

The Impact between Work Motivation (Intrinsic and Extrinsic) and Job Performance among Employees in Selangor

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DOI: <https://dx.doi.org/10.47772/IJRISS.2026.10200584>

Received: 01 March 2026; Accepted: 06 March 2026; Published: 21 March 2026

ABSTRACT

This study aims to examine the relationship between work motivation (intrinsic and extrinsic) and job performance among employees in Selangor. The research is motivated by understanding how motivation influences performance in a diverse and dynamic workforce. Using a quantitative approach, data were collected from 153 employees through structured questionnaires, employing the Motivation at Work Scale (MAWS) and the Individual Work Performance Questionnaire (IWPQ). The analysis was conducted using SPSS, to identify the relationship between motivational factors and job performance. The findings indicate a significant positive correlation ($r=.464$, $p<.05$) between motivational and job performance. High mean scores in both MAWS and IWPQ suggest that most employees were both highly motivated and performing well. This implies that motivation plays a key role in enhancing employee productivity and engagement. The implications of this study are significant for organisational leaders, HR practitioners, and policymakers, especially in tailoring motivation strategies. It recommends organisations to develop motivation strategies that address both internal satisfaction and external rewards.

Keywords: Motivation level, extrinsic, intrinsic, job performance, employees engagement, Selangor.

INTRODUCTION

Employee motivation has long been recognised as a fundamental element in enhancing organisational effectiveness and job performance. It represents the internal and external forces that influence individual's behaviour, determining the direction, intensity, and persistence of their work-related efforts (Robbins & Judge, 2021). In contemporary workplaces, where job demands and performance expectations continue to rise, understanding what motivates employees has become increasingly important for sustaining workforce productivity. Among the various motivational models proposed, two primary types, that is intrinsic and extrinsic motivation, and are widely discussed in organisational behaviour literature. Intrinsic motivation refers to doing an activity out of genuine interest or personal satisfaction, such as deriving enjoyment from the task itself to obtain external rewards such as pay, recognition, or career advancement (Deci & Ryan, 2000).

Both types of motivation have been demonstrated to impact job performance, albeit via distinct ways. Intrinsically driven employees are more engaged, innovative, and persistent in the face of adversity, whereas individuals may respond more strongly to goal accomplishment, external incentives, and organised settings Yusuf, M. (2021). The interaction of these motives, however, is complicated and may differ based on demographic, vocational, and cultural factors. Existing research in Malaysia has generally focused on organisations or industries, creating a vacuum in understanding how intrinsic and extrinsic motivation interact to influence performance in varied workforce situations such as Selangor.

Selangor, being Malaysia's most economically advanced state, presents a unique landscape for exploring motivation performance relationships. The state's workforce spans across sectors including government agencies, healthcare services, education, manufacturing, and private corporations. Employees in this setting often face high performance standards, evolving job roles, and mounting work pressure, particularly in the post pandemic recovery period which can significantly influence their motivation and performance outcomes

(Zubairi et al., 2024). Consequently, it becomes essential to identify the motivational factors that support consistent job performance while preventing burnout and disengagement.

The current study draws upon established psychological frameworks to examine this issue. Self-Determination Theory (Deci & Ryan, 1985) suggests that motivation quality is determined by the degree to which individuals experience autonomy, competence, and relatedness in their work environment. When these needs are met, intrinsic motivation flourishes, resulting in higher engagement and job satisfaction. Complementing this, Herzberg's Two-Factor Theory (Herzberg et al., 1959) distinguishes between motivators that is achievement, recognition that enhance satisfaction and hygiene factors, that is salary and supervision, that prevent dissatisfaction. Furthermore, the Organisational Support Theory (Eisenberger et al., 1986) posits that employees who perceive strong support from their organizational are more likely to feel valued, motivated, and committed.

Grounded in these theoretical foundations, the primary objective of this research is to investigate the effect of overall motivation for comprising both intrinsic and extrinsic elements on job performance among employees in Selangor. Unlike studies that focus on either form of motivation in isolation, this research considers motivation as a unified construct, aiming to assess how it predicts performance outcomes in a multi sectoral workforce. By addressing this objective, the study contributes valuable insights for employers, HR practitioners, and policymakers to develop evidence-based strategies that enhance employee engagement and productivity across diverse organisational settings in Malaysia. if needed for special purposes.

LITERATURE REVIEW

Previous studies have extensively explored the connection between work motivation and job performance. Work motivations are widely acknowledged as a critical factor that influences individual behaviour and productivity at the workplace. It is generally categorized into two key components, that is intrinsic motivation, which is driven by external rewards and recognition (Deci & Ryan, 1985). According to Robbins and Judge (2021), intrinsically motivated employees tend to exhibit higher engagement, creativity, and persistence, leading to improve job outcomes. Meanwhile, extrinsically motivated employees may be more responsive to tangible rewards like salary, bonuses, or promotions. The effectiveness of either motivation depends significantly on the job context and the nature of the task.

A study by Diamantidis and Chatzoglou (2019) confirmed that employees with higher motivation both intrinsic and extrinsic demonstrated superior performance. Likewise, Kusumah et al., 2021, emphasized that effective performance appraisal systems should consider motivational drivers to improve productivity. In Malaysia, research by Zubairi et al., 2024, found that young employees in Selangor, despite having high levels of educational attainment, experiences work stress and required both intrinsic goals and extrinsic support to sustain their performance.

Theoretical frameworks such as the Self-Determination theory (SDT) by Deci & Ryan (1985), underscore that individuals are more intrinsically motivated when their psychological needs for autonomy, competence, and relatedness are fulfilled. In supportive work environments that foster personal development and self-direction, intrinsic motivation tends to thrive. Similarly, Herzberg's Two-Factor Theory differentiates between hygiene factors such as salary and job security and motivation factors such as recognition and achievement, with Azman et al., 2021, highlighting employee satisfaction. Supporting these theoretical perspectives, Ify (2024) posited that motivated employees are less likely to engage in counterproductive work behaviours and are more inclined to contribute positively to organizational performance. Reinforcing the view, Cerasoli et al., 2014, through a comprehensive meta-analysis, conclude that intrinsic motivation is more strongly associated with performance quality, while extrinsic incentives are more predictive of performance quantity.

In addition, the Organizational Support Theory (Eisenberger et al., 1986) highlights that perceived organizational support significantly enhances employees' intrinsic motivation and commitment to their roles. This dynamic is particularly evident in Malaysian workplaces, where organizational support and leadership practices have been identified as key determinants of employee morale and performance (Idris & Dollah, 2020). Drawing from both international and local literature, it is evident that intrinsic and extrinsic motivation function as vital and complementary drivers of job performance. Consequently, this study adopts an integrated theoretical lens to

examine the interplay of these motivational constructs within the socio-economic context of Selangor’s diverse workforce.

METHODOLOGY

This study employed a quantitative research design to investigate the impact between motivation factor (intrinsic and extrinsic) and job performance among employees in Selangor. The research was conducted using a structured questionnaire distributed via Google Forms. The target population included employees from Selangor, ages between 18 to 60 years. Given the lack of access to a comprehensive sampling frame and the practical constraints of random sampling, a non-probability purposive sampling technique was employed. Participants were selected based on specific criteria that they had to be currently employed in Selangor and fall within the designated age range. According to data from the Department of Statistics Malaysia (DOSM), the estimated labour force in Selangor is approximately 3.48 million. Using Krejcie and Morgan’s (1970) sample size table, the ideal minimum sample size was determined to be 384. However, a total of 153 valid responses were obtained and analysed.

The research instrument consisted of three sections. Section A collected demographic data, including age, gender, and years of work experience. Section B measured work motivation using the Motivation at Work Scale (MAWS), developed by Gagné et al., 2010, which includes 12 items rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This instrument captures various dimensions of intrinsic and extrinsic motivation based on Self-Determination Theory. Section C measured job performance using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al., 2014, comprising 27 items assessing task performance, contextual performance, and counterproductive work behaviours. This section also used a 5-point Likert scale tailored to the nature of the performance behaviour being measured.

A pilot study was conducted with 39 respondents to ensure the reliability of the instruments. The reliability analysis using Cronbach’s Alpha showed high internal consistency, with value of 0.965 for the MAWS, 0.894 for the IWPQ, and 0.924 when both scales were combined. These results confirm that the instruments were reliable and suitable for the main study.

The collected data were analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics were used to summarize the demographic characteristics of respondents. Reliability analysis was conducted to validate the consistency of the measurement tools. Furthermore, linear regression analysis was used to examine the impact of motivation factors on job performance. The regression results indicated a positive and significant impact between the two variables ($R = 0.464$, $R^2 = 0.216$), suggesting that approximately 21.6% of the variance in job performance could be explained by intrinsic and extrinsic motivation. This finding underscores the importance of motivational factors in influencing employee performance within the Selangor workforce.

RESULT AND DISCUSSION

This section presents the key findings and provides a discussion aligned with the study’s objectives. The data, analysed using the Statistical Package for the Social Sciences (SPSS), include both descriptive and inferential results. Demographic characteristics of the respondents are first outlined, followed by an analysis of motivation and job performance levels. Lastly, a regression analysis is presented to examine the relationship between motivation (intrinsic and extrinsic) and job performance, supported by relevant theories and past research.

Table 1 Frequency of Age among employees in Selangor

Age	Frequency	Percentage (%)
18 - 24	26	17.0
25 - 34	54	35.3
35 - 44	16	10.5

45 - 54	24	15.7
55 - 60	33	21.6
Total	153	100.0

Table 1 shows the frequency table for the respondent’s age. The majority of respondents, 26 respondents (17.0%), were aged between 18-23 years, 54 respondents (35.3%) were between 25-34 years, 16 respondents (10.5%) were between 35-44 years, 24 respondents (15.7%) were between 45-54 years, and 33 respondents (21.6%) were between 55-60 years. These age ranges are common employees working in Selangor. These findings indicate the highest representation of respondents are between 25 - 34 age ranges that is 35.3%, whereas the lowest representation was observed in the 35 - 44 age ranges where 10.5%

Table 2 Frequency of Gender among employees in Selangor

Gender	Frequency	Percentage (%)
Female	81	52.9
Male	72	47.1
Total	153	100.0

Based on table 2, it translated information about participants based on gender. Among the 153 respondents, 72 (47.1%) were male and 81 (52.9%) were female. This gender distribution indicates a higher participation rate among female employees in the study.

Table 3 Frequency of Years of Experience among employees in Selangor

Years of Experience	Frequency	Percentage (%)
Less than 1 year	26	17.0
1 - 3 years	43	28.1
4 - 6 years	22	14.4
7 - 10 years	7	4.6
More than 10 years	55	35.9
Total	153	100.0

Based on table 3, shows the frequency table for years of experienced participants among employees, The majority of respondents, 55 respondents (35.9%), were had experienced More than 10 years, 43 respondents (28.1%) were between 1 - 3 years, 26 respondents (17.0%) were less than 1 year, 22 respondents (14.4%) were between 4 - 6 years, and 7 respondents (4.6%) were between 7 - 10 years. The data shows that most respondents had more than 10 years of experiences (35.9%), while the fewest had between 7 to 10 years of experiences (4.6%).

The Motivation Level among Employees in Selangor

Table 4 Motivation (Intrinsic and Extrinsic) Level among Employees in Selangor.

Motivation (Intrinsic and Extrinsic) Level	Frequency	Percentage (%)
Low	6	3.9

Moderate	46	30.1
High	101	66.0
Total	153	100.0

Based on table 4 out of 153 respondents, the majority 66.0% of 101 respondents have a high level of intrinsic and extrinsic motivation. Meanwhile, 30.1% of 46 respondents have a moderate level, and only 3.9% out of 6 respondents fall under the low motivation category. This indicates that most employees in Selangor are highly motivated at work, either due to internal factors (intrinsic) or external rewards (extrinsic).

The Job Performance Level among Employees in Selangor

Table 5 Job Performance Level among Employees in Selangor.

Job Performance Level	Frequency	Percentage (%)
Low	50	32.7
Moderate	101	66.0
High	2	1.3
Total	153	100.0

Based on table 5, highest percentage 66.0% from 101 respondents are at a moderate level, while 32.7% from 50 respondents are at a low level of performance. Only 1.3% representing 2 respondents, demonstrate a high level of performance. This suggests that although most employees are motivated, it does not necessarily translate directly into high job performance

To sum up, based on table 4 and table 5, motivation is high among most employees at 66.0%, but job performance is mostly moderate 66.0% with very few 1.3% performing at a high level. This indicates that high motivation does not automatically result in high performance. Other factors like workload, work environment, or stress may influence performance outcomes.

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Table 6 Regression Linear Analysis between Motivation factor (Intrinsic and Extrinsic) and Job Performance among Employees in Selangor.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464	.216	.210	.433

Table 6 shows the regression analysis conducted to examine the impact of intrinsic and extrinsic motivational factors on job performance. The model showed an R value of .464 and an R square value of .216, with an adjusted R square of .210. The standard error of the estimate was .43344. The R square value of .216 indicates that approximately 21.6% of the variance in job performance can be explained by intrinsic and extrinsic motivational factors. This significant impact suggests that as intrinsic and extrinsic motivation increase, job performance tends to increase as well among employees in Selangor. The positive relationship indicates that motivated employees are likely to perform better at their jobs.

CONCLUSIONS

In summary, this study investigated the connection between job performance and intrinsic and extrinsic motivators among Selangor's public and private sector workers. The results showed that employee performance is significantly shaped by incentive, both internal and external. Motivated employees are more likely to perform better at work, according to the regression study, which revealed a somewhat favourable link. The study did point out a discrepancy between high levels of motivation and real job performance, though, indicating that motivation might not be enough to ensure high production on its own. Although they were outside the purview of this study, other unmeasured elements including organisational support, leadership style, and work stress might have also had an impact on job performance.

Although the study offers valuable perspectives on the significance of motivation in the workplace, it is crucial to recognize its limitations. Purposive sampling, a smaller sample size, and a cross-sectional design restrict the study's capacity to monitor long-term trends and extrapolate results to a larger population. The study highlights the importance of implementing balanced motivational techniques that combine extrinsic rewards like recognition and just compensation with intrinsic motivators like personal development and meaningful work, despite these drawbacks.

All things considered, this study supports the idea that businesses should carefully think about how they inspire their staff. Long-term employee engagement, increased productivity, and job satisfaction can all result from a well-designed motivational strategy. Larger and more varied samples, randomized sampling techniques, and longitudinal designs should all be used in future studies to expand on these findings and provide a better understanding of how motivation and job performance change over time. A more engaged and productive workforce can be produced by companies in Selangor and elsewhere by paying constant attention to motivational techniques.

ACKNOWLEDGMENT

This research is self-funded.

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