

The Influence Of Intrinsic And Extrinsic Motivating Factors On Work Performance At Banking Sectors In Malaysia: The Mediator Role Of Psychological Ownership

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ABSTRACT

The study aim to investigate the influence of intrinsic and extrinsic motivating factors on work performance at banking sectors in Malaysia when the role of psychological ownership as mediator exists. The research instruments utilized in this study were administered personally and through online mail questionnaire distributed among 370 front line employees at conventional and Islamic banks in Malaysia. This study was carried out to determine issues related to employees' work performance based on poor service quality, work stress, lack of job knowledge, poor employee retention, inflexibility and poor communication in Malaysian banking sectors. Work performance of this research consisted four dimensions namely as quality of work, job knowledge, communication competence and productivity. Employee intrinsic motivation includes the achievement, personal growth. Meanwhile employee extrinsic factors consisted salary, job security. A conceptual framework was formulated based on identified research gap through the literature review and Herzberg's Theory of motivator and hygiene factors utilized for this study. The findings proved that effects of psychological ownership have significance influence on intrinsic and extrinsic motivation and work performance which is essential for business advancement

Keywords: Psychological Ownership, Intrinsic Motivation, Extrinsic Motivation, Work Performance, Banking Sectors

1. INTRODUCTION

Employees' work performance is essential for organizations nowadays thus management should take efforts to increases performance of employees in their companies through supporting them to complete their tasks and duties effectively. Hence, motivation factors are definitely important and required because it helps the employees to change their behavior in positive manner. Internal motivation knows as action process which leads to satisfaction and pleasure for people to perform the task when they are internally motivated. People will try to perform to the best of work when they have this internal motivation (Yusefi & Ahmadi, 2013).

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In general, intrinsic motivation known as passion and positive emotions perceived from their work which strengthen and increases the employees' efforts towards self-management and leads to satisfaction toward their work (Zadeh, Moradi & Veisi, 2016). Apart from that, extrinsic motivation factors are important for employees too. Extrinsic motivation is known as the tendency to meet or accomplish some exterior goals (Amabile, 1993). This means that an extrinsically motivated employee have the inclination to work towards gain some benefits such as salary, bonuses rather than the interest towards the work. Employee work performance determine by the importance role of both intrinsic and extrinsic motivation. It is clearly demonstrate that employees' nowadays are showing value towards both extrinsic and intrinsic factors in the organization (Kamal et al.,2006). Work performance is an essential aspect introduced by organizations throughout the world and has attracted interest among scholars and practitioners.

There are some issues occurred in the banking sectors of Malaysia. Banking is one of the sectors that experiences major development due to globalization. According to Noordin & Panatik (2015), this is an ordinary situation in Malaysia since the banking industry have to deal with the new technology advancement, managerial changes and global competition. This condition leads to more competitive environment for the banking sectors. Furthermore, the banking industry emphasizes on the demand of meeting customers' needs who is expecting for a greater changes in the industry. Hence, bank employees experiencing occupational diseases due to the changing of work condition affected by new technology which leads to sicknesses because the process of work nature . Workers' complaints related to tension, stress and pressure increases due to the changes in work environment. Banks known to be as high turnover rate compared to other sectors due to the nature of heavy workload and the need of adaptation towards strict time limits (Rubiah, 2012). Furthermore, poor communication skills has been identified among front line employees on the basic banking products which has to be offered by all banks. Conflict occurred due to lack of freedom of voice given by employer where the employees are harrassed, discriminated and abused (Ibrahim et.al, 2014). Besides, lack of specialised training for employees on non-technical skills and developing talents are still falling apart which considered as poor basic job knowledge among the front line employees.

Another issues related to poor service quality provided by banks has been highlighted. It has been reported that employees are not providing services to customers because they are more focusing towards talking and making personal calls (Mansori, Tyng & Ismail, 2014). Thus, customer service employees provides slow feedback when handling the customers which leads to dissatisfaction. The complaints made the employees to perform poorly in their work and this leads to disappointment of customers towards the service providers. Banks are given roles and responsibilities because of the rules, policies and procedures implemented accordance to BAFIA act (1989). Hence, banks are not allowed to practice flexibility due to the stringent daily operation of banks (Daud, et.al 2013). Thus, employees need to spend long hours in office despite of normal working hours which become one the issues experienced by bank employees.

Hence, this paper is to conduct a critical examination of this literature gap which stressed on the mediating effects of psychological ownership on the intrinsic and extrinsic motivation factors and employees' work performance in banking sectors in Malaysia. The findings of this research have implications for practitioners. Therefore, the purpose of this paper to conduct further examination on work performance of employees' through reviewing the literature related to work

performance, and critically analyze the intrinsic and extrinsic motivation factors that were proved to be studies against work performance. The research gap has been determined via critical analysis of the previous literature review based on the result. Moreover, new conceptual framework developed to assist banks with thoughts to understand the strategies to motivate employees intrinsically and extrinsically by evolved psychological ownership that have significant influence on their work performance. This research concludes that conceptual framework act as guidance to provide clear information towards intrinsic and extrinsic motivation factors and develop psychological ownership among employees which increases employees' work performance.

2. LITERATURE REVIEW

2.1 Work Performance

Several studies has been conducted on work performance as dependent variable related to the success of an organization. However, researchers highlighted various interpretation for work performance have been introduced in today's literature. According to Campbell (1993), work performance known as individual's behavior and action which linked to the goals of organization. Thus, an organization able to optimize its human resource capabilities through identifying the factors that influences employee work performance for the success of business. This shows that work performance is an overall objective need to be achieved by all employees based on their behavior and action.

The main focus of employee work performance in this study is quality of work which known as the degree of satisfaction, involvement, commitment and motivation while the employees attached to the workplace (Shankar, 2014). It is the level of which the employees are keen to satisfy their needs while they are in workplace. Furthermore, it is also known as activities implemented in the companies to improve the employment condition and the workers' lives in performing the duties. Customer satisfaction can be improved when employee quality emphasized which can be seen service organization. Furthermore, employees are not linked directly with external customers in most cases but the quality of service provided by internal customers (employees) influences external customers.

The productivity of employees are measured based on efficiency of an employee or group of employees. It has been expressed that a success of an organization depends basically on the employee productivity therefore it is important objective for businesses. According to Cato & Gordon (2009), strategic vision of employees and their productivity becomes the key contributor towards success of an organization. Thus, this alignment help the employees to improve their performance effectiveness to accomplish organizational goals and objectives by stimulate employees to be more creative and motivated. Thus, individual productivity increases base don enhanced skills, motivation or work environment which improves work performance. Job

knowledge required for a particular job based on specialized information, facts and process (Schmidt, Hunter, & Outerbridge, 1986). Cognitive ability has been determined as effective predictor of performance for every jobs. Hunter (1986) has identified the connection between cognitive ability and job knowledge and performance. Employees are able to increase their knowledge related work through the importance of training methods.

Communication is essential for organization and human as a social being which it has plays role on all activities focused to accomplish organizational objectives (Ada et al., 2008). It has been identified that effective communication improves job satisfaction and contributes to high work performance (Goris, 2007) whereas poor communication expresses lack of employees' commitment towards organization (Kramer, 1999). Therefore, it is essential for manager to have responsible towards develop rewarding internal communication environment by encourage each individual to express their opinions, to be involved and guide them to accomplish the goal. So, effective communication will maintain the employees in the right direction and enhance company performance to be improved better in future.

2.2 Intrinsic Motivation

Intrinsic motivation become essential aspect for those who are responsible towards supervision of employees involvement in work tasks and need to be aware that some employees participate beyond the task interest. Intrinsic motivation is the outcome from the people or the activity itself (Skinner, 1953) which influences the performance, behavior and well-being of employees directly and positively. Thus, intrinsic motivation develop within an individual without any concern or encouragement from others but purely based on their own willingness. There were two dimensions of employee motivation measured in this study namely as achievement and personal growth.

Achievement is the key success of a person in his professions which known as motivation factor and important aspect in increasing competence and productivity of an individual. According to Benrazavi & Silong (2013), achievement is a behavior which emphasizes on the high ability of the individual in the aspects of development and demonstration. When an individual place an efforts towards improvement to success, achievement based on the expression of high capacity of an individual will increase. Ambitious employees who are seek for success and result oriented bring success to the organization since successful term is not only gain through work. Employees' with high achievement motivation is one of the main factor of organizational success. It has been proven that employees' with high achievement motivation perceived strong instinct towards accomplishing individual and organizational success, focus on result oriented, making the difference, high determination and being firm (Epstein & Harackiewicz, 1992). Besides, an achievement driven employee will still puts efforts to work hard to be the best at the job even though they aware about the low pay rate provided by the company as long as the employees are recognized and praises for their success. Based on the researcher view, organization which recognizes the contribution of employee and motivate them to perform well in future developed the desire to achieve within the individual. Personal growth refer to the desire of an individual to learn and research new experiences based on the personal developmental activities such as training sessions, seminars and workshops. As a result, the work performance of an individual will improve due to the satisfaction of the employee towards work.

Personal growth is one of the motivation element which brings the progression of employee through the possibility to learn new skills or trade within the organization (Ruthankoon, 2003) . Apart from that, organization need to maintain valuable human assets because they provide extensive knowledge, skills and talent towards success of company. So, these employees motivated through effective training programs for further improvement of their skills for the development of company.

Extrinsic motivation is based on the influences of external factors (Osterloh and Frey 2007) towards the level of employees motivation. It is a motivation which expresses from external factors of a person and is known as external rewards for the employees. Lack of satisfaction and enjoyment that obtained from the actual task can be improved through these rewards. In contrast, employees will change their focus towards financial gain from their task when extrinsic motivation is utilised inappropriate ways. There were two dimensions measured in this study which comprises salary and job security.

Salary is illustrates as employer towards the return of work performed by employees . The importance of money remained as motivation factor as people work for financial gain. Sinclair et al. (2005) stated that performance of an individual stimulated when money plays an essential part to develop a center of attraction and retention. For example, a particular employees move out from the organization for better opportunities if they identify that he/she does not receive equal pay compared to his/her working colleagues based on the similar work characteristics in other organization. Hence, workers desire to retain in the organization and willingness to achieve the organization goal depends on the motivation obtain from salary factor. Job security is an important aspect for employees to keep their current job or find for new job. Therefore, employers should be vigilant towards their employees' motivation based any conditions which represented the interest of their organization (Senol, 2011). Organization should enforce an assurance policy and emphasizes lifelong job security to their employees as motivation factor. Job security become an important aspect to motivate employees in the time of economic recession The important factor of employee performance when the employees' trust that they will not lose their job and maintain in the organization for a longer period. Thus, organization should enforce an assurance policy and provide lifelong job security to their employees in order to motivate them.

2.3 Psychological Ownership

In this study, psychological ownership is considered as mediating variable which have positive effect on both intrinsic motivation factors and employee work performance. Psychological ownership is emphasizes on the feelings of possession. The feeling of possessions only appeared as characteristics of an individual in nature. Therefore, psychological ownership can be categorized as job or organizational based which depends on the preferences of individual feels like "Mine"(Mayhew et al., 2007). Ownership is known as the affiliation with sense of responsibility and mutual interest with the other owners to protect the possession. Thus, a sense of possession among the employees directly impact on their pride and motivates them to perform better in their task. A strong relationship between the owner and the ownership target will

develop commitment towards organization and their job. Committed employees have perception towards organization as their “home” or a place of comfort and personal space. Pierce et. al (2001) stated that psychological ownership can be distinguished with commitment aspects regards to the elements of conceptual core, questions or focus, motivational bases, development, types of states, selected consequences, rights and responsibilities as summarized in Table 1

Table 1 : Comparison of Psychological Ownership with Commitment

Dimensions of Distinctiveness	Psychological Ownership	Commitment
Conceptualism	Possessiveness	Desire to remain affiliated
Questions answered for individual	What I do feel is mine?	Should I maintain membership?
Motivational Bases	Efficacy, Self-Identity, Need for Place	Security, Belongings, Beliefs and Values
Development	Active imposition of self in organization	Decision to maintain membership
Types of States	Affective / Cognitive	Affective
Select Consequences	Rights & Responsibilities Promotion of / resistance to change Frustration/ Stress Worker integration	OCB Intent to Leave Attendance
Rights	Right to receive information , Right to voice	None
Responsibilities	Burden sharing Protecting Becoming Informed Active & Responsible voice	None

Source : Pierce et al . (2001, p. 306)

There were four dimensions selected for this study which consist self-identity, belongings, accountability, and self-efficacy. It has been evaluated for the purpose to identify the impact on the intrinsic and extrinsic factors and work performance. The first dimension focused in this study is self-efficacy which emphasizes on personal intention to carry out a task and responsibility to achieve success (Avey et al., 2009). Besides, self-efficacy also refer to individual’s beliefs towards their personal capability to complete tasks. Young children has been developed with psychological ownership since their intention is to control targets and have the ownership. Self-efficacy feelings developed when freedom to control one’s action has been implemented as psychological element.

Secondly, self-identity is one of the psychological ownership dimensions examined in this study. People recognize themselves by group of people and possession which represents as a symbol. Generally, interaction with tangible and intangible possessions such as mission, objective or purpose of organization helps individual to be establish, maintain, reproduce, and transform their self- identity . Personal identity based on identification of themselves as unique which creates the feeling of psychological ownership. The next dimension is accountability at work which has

become an essential aspect to a business success. It is important to achieve the organizational goal by all the employees based on cooperation and share accountability. According to Avey et al. (2009), accountability is referred as responsibility or obligation that is acquired by an individual in the aspect of target ownership and to maintain others responsible on behalf of the owned object. The last dimension of psychological ownership analysed in this study is the sense of belongings. According to Weil (1952), the satisfaction of psychological need to belong happens when individual requested their own personal space or area which is known as “a home” . Moreover, belonging is a feeling of affection towards a place or object becoming “home” to an individual based on psychological ownership. Hence, belongings in psychological ownership referred as “home” which based on the feeling of an individual towards their workplace.

2.4 Herzberg's Motivational - Hygiene Theory

The main purpose of researcher is to understand about the intrinsic and extrinsic factors that motivated employees and how does they motivated. Thus the proposed theoretical framework of this study based on Herzberg's Two Factor theory. There are two factors of motivation that influences of an individual in an organization. The two factors can be categorized as hygiene and motivator factors. Herzberg developed the elements that can contribute satisfaction towards work which known as motivation factors whereas separate list of factors represented as hygiene factors leads to dissatisfaction in workplace. Thus, Herzberg theory of motivation is chosen as dimensions for intrinsic and extrinsic factors which acts as independent variable of this research.

Herzberg (1959), provide direct managerial application by formulated the need based model and conducted resesarch on job-related satisfaction and dissatisfaction (Figure 1) . According to Osabiya & Joseph (2015), Herzberg conducted interview session with engineers and accountants through critical incident technique in his study. The aim of the interview is to obtain information from professionals or less experienced users of the existing system in order to get knowledge related ways to improve it. The interviewers are emphasized on two questions, (1) what made them to feel good about their job? (2) what made them feel bad about their job?

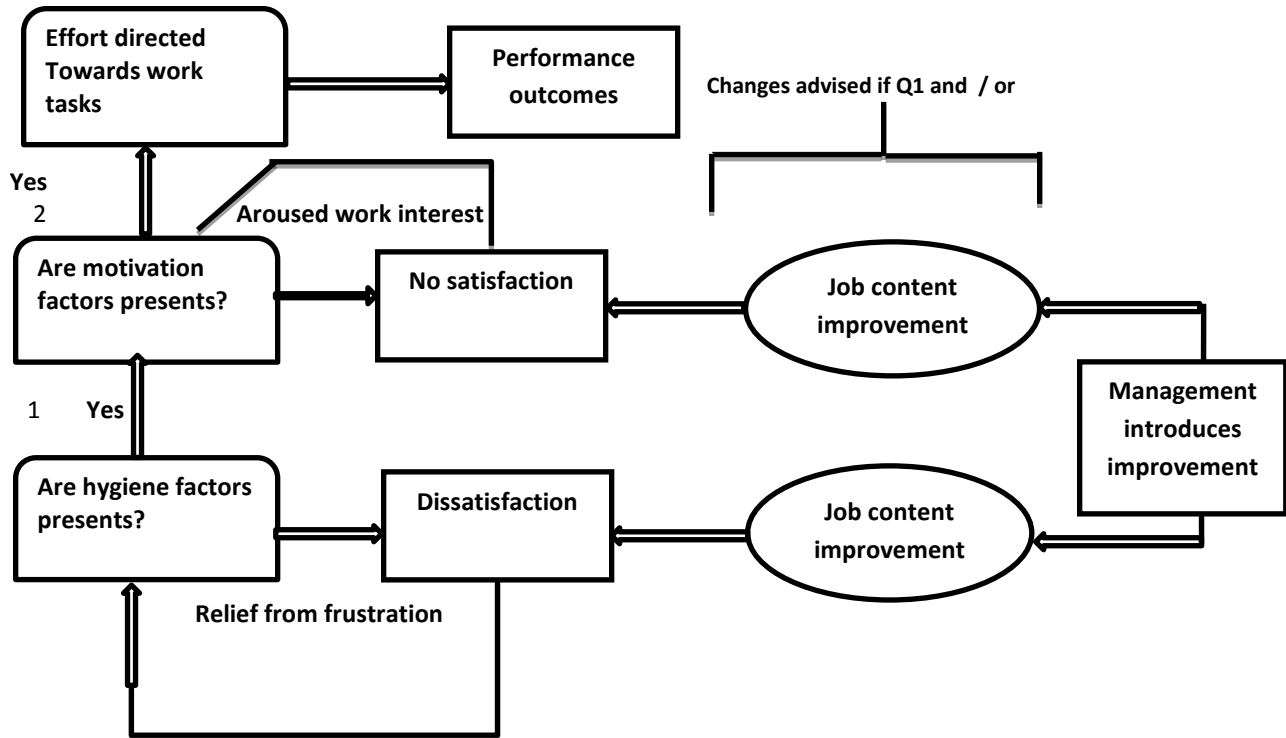


Figure 1: Herzberg Dual Factor Theory of Motivation . Source : Bloisi et al., 2013 (as cited in Osabiya & Joseph, 2015)

2.5 The Research Gap

Psychological ownership identified as new construct in the management field. There are lack of studies that examine the antecedents and consequences of psychological ownership. Since this study creates a new possibility of research so this study helps researchers to develop curiosity due to limited empirical research on psychological ownership. So, this study expresses related to disparity in the literature review for the relationship between intrinsic and extrinsic motivation factors and employee work performance when psychological ownership acts as mediator. However, lack of attention has been identified for the process by which the employees can generate psychological ownership towards their work and organization (Brown, Pierce, & Crossley, 2014).

In addition, development of comprehensive research of psychological ownership based on the early instruments for the context of psychological ownership is limited (Olckers, 2013). Thus, one of the current focus of this study is to determine the gaps by examining the psychological ownership constructs developed by Olckers, C., & Du Plessis, Y. (2012a) and how this psychological ownership context influence the employee work performance. Hence, this study describes the relationship between intrinsic and extrinsic motivation factors and work performance through the influence of psychological ownership as mediator.

Previous studies has been confirmed that the level of ownership is high in individualistic culture. Thus, this study carried out to examine the possibility of PO has an effect on employees' work

performance since Malaysia is rich with collective culture. On other hand, relationship between intrinsic motivation and work performance seems observable but still there are many issues when the situation comes for the manager to determine the ways to maintain motivated employees. So, this study also would like to emphasizes more into the importance of intrinsic and extrinsic motivation factors based on the view of front line employees in banking industry. This research enhances predictor of motivation through the validity of Herzberg's theory factors based on the suitability of the banking sector. Individual work performance in the occupation setting become the essential outcome measure of studies. However, constitutes work performance differs from job to job therefore comprehensive conceptual framework does not exist . Hence, many measures have been used to analyse work performance. So, this study is to enhance the dimensions that have been created by Viswesvaran (1993). This study apply Herzberg's theory motivator factors as predictor of work performance by improving the theory to fit into the banking sectors.

2.6 Proposed Conceptual Framework

The following conceptual framework formulated based on the research gap discussed in the previous section. The development of the current framework is based on the work of Ghafoor, Qureshi, Khan and Hijazi, 2011; Sledge, Miles and Coppage, 2008 ; Viswesvaran, 1993. The theoretical framework created as below in Figure 2 demonstrates about the dimensions of intrinsic and extrinsic motivation factors such as achievement, personal growth, advancement, responsibility, job security, working condition and company policy have significant influence on psychological ownership and work performance. Psychological ownership acts as a mediator which expected to influence intrinsic and extrinsic motivation factors and their work performance. Hence, employees' work performance known as a key variable to examine the outcome of quality, productivity, communication competence and job knowledge which formulated from the existing study on dependent variable factor.

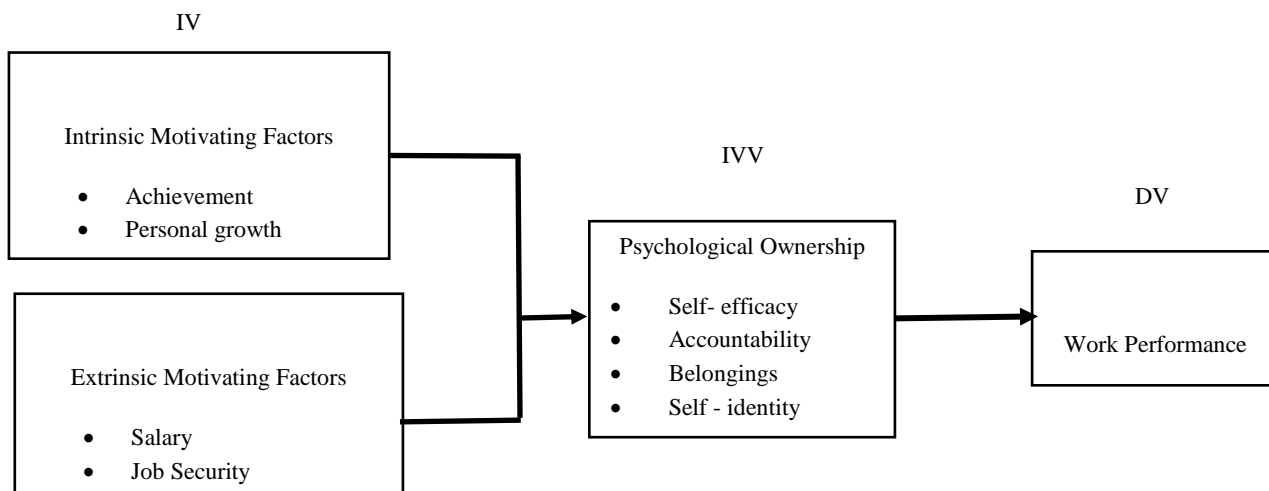


Figure 2 : The Influence of Intrinsic and Extrinsic Motivating Factors on Work Performance: The Mediator Role of Psychological Ownership. Adapted from Ghafoor, Qureshi, Khan & Hijazi, 2011; Sledge, Miles & Copping, 2008; Viswesvaran, 1993

Herzberg Two Factor Theory has been utilized as guide for the researcher to explain the influence of motivator (intrinsic) factors towards employees' work performance. Thus, this study is emphasized on intrinsic and extrinsic factors that could be influencing the employees' work performance. It can be assumed that employees' job satisfaction increases when the organization focuses on intrinsic and extrinsic motivation factors which leads to high work performance among employees. Besides, the role of psychological ownership as mediator is based on the theoretical framework introduced by Olckers & Du Plessis (2012) which is an important contribution of this research. It has been expected that intrinsic and extrinsic motivation factors indirectly influence employees' work performance through the existence of PO.

Work performance was selected as the dependent variable which measures work quality, communication competence, job knowledge and productivity. These dimensions were chosen for work performance in this study due to the actual problems occurring in banking sectors. The measurement of work performance was obtained from the theory based on Viswesvaran (1993). The dimensions of intrinsic and extrinsic motivation factors were acquired from Sledge, Miles & Copping, 2008. The measurement of psychological ownership was retrieved from the framework by Qureshi, Khan & Hijazi, (2011). Herzberg Theory has been decided as the underlying theory by the researcher to explain the relationship between intrinsic and extrinsic motivation factors and employees' work performance when the role of psychological ownership existed in this study.

3. METHODOLOGY

This research is based on quantitative analysis which was applied to examine the correlation between the data sets as a sample. Quantitative method is most appropriate to be used in this study since the study is formulated from theoretical reasoning and literature review. Furthermore, this study is conducted for the purpose of testing the hypotheses derived from the conceptual framework. Cross-sectional study has been conducted for the purpose of collecting the data. The time horizon of this study is cross-sectional, so the data was collected within a month.

Information has been collected from the front-line employees in banks in order to analyze the research problem. The sampling technique used in this study is cluster sampling which has been selected as a particular portion from the different branches of local commercial and Islamic banks in Malaysia. The whole target population has been placed in clusters according to the geographical area of banks' branches in Malaysia. The study has been conducted only in the local commercial and Islamic banking sector in Malaysia, which has been selected as a sampling working area. The population size chosen is N(10,000) respondents based on 20 front-line employees from 274 branches of local Commercial banks and 226 branches of local Islamic banks of the states in the Northern region, East Coast region, Central Region and South Regions. This study has decided to select banks from different states in Malaysia so this research is more likely to use a large sample size of 370 respondents. Primary data has been used through a questionnaire distributed to 370 front-line employees from commercial and Islamic banking sector, Malaysia. The questionnaire

has been distributed personally to the branch manager which was dispersed to the front-line employees in the particular bank through direct approach and survey via emails.

A set of structured questionnaires was implemented in this research for collecting data from the front line employees in banks. The questionnaire consisted of five sections with close ended questions. Section A emphasized on the questions of work performance which consisted of six questions. Section B focuses on measurement dimensions of employee intrinsic motivation factors ; Achievement and Personal Growth which consisted six questions for each dimensions. Section C focuses on employee extrinsic motivation factors ; salary and job security which consisted six questions for each dimensions. Section D consists of six questions based on psychological ownership and section E consisted seven questions which related to respondents demographic profile. So, there are a total of 43 questions adapted from previous research journals.

For the data analysis, SPSS version 21 has been used since the main objective of this study is to test the relationship between variables. This statistical technique has been applied to determine the inter relationship among the variables in this study. Besides, SMART PLS is used to test on the confirmatory factor analysis

4. MAIN RESULTS

4.1 Demographic Profile

The demographic profile of respondents is described based on frequency distribution. The number of male respondents was slightly dominated over the male counterparts of 50.8 percent as compared with the female respondents 49.2 percent. Most of the respondents were in the category age of 26 – 30 years, 32.7 percent, and 31-35 years, 29.2 percent. Most of the respondents are in the category of diploma holder of 65.9 percent and degree amounting with the percentage of 49.6 respondents. There were 85.7 percent permanent employees working in bank as compared with the contract employees with 14.3 percent respondents. Besides, 49.5 percent respondents have worked in the current position between 5-10 years as compared with the working experience of lesser than 20 years in the current bank which shows 4.6 percent respondents. Furthermore, the salary range of 78.6 percent respondents are above RM2000 , while those respondents earning less than RM1500 are 7.0 percent. Meanwhile, 38.6 percent respondents have work experience in the current bank between 5-10 years, whereas respondents with lesser than 20 years experience with 4.9 percent.

Based on the descriptive analysis , most respondents highly emphasize on achievement as the source of motivation with the mean range of 4.307 - 4.533, in commercial and Islamic banks with the standard deviation range of 0.583- 0.625. The output of descriptive analysis showed that the front-line employees only rated themselves moderate to high in terms of work performance (M = 4.395), Achievement (M = 4.307), Personal growth (M = 4.470), Salary (M = 4.533), Security (M = 4.382), and moderate to high in terms of Psychological ownership (M = 4.365). Table 2 displayed the descriptive statistics for the variables used in this study.

Table 2: Descriptive Statistics of the study variables

Construct	N	Min	Max	Mean	SD
Work Performance (WP)	370	2.30	5.00	4.395	0.625
Achievement (A)	370	2.17	5.00	4.307	0.583
Personal Growth (PG)	370	2.50	5.00	4.470	0.552
Salary (S)	370	2.83	5.00	4.533	0.557
Security (S)	370	2.50	5.00	4.382	0.571
Psychological Ownership (PO)	370	3.00	5.00	4.365	0.575

4.2 Convergent Validity

Convergent validity is tested to further support the construct validity. All items were considered to have significant loadings ranging from 0.30 to 0.90 based on the results of the measurement model. All the items in this study based on the requirement of internal consistency with composite reliability (CR) higher than 0.70 as revealed by Fornell and Larcker (1981). All the items in this study reveal AVE value range between 0.40-0.50. Although the AVE values for Achievement (0.478), Job Security (0.462), Personal Growth (0.487), Psychological ownership (0.518), Salary (0.425), and Work Performance (0.467) could be considered relatively low, but the value is still acceptable for the study. Cronbach Alpha's values range between 0.746-0.880 which is higher than the reliability standard of 0.7. Based on the result, it has been confirmed that there is an competent level of convergent validity and good internal consistency in the measurement model. Table 3 illustrates the item loadings, CR, AVE, Cronbach's Alpha, and items deleted in this study.

Table 3 : Results of item's reliability, internal consistency, and convergent validity

Variable	AVE	Factor Loadings	Composite Reliability	Cronbach Alpha	No. Of .Items
Work Performance	0.467	0.486 - 0.751	0.760	0.764	
Psychological Ownership	0.518	0.598- 0.833	0.864	0.868	
Achievement	0.478	0.320-0.766	0.711	0.747	4/6/ (AC6)
Personal growth	0.487	0.458-0.769	0.785	0.784	
Salary	0.425	0.611-0.690	0.746	0.746	3/6 (SL3), 5/6 (SL5)
Job Security	0.462	0.317-0.854	0.732	0.759	

4.3 Discriminat Validity

Discriminant validity was tested through comparison of correlations between all the pair of constructs based on square root of AVE by examined each constructs. The study shows that square root of AVE of each constructs are larger than correlation between the constructs and other constructs too. Based on Table 4, the squared correlation positioned on the range between 0.240- 0.479 and this result confirmed that discriminant validity is accepted due to the estimation correlation between the variable do not exceed 0.85. Moreover, the highest square root of AVE stated 0.720 (Psychological ownership) whereas the lowest square root of AVE showed 0.577 (Job security). According to the survey items, the study obtained satisfactory convergent and discriminant validity through findings of the reflective items and related constructs.

Table 4 : Discriminant Validity of constructs

CR	AVE	Constructs	AC	JS	PG	PO	SL	WP
0.711	0.478	AC	0.591					
0.732	0.462	JS	0.240	0.577				
0.785	0.487	PG	0.366	0.479	0.621			
0.864	0.518	PO	0.242	0.336	0.369	0.720		
0.746	0.425	SL	0.333	0.435	0.472	0.395	0.652	
0.760	0.467	WP	0.393	0.312	0.388	0.428	0.320	0.592

Diagonal elements (bold) are the square root of variance shared between the constructs and their measures (AVE), while the other entries (off diagonal) represent the squared correlations among constructs. For discriminant validity, the diagonal elements should be larger than the off-diagonal elements. Correlation coefficients: 0.90 to 1.00 nearly, practically, or almost: perfect, distinct, infinite; 0.70 to 0.90 very large, very high, huge; 0.50 to 0.70 large, high, major; 0.30 to 0.50 moderate, medium; 0.10 to 0.30 small, low, minor; 0.00 to 0.10 trivial, very small, insubstantial, tiny, practically zero (Hopkins, 1997).

WP = Work Performance

PO = Psychological Ownership SL = Salary

AC = Achievement JS = Job Security

PG = Personal Growth

4.4 Hypothesis Testing Result

4.4.1 Intrinsic motivating factors and work performance

Based on the result, the H1 and H2 are not supported. For the H1, most of the respondents are from Gen Y category who are prefer for intrinsic value even though satisfied with extrinsic factors provided by organization. According to the study, achievement is not emphasized as an important aspect to the front-line employees in bank. This indicate that front line employees have better understanding of achievement and work performance. Individual in banks are not provide opportunity towards a greater working condition, recognized an organized workplace, solve work related issues, increase work amount and quality of job as well as competing for better choices. For the H2, personal growth is not known as important factor for employees to perform well. It is clearly indicate that organization that fail to provide opportunity for growth in organization is unable to engaged employees towards their work.

4.4.2 Extrinsic Motivating Factors and Work Performance

Based on H3, salary did not bring the satisfaction for the front line employees in bank. According to the research, most of the respondents' salary is RM2000 above which shows 78.6 percent out of 100 percent. However, the findings showed that bank staff were not satisfied with the salary he/she received since employees are more likely to perform to his/ her ability when appropriate salary scale placed in organization. Besides, H4 shows job security is not a factor which satisfied the front line bank employees. It is because most of the male respondents are based on young employees' attitude (51 percent) with the age ranged from 26 to 30 years (33 percent) answered this question with negative feedback due to the young employees' attitudes. Thus, work and organizational performance affected negatively due to job insecure among these young employees.

4.4.3 The Influence of Intrinsic Motivating Factors on Psychological Ownership

The result of the study revealed that personal growth has significant positive influences on psychological ownership. Based on H6, most of the respondents are from the Gen Y category who are looking for opportunities for growth and this helps them to put more efforts to achieve the goal. The researcher stated that people easily adopt with changes for personal growth when they have strong psychological ownership which are based upon ideas. In contrast, individuals who experience limited ownership tend to contribute less to their ideas and would not give importance for their own ideas as a way of individuals tend to contribute less to their ideas when they experience limited ownership and would not give importance to their own ideas as a way of improve themselves. Next, H5 which represented achievement of employees is not concerned in banks due to lack of trust by management towards their employees so this resist the teamwork and unable to provide rewards for their achievement .According to Hills (2009), individual achievement based on a competitive organizational context which influence by competitive organizational values and appropriate reward system which will strengthen the trust towards face-to-face interactions with coworkers.

4.4.4 The Influence of Extrinsic Motivating Factors on Psychological Ownership

The result of the study showed that job security and salary does not have significant positive towards psychological ownership. According to H8, job security does have negative impact on psychological ownership due to the characteristics of Gen Y employees who does not give importance to job for life instead focus to change job frequently for better opportunities. Most of the respondents are from Gen Y thus they do not give importance towards job of life but rather referred as “ job hopping” which known as one of their characteristic. However, they do believe that opportunity to learn transferable skills provided by job security allows them to switch job which makes the banks to maintain those young talented employees in their banks. Based on the findings of H7, salary is not significant with psychological ownership due to lack of importance provided towards payment for their contribution to the organization. Gen Y employees in the bank are searching for the opportunity from the employers to obtain range of workplace benefits and rewards. In order to increases their ownership towards bank, salary and bonuses become the most important factor. for However, there was contradiction in this study based on the hypotheses of the relationship between salary and work performance. Furthermore, it is not necessary that employees will perform well in their work if they are psychologically satisfied with the salary since other factors need to be considered too.

4.4.5 Psychological ownership and Work Performance

Based on the findings for H9, psychological ownership does not have positive impact on work performance. It is because most of the participants of the survey based Gen Y employees who have lack sensitivity of ownership towards their bank. Hence, employees who have the ownership and determination strive to work hard for the success of organization. Other than that, employees who are not satisfied with their job does have limited trust towards organization which contributes to poor performance standard.

4.4.6 Psychological ownership mediates the relationship between intrinsic motivating factors and work performance.

Based on the findings for H10, this study finds that psychological ownership does not mediate the relationship between achievement and work performance. It is because the management fail to identify the importance of employees' achievement in banks. Furthermore, most of the respondents with 39 percent had experience with the bank for 5-10 years. So, psychological ownership decreases when employees are not happy or satisfied with the relationship with management. Moreover, H11 also shows that psychological ownership does not have significant positive influence in the relationship between personal growth and work performance. The lack of management concern towards importance of personal growth leads to poor psychological ownership development since most of the respondents working experience is in the range of 5-10 years. It has been highlighted that employees have poor job satisfaction when it comes to intrinsic value factors.

4.4.7 Psychological ownership mediates the relationship between extrinsic motivating factors and work performance.

According to the result of H12, psychological ownership does not mediate the relationship between salary and work performance due to the failure of management to understand about the importance of financial rewards which decreases the ownership towards work and leads to poor performance. Most of the respondents are dissatisfied with the payment received despite of their efforts and contribution towards the success of bank. Next, the result based H13 shows that psychological ownership does not mediate the relationship between job security and work performance. It is because most of the respondents are from Diploma background and below level of education which leads to the feeling of insecure of job loss due to status.

5. CONCLUSION

The purpose of this article is to highlight issues encountered by banking sectors which contributes to poor employees' work performance. Hence , intrinsic and extrinsic motivation factors and psychological ownership plays an essential function towards the thriving performance of banking sectors in Malaysia. The major issues include poor service quality for the customers, work stress, lack of job knowledge, poor employee turnover accelerate constantly, inflexibility and poor communication among the front line employees of bank helps to identify factors that contributes to problem solving based on the issues mentioned. Furthermore, the theoretical implication of this study which is Herzberg Theory attempts to reveal about the utilisation of motivational factors to obtain the best from the employees based on their work performance and the ownership feeling which explains the reason people behave the way they prefer. Based on the researcher's acknowledgement, this study has not been carried out based on this field of research especially in non-western country as Malaysia. The implication for banks to implement this theory helps to achieve the requirement of employees' extrinsic and intrinsic factors by preventing the employees to become extremely dissatisfied towards their job. It also encourages them to provide additional efforts to perform well through their work.

Moreover, practical implication of this study is to end the gap of difficulties experienced by banks in order to motivate employees through understanding about the various factors which emphasizing towards importance of psychological ownership and work performance. It is because psychological ownership and work performance has been given limited attention which influenced by employee motivating factors. However, limitation existed due to difficulties of researcher to receive the data from these front line employees since they are fail to cooperate in providing sufficient outcome. Moreover, foreign banks are not included in research since this study only focuses towards commercial and islamic banks. This brings complication for the researcher to conclude This showed difficulties for the researcher to conclude and gain accurate decisions based on sample of responses derived from population.

Finally, Generation Y employees mark up the most of respondents of this study which covered 55% out of 100% based on the overall respondents. These Gen Y employees have different perspective towards their due to their own group of characteristics, aspirations and workplace expectation compared to other generation cohorts which leads to the different levels of satisfaction on motivation factors. Hence, the future researchers should thrive the study to the Gen X employees in order to receive the balance result based on importance of all the intrinsic and extrinsic factors examined in this study. It has been recommended for the future researcher to collect data specifically by conducting interview and more ethnographic observation of case study activities which helps the researcher to collect detail information related to the study. So, this research selected qualitative study for the pattern of this area of research. Other than that, not every individual in banks shares the similar need of motivation so future reseacher should focuses towards other target group of respondents in banks to obtain more accurate information regarding the motivation factors. People have different expectations towards their work based on different gender, qualification, position, occupation, income, age or even religion and affected by different types of motivation factors. Therefore, other researchers who supporting the same outcome of study would lead to more solid and detail conclusion.

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