requires context-specific evidence. Existing studies have examined motivation in different industries and national settings, but their results may not fully explain employee responses within a Kigali five-star hotel. This article therefore examines the influence of intrinsic motivation strategies on employee performance at Radisson Blu Kigali.

➢ *Research Objective*

To determine the influence of intrinsic motivation strategies on employee performance at Radisson Blu Hotel in Kigali, Rwanda.

II. LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

➢ *Empirical Literature*

Mardanov (2021) studied employee satisfaction, job satisfaction, performance, organizational context, intrinsic and extrinsic motivation, and turnover intentions. An attempt was made in this paper to investigate what constitutes employee happiness and how it affects job performance, job satisfaction, and turnover intentions. Employee satisfaction is the one that can be experienced as enthusiasm and fun at the workplace, which are determined by both the self-motivated

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

and the externally motivated motivation as well as the environment.

The tools used to collect the survey data were 272 employees in Taiwanese construction firms and consulting firms. Hypothesis-driven factor analysis has been based on the short Minnesota Satisfaction Questionnaire (MSQ) items and some other items that evolved as an organizational situation questionnaire. Employee contentment was influenced best by motivation, whereas employee satisfaction had the most influence on retention. The study reinforces the role played by internal and external motivation, as well as environment in the workplace, in enhancing the well-being of the workers.

In Africa, particularly in countries like South Africa and Rwanda, the interaction between intrinsic and employee performance remains under-researched. This is evidenced by stuidies such as Karatepe and Olugbade (2009) who observed that monetary rewards in the hospitality industry can enhance short-term performance but may crowd out intrinsic motivation if perceived as controlling, a core concern in SDT and motivation crowding theory. While such findings provide a theoretical lens to interpret reward-based systems, few studies have quantitatively tested these interactions in African five-star hotels. Given the rise of luxury hospitality in Kigali such as Radisson Blu the absence of localized studies hinders informed strategy. This calls for empirical analysis that examines whether current practices at such hotels align with the foundational constructs of motivation theory, including autonomy, effort-reward linkages, and hygiene-motivator distinctions.

Malek, Sarin, and Haon (2020) made the decision to investigate the subject in a study that sought to investigate the impact of intrinsic motivation and extrinsic rewards on the teams involved in the development of a new product (new product development, NPD). The study will close the knowledge gap about the efficacy of various extrinsic rewards in relation to creativity and the NPD teams' overall performance. Based on the Self-Determination Theory, the researchers examined the impact of extrinsic rewards on intrinsic task motivation by classifying them into three categories: social, financial, and recognized.

An investigation of 238 members who participated in 64 NPD teams indicated that financial rewards decreased intrinsic motivation, whereas recognition and social rewards enhanced higher performance in terms of creativity. The impact of extrinsic rewards is mediated by product complexity, which reduces the impact of financial rewards and increases the impact of social rewards. Increased intrinsic task motivation enhances NPD performance, which has a better performance in terms of innovation and quality.

The paper offers theoretical and managerial details that would assist in streamlining the reward systems in the NPD teams. More facts presented by the Malaysian five-star hotels confirm that motivational theories may not always flow perfectly with the experiences of employees. In the study by Muzafary et al. (2022), intrinsic motivators that were considered in the context of Self-Determination Theory (SDT) include autonomy, competence, and relatedness. Amazingly enough, competence and purpose at work were positive concerning motivation, whereas autonomy and relatedness were weak or even negative. These results undermine the general assumptions of SDT, proposing that under hierarchical or collectivist cultures, employee motivation cannot be expected to react predictably to a Western-based model. As a result, the implementation of the theory in such environments demands cultural recalibration to prevent the misunderstanding of the behaviors of staff members or the inability to develop effective HR interventions.

Using the intervening variable of work satisfaction at PT, Yusuf (2021) investigated the effects of intrinsic and extrinsic motivation on employee performance. Using job satisfaction as a potential mediating variable, this study examined the effects of intrinsic (self-motivated) and extrinsic (motivated by others) motivation on employee performance at PT. Alwi Assegaf Palembang. Data on 51 respondents was gathered using a Likert-scale questionnaire, which was then analyzed using smart-PLS. The results showed that employees' performance was significantly improved by intrinsic motivation, whereas extrinsic motivation had no discernible effect.

These results indicate how important intrinsic motivation is in motivating employees to be productive and that extrinsic rewards might no longer be necessary to enhance the performance in this organization. The authors refer to the necessity to develop intrinsic motivation to enhance worker productivity but state that extrinsic motivators can be inappropriate to enhance performance in the framework of this organization. The study by Hubley, Edwards, Miele, and Scholer (2024) involved a study on meta motivational beliefs in relation to intrinsic and extrinsic motivation. Even though self-motivation is commonly considered safer and more acceptable compared to more external sources of motivation, the likelihood of adaptability of these forms of motivation is proven to depend on the type of the task that is performed (Caracole et al., 2014). Research indicates that the alignment represents the task-motivation reasoning, implying that internal motivation has a higher tendency to enhance performance with respect to the open-ended errands (runs necessitating subjective evaluation, e.g., creative writing), whereas reward-based forms are convergent tasks (runs necessitating numerical assay, e.g., multiple-choice tests).

The research examined meta-level motivation convictions of individuals on the appropriateness of internal and external motivational strategies of this task-motivation consistency. Despite prior study on the effects of intrinsic and extrinsic motivation on employee performance, there are still a number of unanswered questions regarding their compounding effects and relevance in certain contexts. As an example, Mardanov (2021) focused on employee satisfaction as a mediating factor between intrinsic and extrinsic motivation and job satisfaction and performance in the Taiwanese construction sector, yet the experiment did not

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

emphasize motivational initiatives to a large extent but focused primarily on the organizational environment.

In the same line, Malek, Sarin, and Haon (2020) have investigated the effects of financial, recognition, and social rewards on intrinsic motivation and creative performance within high-tech product development teams but did not find results regarding acceptance of the nodes of standard organizational performance indicators. Yusuf (2021) had set up that intrinsic motivation influences employee performance more positively than extrinsic, but his research lacked the power of a large sample, and their research did not prove that job satisfaction is a mediating variable. The Akosile and Ekemen (2022) contribution to the discussion added a new dimension of core self-assessments in comparison with intrinsic and extrinsic motivation in a group of Nigerian scholars, but their research focused on the features of the psychological character instead of practical motivational steps implemented by the management. More recently, Hubley et al. (2024) found out that intrinsic and extrinsic motivation are effective depending on the type of task that is open- or closed-ended, which underscores the concept of task-motivation fit yet does not focus on the overall employee performance outcomes in an organization. Because of this, there is little study on the total impact of intrinsic and external motivation on employee motivation in a variety of organizational situations, particularly in the developing world, despite the relationship between the two and job satisfaction and innovation. The given research will address this void by assessing the unique and combined influence of intrinsic and extrinsic motivation strategies on performance.

➢ *Theoretical Basis*

Self-Determination Theory explains intrinsic motivation through autonomy, competence, and relatedness. It provides a basis for expecting employees to perform better when work supports personal growth and a sense of agency.

➢ *Objective-Specific Conceptual Framework*

The framework specifies the single motivation construct examined in this article as the explanatory variable and employee performance as the outcome. It does not include the other motivation constructs examined in separate articles.

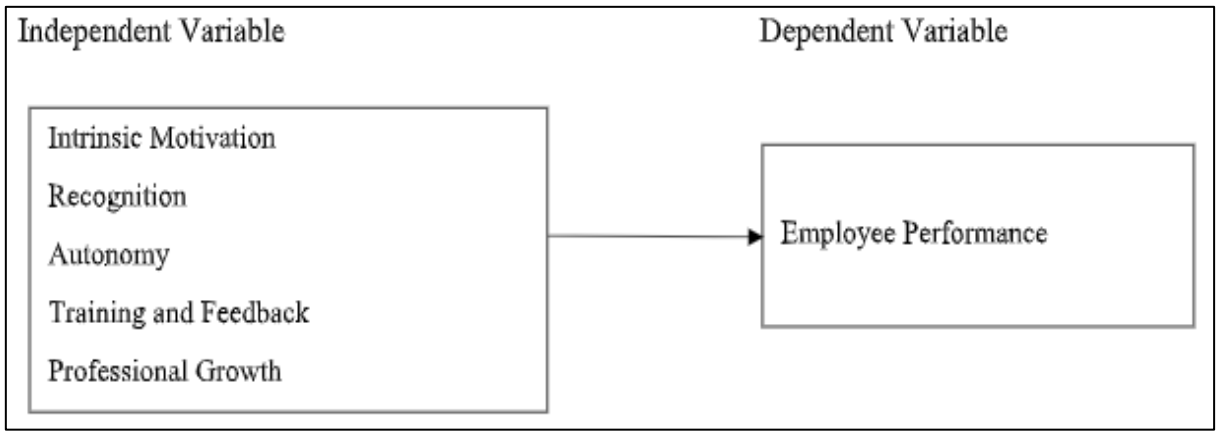


Fig 1 Objective-Specific Conceptual Framework

III. RESEARCH METHODOLOGY

➢ *Research Design and Study Setting*

A quantitative approach was used to measure the association between the selected motivation construct and employee performance. Standardized questionnaire responses were converted into numerical data and analyzed statistically to estimate the direction, strength, and significance of the relationship. A cross-sectional mixed-methods design was adopted. The quantitative component provided measurable evidence on the relationship between the objective-specific motivation construct and employee performance, while open-ended responses supplied contextual explanations. The present article reports the quantitative findings relevant to its single research objective.

The research strategy provided a structured plan for answering the research question through defined measures, sampling procedures, and statistical analysis (Cooper & Schindler, 2014). The study was conducted at Radisson Blu Hotel and Convention Centre in Kigali, Rwanda. The hotel is a major five-star hospitality and conference facility serving business travellers, tourists, and conference delegates. Its multi-department workforce provided the setting for examining employee motivation and performance in a luxury-hotel environment. The employee population comprised approximately 412 permanent staff members across the hotel's operational and administrative departments. These included front office, housekeeping, food and beverage, kitchen, maintenance, security, finance, human resources, and administration. The study focused on employees because they experience the hotel's motivation practices and perform the work through which service delivery is achieved. Hotel guests were also included in the broader data collection, although guest-satisfaction results are not analysed in this objective-specific article.

➢ *Population and Sampling*

The hotel employed approximately 412 permanent staff members. The employee sample targeted for the main survey was 200, with the sample distributed proportionately across departments. Stratified random sampling was used to represent the hotel's functional units, followed by random selection within each stratum. Employees were eligible if

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

they had worked at the hotel for at least six months; temporary staff, interns, probationary employees, and staff on long-term leave were excluded. A total of 193 employee questionnaires were returned and included in the employee analysis, representing a 96.5% response rate.

➢ *Measures and Data Collection*

A structured questionnaire was used to collect standardized responses. The instrument included respondent characteristics, the objective-specific motivation construct, and employee-performance measures. The motivation construct was measured using a five-point Likert scale; the number of items and reliability estimate are reported in Table 1.

Intrinsic motivation was measured using five-point Likert items covering recognition, autonomy, training, feedback, professional growth, skill development, acknowledgement, self-driven motivation, and social support.

A pilot study was conducted before the main data collection to check the clarity and usability of the questionnaire. Content validity was supported through expert review of item relevance and wording. Internal consistency was assessed using Cronbach's alpha, with values of 0.70 or higher treated as acceptable. The coefficient for the construct examined in this article is reported separately in Table 1.

Primary data were obtained through structured questionnaires. Secondary sources included relevant peer-reviewed literature and other documented sources used to contextualize the objective-specific findings.

The questionnaire covered respondent characteristics, the motivation construct examined in this article, and employee performance. The article reports only the items and analyses directly relevant to its stated objective.

The data acquisition procedure followed a clearly defined protocol. After obtaining the necessary research authorization from relevant authorities and the hotel's management, the researcher scheduled appointments with department heads to facilitate smooth distribution of the surveys. The study informed participants about its objectives, guarantee privacy and anonymity, and require them to complete and sign informed consent forms.

Questionnaires were distributed to the 200 selected employees and completed forms were collected after the agreed response period. Follow-up reminders were used to support participation without influencing responses.

➢ *Data Analysis and Ethical Considerations*

Completed questionnaires were checked for completeness, coded, and entered into statistical software. Frequencies, percentages, means, and standard deviations summarized the responses. Simple linear regression was used to estimate the association between the article's motivation construct and employee performance. The analysis considered the reported model fit, F statistic, coefficient, and significance level. Findings are presented in tables and interpreted in relation to the specific research question.

The simple linear regression model was specified as: Employee Performance = $\beta_0 + \beta_1$(Motivation Construct) + ε.

In this model, β_0 represents the intercept, β_1 the regression coefficient for the motivation construct, and ε the error term.

Open-ended responses were reviewed thematically where relevant. Quantitative results remained the principal basis for the statistical conclusions reported in this article. Ethical principles were observed throughout the study, including informed consent, voluntary participation, confidentiality, anonymity, secure data handling, and respectful treatment of participants. Permission to access the study setting was obtained through the relevant university and hotel-management procedures before data collection began. Participants were informed about the study's purpose and procedures and were asked to provide consent before completing the questionnaire. Participation was voluntary, and respondents could withdraw without penalty. Responses were used for academic purposes.

Names and other direct identifiers were not included in the analytical dataset or reported results, and the data were handled confidentially. Anonymity was maintained by excluding personal identifiers from questionnaires and reporting aggregated results rather than attributing responses to individuals. Sources used to develop and interpret the study were acknowledged through in-text citations and a reference list. Participation was voluntary, and declining to participate did not attract any penalty or disadvantage. Participants were not pressured to take part, and responses were collected in a manner intended to avoid undue influence. Research data were stored securely in physical and password-protected electronic formats and accessed only for legitimate research purposes. The researcher maintained professionalism, courtesy, and cultural sensitivity during interactions with participants.

IV. FINDINGS AND DISCUSSIONS

The analysis examined whether intrinsic motivation was associated with employee performance at Radisson Blu Hotel and Convention Centre in Kigali. Descriptive results for the intrinsic-motivation items are presented first, followed by the regression estimate.

➢ *Questionnaire Response*

Of the 200 questionnaires administered to employees, 193 were completed and returned, giving an employee response rate of 96.5%. The objective-specific analyses therefore used the 193 employee responses reported in the study.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

Table 1 Internal Consistency of the Objective-Specific Measure

Variable	Number of Items	Cronbach's Alpha	Reliability Decision
Intrinsic Motivation	9	0.88	Reliable

Table 2 Employee Questionnaire Response Rate

Questionnaire status	Frequency	Percentage
Employee questionnaires returned	193	96.5%

➢ *Intrinsic Motivation Items*

The results in Table 3 indicate that employees generally hold a very positive perception of motivation practices within the organization. Across all items, responses are predominantly concentrated in Agree (A) and Strongly Agree (SA), with minimal proportions in Disagree (D), Strongly Disagree (SD), and Neutral (N). For example, recognition from supervisors shows that 109(38.6) agreed and 149(52.8)strongly agreed that it increases commitment to work, while only 18(6.3)strongly disagreed and 6(2.1) remained neutral.

This yields a relatively high mean of M = 4.21 (SD = 1.16), suggesting that recognition is a key motivational driver. Similarly, job autonomy recorded M = 4.23 (SD = 0.95), indicating that employees strongly associate autonomy with increased ownership and responsibility in their work. Training and development-related factors emerge as particularly strong motivational strategies. Regular training programs show that 74(38.3%) agreed and 103(53.4%) strongly agreed that they boost confidence and performance, resulting in a high mean of M = 4.32 (SD = 1.03). Likewise, opportunities for professional growth recorded 62(32.1%) A and 115(59.6%) SA, yielding M = 4.39 (SD = 1.00), which is among the highest in the study. Constructive feedback also demonstrates strong positive influence, with 70(36.3%) agreeing and 110(57.0%) strongly agreeing that it enhances performance (M = 4.40, SD = 0.91).

These findings suggest that employees place significant value on developmental and capacity-building practices as key enhancers of motivation and performance.

Further, skill development initiatives and acknowledgment of employee contributions are also strongly endorsed motivational factors. Skill development initiatives recorded 57(29.5%) A and 116(60.1%) SA, resulting in M = 4.35 (SD = 1.07), while recognition of contributions yielded M = 4.24 (SD = 1.07), with 76(39.4%) agreeing and 97(50.3%) strongly agreeing. Self-driven motivation also shows strong agreement, with 95(49.2%) A and 78(40.4%) SA, producing M = 4.24 (SD = 0.84). These results imply that both internal (self-driven) and external (organizational recognition and training) motivational mechanisms play a significant role in enhancing employee efficiency and commitment, with relatively consistent agreement across respondents.

However, comparatively lower agreement is observed in social support from colleagues, which records 69(35.8%) A and 85(44.0%) SA, but also relatively higher disagreement levels of 17(8.8%) SD and 14(7.3%) D, resulting in the lowest mean of M = 3.99 (SD = 1.25). Despite this, the result still falls within the positive range, indicating that peer support is beneficial but less consistently experienced compared to structured organizational factors. Overall, internal motivation and service quality remains highly rated (M = 4.33, SD = 0.88), suggesting that employees believe intrinsic motivation significantly enhances service delivery. Collectively, the findings show that while all motivation strategies are positively perceived, structured organizational interventions such as feedback, training, and growth opportunities are more influential than interpersonal support in driving employee motivation and performance.

Table 3 Overview of Intrinsic Motivation

Statement	SD	D	N	A	SA	M	SD
Recognition from supervisors increases commitment to work	18(6.3)	0(0.0)	6(2.1)	109(38.6)	149(52.8)	4.21	1.16
Job autonomy gives stronger sense of ownership	10(3.5)	0(0.0)	10(3.5)	138(48.9)	124(43.9)	4.23	0.95
Regular training boosts confidence and performance	13(4.6)	0(0.0)	3(1)	114(40.4)	152(53.9)	4.32	1.03
Opportunities for professional growth are motivating	10(3.5)	3(1.6)	6(2.1)	111(39.3)	155(54.9)	4.39	1.00
Constructive feedback enhances performance	6(2.1)	7(2.4)	0(0.0)	110(39)	159(56.3)	4.40	0.91
Skill development initiatives motivate harder work	12(4.2)	4(1.4)	4(1.4)	106(37.5)	156(55.3)	4.35	1.07
Contributions being acknowledged increases commitment	13(4.6)	4(1.4)	3(1)	116(41.1)	97(51.7)	4.24	1.07
Self-driven motivation increases efficiency	6(2.1)	0(0.0)	14(4.9)	135(47.8)	127(45)	4.24	0.84
Social support from colleagues strengthens performance	17(6)	14(4.9)	8(2.8)	118(41.8)	125(44.3)	3.99	1.25
Internal motivation improves service quality	6(2.1)	3(1)	11(3.9)	115(40.7)	157(52.1)	4.33	0.88

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

➢ *Regression Analysis*

Table 4 Regression Model

Model Summary									
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**				
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**
1	.606[a]	.367	.364	.928	.367	110.767	1	191	.000
a. Predictors: (Constant), Intrinsic Motivation									

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	95.329	4	95.329	110.767	.000[b]
	Residual	164.380	281	.861		
	Total	279.710	280			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Intrinsic Motivation						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.255	.288		4.351	.000
	Intrinsic Motivation	.684	.065	.606	10.525	.000
a. Dependent Variable: Employee performance						

Source: Primary Data, Survey Results (2026)

Employee performance and intrinsic motivation are strongly and favorably correlated, according to the model summary (R =.606). Intrinsic motivation accounts for 36.7% of the variation in employee performance, according to the coefficient of determination (R^2 =.367), and the model's stability is confirmed by the corrected R^2 of.364 after sample size adjustment. This suggests that while intrinsic motivation is a significant predictor, other factors not included in the model account for 63.3% of the variation in employee performance. Additionally, the estimate's standard error (.928) indicates a respectable degree of accuracy in forecasting worker performance based on intrinsic desire.

The regression model's statistical significance is confirmed by the ANOVA results (F = 110.767, p <.001). This indicates that the model provides a significantly better fit than a model with no predictors, confirming that intrinsic motivation has a meaningful explanatory power over employee performance. The large F-value demonstrates that the variation explained by the regression model is substantially greater than the unexplained variation, reinforcing the robustness of the relationship between the variables.

The coefficients table shows that intrinsic motivation is a significant positive predictor of employee performance (β = .606, t = 10.525, p < .001). When all other variables are held constant, the unstandardized coefficient (B =.684) shows that employee performance rises by 0.684 units for every unit increase in intrinsic motivation. The baseline level of employee performance when intrinsic motivation is zero is represented by the constant term (B = 1.255). The conclusion that improving intrinsic motivating practices can significantly improve employee outcomes is supported by the overall results, which show that intrinsic motivation has a strong, positive, and statistically significant effect on employee performance.

➢ *Discussions*

The regression results for the present analysis indicate that intrinsic motivation has a strong and statistically significant positive effect on employee performance (R = .606, R^2 = .367, F = 110.767, p < .001). This means that intrinsic motivation explains 36.7% of the variation in employee performance among employees at Radisson Blu Hotel in Kigali.

The standardized beta coefficient (β = .606, p < .001) further confirms that an increase in intrinsic motivation, such as recognition, autonomy, personal growth, and internal satisfaction, is associated with a meaningful improvement in employee performance. In practical terms, employees who feel internally driven and satisfied with their work responsibilities tend to perform better, show higher commitment, and demonstrate improved service delivery outcomes. However, the remaining 63.3% of performance variation suggests that other organizational, environmental, or personal factors also contribute to employee performance beyond intrinsic motivation alone.

These findings align closely with Self-Determination Theory, which argues that employees perform better when their psychological needs for autonomy, competence, and relatedness are fulfilled. The strong relationship observed in this study reflects this theoretical position, particularly in the way employees reported that autonomy, growth opportunities, and feedback enhance their performance. Similar conclusions are echoed by Chien et al. (2020), who found that intrinsic-related motivators such as enjoyment of work and internalization of goals significantly enhance employee performance in hotel settings. Likewise, Ahmed et al. (2021) established that intrinsic motivation plays a critical mediating role in improving employee outcomes, reinforcing the idea that internal psychological drivers are essential for performance improvement. The consistency between the

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26nov084

current findings and these studies strengthens the argument that intrinsic motivation is a key determinant of employee effectiveness in hospitality environments.

Herzberg's Two-Factor Theory also provides a useful lens for interpreting these findings by emphasizing that motivators such as achievement, recognition, and responsibility enhance employee performance beyond basic hygiene factors. The high levels of agreement observed in the study regarding recognition, autonomy, and professional growth reflect Herzberg's assertion that true performance improvement is driven by intrinsic motivators rather than external conditions alone.

Similarly, Harris (2021) highlights that leadership practices that promote communication, individual success, and employee engagement significantly enhance performance in hotel settings, reinforcing the importance of intrinsic motivators in service-driven industries. The current findings also resonate with Kabangire et al. (2023), who emphasize that structured employee development and expectation clarity improve performance, indirectly supporting the role of intrinsic motivation in shaping employee outcomes.

From a Social Exchange Theory perspective, the findings suggest that when employees perceive that the organization invests in their personal growth and recognizes their contributions, they reciprocate through improved performance. This reciprocity is evident in the strong predictive effect of intrinsic motivation on employee performance observed in this study.

V. CONCLUSION AND PRACTICAL IMPLICATIONS

- *Conclusion*

The results indicate that intrinsic motivation was positively and significantly associated with employee performance at Radisson Blu Kigali. The model explained 36.7% of the variation in performance ($R^2 = .367$), and the standardized coefficient was positive and statistically significant ($\beta = .606$, $p < .001$). The evidence supports the relevance of recognition, autonomy, feedback, and employee development in this setting.

- *Practical Recommendations*

Hotel management should implement intrinsic motivation practices consistently across departments, including timely recognition, constructive performance feedback, employee autonomy appropriate to each role, and accessible training and professional-development opportunities. These practices should be reviewed periodically to ensure that employees experience them as meaningful and equitable.

- *Limitations*

The findings are based on a cross-sectional, single-hotel study and self-reported questionnaire measures. The regression estimates indicate statistical associations and should not be interpreted as proof of causation. The results may not generalize to all hotels or national contexts.

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