

Unveiling the Influence of Employees' Intrinsic Motivational Factors on Work Performance in the Malaysian Banking Industry: Investigating the Role of Psychological Ownership as a Mediator

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ABSTRACT

The purpose of this study is to examine the mediating effect of psychological ownership on the relationship between intrinsic motivating factors and front-line employees' work performance at banking sectors in Malaysia. Basically, this study examines the influence of four independent variables which categorized as intrinsic (Achievement, Personal Growth, Advancement and Responsibility) motivating factors whereas dependent variable is front-line employees' work performance. This study was conducted to identify problems concerning work performance of front-line employees which specifically on poor employee retention, work-related stress, and inflexibility in Malaysian banking sectors. Personal distribution and online mail questionnaires were used as research tools in this study. A total of 3700 front-line employees were chosen as respondents for the questionnaire, but only 370 are entitled for further analysis. The survey data was collected over the course of one month. The results stated that only responsibility and advancement have significant positive influence on front-line employees' work performance whereas personal growth have positive impact on psychological ownership. Meanwhile, the four independent variables do not have any effect on work performance with the existing of psychological ownership. The findings of this research will assist bank management in implementing effective strategies for improving employee work performance that eventually led to business growth.

Keywords: *Intrinsic Motivation, Psychological Ownership, Work Performance, Banking Sectors, Malaysia*

INTRODUCTION

Organizational structures of firms are heavily reliant on employees, who influence the organisation through their engagement, attitudes, and motivation. As a result, the scenario in banking today appears to fully utilise the functions of bank employees. Furthermore, bank employees play an important role and function in ensuring that the banks' objectives are met by the end of the fiscal accounting period. Thus, various targets were set for these bank employees to meet by that time period. Malaysia's banking system is broadly divided into the banking sector and non-financial intermediaries (Sufian, Kamarudin, & Nassir, 2016). Furthermore, the banking sector is an economic sector dedicated to holding financial assets for others and also investing those financial assets in order to generate more wealth. As a result, it is stated that commercial banks are the main participant as well as the largest and most significant providers of funds in the banking sector. This can be demonstrated by the fact that Malaysian commercial banks have the broadest range of acceptable activities and are capable of providing a full range of banking services. Malaysian commercial banks' primary functions are retail banking, trade financing, treasury services, cross-border payment services, and custody services (Sabri & Abdullah, 2022). According to Hirschmann (2021), the number of people employed in Malaysia's finance and insurance industries has increased year by year from 2015 to 2020. This can be seen in 2015, when 349 thousand people were employed in the finance and insurance industry, and this number is expected to rise steadily until 2020, when 376 thousand people will be employed in this industry. These statistics show that employees in the banking sector contribute significantly to national development and are an important human resource for the country.

Nowadays, most organisations work hard to improve employee motivation and related knowledge, skills, and abilities to improve work performance because they believe that the key to a company's success is not only technological excellence and the availability of funds, but also the human factor (Rozi & Sunarsi, 2020). Motivation is required to maintain employees' perceptions of being more responsive to the work environment in order to increase productivity in an organisation (Niati, Siregar & Prayoga, 2021). Employee motivation can be classified into two types: intrinsic and extrinsic. Intrinsic motivation refers to an activity or role that you enjoy without being forced to do so by anyone. Extrinsic motivation, on the other hand, refers to the desire to perform better in order to receive positive outcomes or avoid negative consequences. In order to determine the factors that contribute to high employee performance, management in an organisation must identify motivational factors that could improve their employees' performance (Issa, 2021).

A psychological ownership is critical for a company's success because it can improve employee performance (Manuti, et. Al, 2020). However, not every company has all employees who perform well because some employees lack of psychological ownership. Psychological ownership refers to an emotional and cognitive attachment to a specific goal that influences one's

understanding of one's behaviour (Shahzad & Salo, 2023). Thus, psychological ownership is an important factor that contributes to employees' psychological well-being in any organisation, such as satisfaction and engagement (Sinclair & Tinson, 2017). Work performance of an organization's members is one of the key indicators of its performance, success, and sustainability (Widyastuti & Hidayat, 2018) and it also serves as the foundation for numerous organisational processes. In today's dynamic economy, there are more motivated and committed employees who take the initiative to create positive organisational behaviour. Individual work performance can be improved by encouraging psychological ownership among employees, which leads to the achievement of a successful and highly productive business.

Several issues have been highlighted in Malaysian banks. Over the last few decades, stress has been a major issue for employees in bank sectors (Chienwattanasook & Jermstittiparsert, 2019). Bank employees typically experience stress for a variety of reasons, some of which are related to the implementation of structural changes and work design, insufficient knowledge of technological advancement, handling customer complaints, pressure on sales targets, and competitive markets (Nordin, Panatik & Razali, 2020). Banks often known as industries with significant workloads, must undertake tasks in which they are not skilled, in addition to adhering to strict time constraints. It has also become one of the reasons for the organization's high turnover rate as compared to other organisations (Falahat, Gee, & Liew, 2019). As a result, employees lose their interest towards their work due to lack of direction which resulting in lower job satisfaction. Employee turnover in the country has increased dramatically since 2009, ranging from 10.1% to 27.9% in 2019 across all working sectors (Department of Statistics, 2019). Furthermore, banks are not permitted to employ flexibility in their regular operations due to stringent regulated standards (Nordin, Panatik & Razali, 2020), which require them to handle some risk to control some risk element. As a result, one of the issues that employees experience is the rigidity and inflexibility of banking hours. Some bank employees have been asked to do sales and stay up late to cover double or triple work tasks, which limits work flexibility (Hasmi, Assari, Desa, Anuar & Razak, 2020).

Employee motivation is critical to an organization's growth and performance (Susanto, Syailendra & Suryawan, 2023). Still, motivation and performance are extremely complicated concerns due to the involvement of several factors. This is due to the fact that none of the factors can guarantee motivation or performance in the absence of other key factors. Therefore, individuals must be motivated to offer their best performance which has an indirect impact on the organization's success. Despite substantial research has been conducted on the ways to motivate employees and types of motivational factors, there is a research gap when it comes to evaluating how employee motivation affects job performance. It is because everyone has various interests and circumstances that motivates them. Likewise, additional study reveals that managers' most challenging task is to determine the precise ways to encourage their people since they have various

competing requirements based on multiple motivators (Amadi *et al.*, 2021). Motivation in practise and theory are difficult issues to address across multiple disciplines. Despite basic and applied research, the subject of motivation is frequently misunderstood and underutilised. People in the organisation come from various backgrounds in terms of attitudes towards coworkers, subordinates, and organisational rules and procedures (Gupta, Yadav, Bhowmick & Yabibal, 2019). The fact is that each employee has a unique method of becoming motivated, thus employers must learn and implement several strategies to encourage their employees based on their individual needs. There is a significant difference between motivating employees in the past and motivating employees today (Eragani & Gamage, 2019) because each generation has different preferences in the workplace. Organizations should be concerned not only with employee motivation, but also with the differences in motivational factors between generations. However, there is little literature on the relationship between employee motivation and level of performance (Eragani & Gamage, 2019). This created a gap in the literature that needed to be filled, and one of the specific goals of this study was to further explain the factors that contribute to employee motivation and work performance.

Besides, most of the studies has been conducted in the view of general motivation factors in other industries so there are limited studies on employee intrinsic motivation factors in the perspective of Malaysian banks. The theoretical advances in work motivation have slowed in recent years but the working world has changed dramatically (Peramatzi & Galanakis, 2022) which needs to understand the application of Herzberg theory in different setting if the test implemented in different industries results. Besides, there is a knowledge gap which contribute to limited studies related influence of psychological ownership on the relationship between intrinsic motivation and employees' work performance. Given the importance of sense of ownership in addressing work performance issues has been conducted research to investigate its antecedents and outcomes but there is lack of research implemented on intrinsic motivation factors. Despite the proliferation of research on the outcomes of PO, there is a scarcity of research on the boundary conditions of this relationship with motivation and work performance. So, this would be research gap of this study to examine in the perspective of banking sectors. So, the purpose of this study is to introduce PO as mediator variable which indirectly affecting the relationship between relevance of employee intrinsic motivation factors and employees' work performance based on front-line bank employees.

Therefore, the primary goal of this study is to examine the influence of intrinsic motivation factors (Achievement, Personal Growth, Advancement and Responsibility) that motivate bank front-line employees and contribute to their work performance through the existence of psychological ownership in Malaysian banking sectors. The study's findings have several

important implications for the banking sector's management in terms of considering the main determinants of intrinsic motivation factors.

LITERATURE REVIEW

Herzberg's Motivational – Hygiene Theory

The primary focus of researcher is to comprehend about the intrinsic aspects that contributes to employee's motivation and how does these motivation factors contribute to psychological ownership and work performance. As a result, this study proposed theoretical framework which is based on Herzberg's Two Factor Theory. There are two types of motivation that have an influence on individuals in an organisation. The both components are classified as hygiene and motivational factors. Herzberg theory argues that intrinsic job values also known as employee motivation which should be prioritised in the workplace in order to increase job satisfaction and sense of belongings (Galanakis & Peramatzis, 2022). Motivators are developed through altering the environment of the workplace by increasing an individual's demand for self-actualization and self-realization inside the firm. These variables included achievement, work itself, recognition, and personal growth provided by the organization which create the feeling of satisfaction and rewarding among the employees as a result of these intrinsic values (Herzberg et al., 1959). In reality, this approach proposes a two-step procedure for motivating employees. To begin, adequate hygiene aspects must be provided in order to reduce dissatisfaction and promote job satisfaction by enhancing motivation linked factors toward work (Chiat & Panatik, 2019). Therefore, organisations must be more attentive in order to sustain a successful and high-performance level by satisfying the demands of intrinsic motivation factors aside of extrinsic values. Thus, the goal of this study is to present a theoretical framework to help researchers investigate the impact of intrinsic motivational factors on employee work performance in the banking industry. Based on Figure 1, Herzberg (1959) demonstrated direct managerial implementation by developing a need-based model and conducting research on job satisfaction and dissatisfaction which can be applied in banking sectors to determine the motivational values.

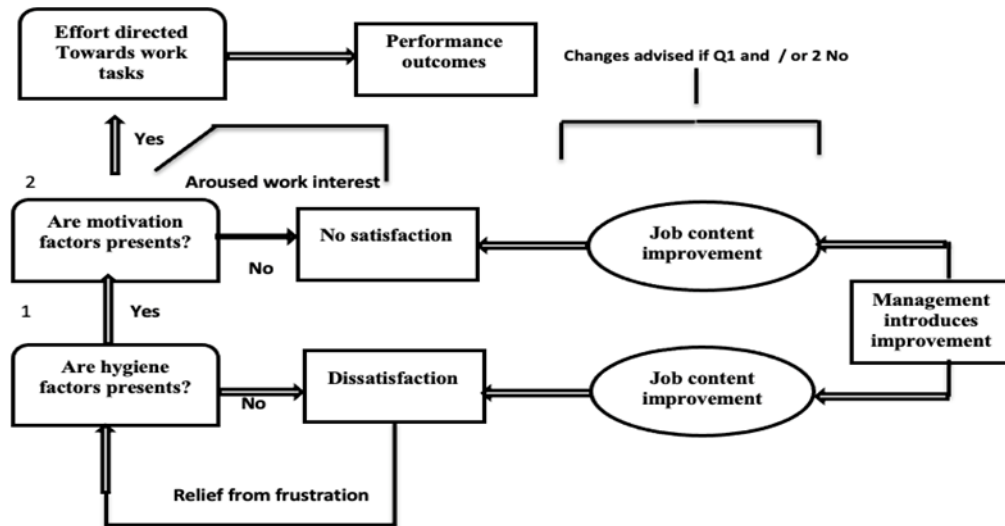


Fig 1 Herzberg Dual Factor Theory of Motivation. Source: Osabiya & Joseph, (2015)

Numerous research has been carried out on the topic of work performance which known as dependent variable that contributes to the organizations' success. However, recent literature provided conflicting interpretations on work performance which has been highlighted by researchers. According to Colquitt et al. (2019), the value of a set of employee behaviours that either positively or negatively contribute to the achievement of organisational goals is known as work performance. This definition covers actions that workers may control, but it also draws a line between actions that are (and are not) important for job performance (Koopmans et al., 2015) developed the concept of individual work performance as an alternative definition of work performance. (IWP). IWP is characterised as conduct or undertakings that are pertinent to the objectives of the organisation. Work performance is addressed on three interconnected levels: (1) individual and behaviour as they relate to the organisation's objectives and values (personal proficiency, proactivity, and adaptability); (2) group effectiveness as measured by quantity, quality, and productivity; and (3) business performance as measured by revenue, profit, and turnover (Knight & Parker, 2019). Task performance, contextual performance, counterproductive work behavior, and adaptive performance comprise the domain of IWP. The skill with which individuals do the essential substantive or technical tasks central to his or her work is characterised as task performance. Work quantity and quality, job skills, and job knowledge are frequently used to characterise task performance. Behaviors that support the organizational, social, and psychological environments in which the technological core must work are referred to as

"contextual performance." For instance, contextual performance behaviours include exhibiting effort, supporting peer and team performance, cooperating, and communicating.

Employee motivation in the workplace remains one of the delicate themes that define the level of input that employees will put in the organisation to attain exceptional performance. Intrinsic motivation is defined as an individual's willingness to perform an activity in order to experience desire and satisfaction. Previous research has rarely discussed the importance of intrinsic motivation in explaining the person-environment fit related to work performance. Intrinsic rewards produce a pleasant emotional response and work to drive employees to keep improving as well as make long-term behavioural changes when necessary (Ryan & Deci, 2017). Sleimi & Davut (2015) investigated the influence of intrinsic and extrinsic motivation on the satisfaction of bank tellers in Palestine, comparing overall contentment with intrinsic and extrinsic motivation, as well as the relationship between bank tellers' satisfaction and their performance. In order to assess the effect of intrinsic and extrinsic rewards on employee satisfaction, 139 randomly selected bank teller respondents were used. The study's findings demonstrated that intrinsic and extrinsic motivation are equally important for management and bank tellers, and that both types have positive effects on bank tellers' happiness and performance.

Achievement is one of the dimensions of intrinsic motivation. Employees' achievement is defined as their ability to overcome hurdles and challenging tasks at work. Amrizal (2016) evaluated the impact of achievement, recognition, work itself, responsibility, and progression on the job satisfaction of banking employees. In this study, both quantitative and qualitative research designs were used. In the quantitative study, 900 employees were chosen using the snowball sampling technique, whilst for the qualitative data, 18 human resource and technology managers from Islamic and conventional banks were chosen using the purposive sampling technique. Quantitative analysis was carried out using the structural equation model. Data for qualitative analysis was gathered through interviews, and data was analysed using narrator analysis. All measures of performance, recognition, work itself, responsibility, and advancement have a positive substantial correlation and a very strong influence for Islamic and conventional banks, according to quantitative analysis. Finally, the qualitative data analysis results confirmed the quantitative findings. This shows that high achievement motivation of an individual has the initiative to select challenging jobs, willing to take risks, job performed is oriented towards achievement, expecting feedback for their achievement and focuses on goals with future plans.

In today's competitive business environment, profit is not the most important feature for businesses but satisfying the competitive employees become the most critical part. An organisation with a well-defined and integrated career development path is more likely to attract exceptional workers, retain them, and produce competitively innovative business solutions (Akpan et al., 2022; Amadi et al., 2021; Harney & Alkhalaf, 2020; Houghton, 2019). Thus, it has been underlined that growing and enriching an organization's human resources based on organisational needs is critical in order

to increase the overall performance of the company. Opadeyi & Akpan (2021) discovered that career development has a favourable and significant influence on employee engagement and retention in a sample of 419 employees from four commercial banks in Nigeria (Access Bank, UBA, Zenith Bank, and GT Bank). According to the report, career development should be integrated with individual career objectives as well as the organisation's strategic purpose.

Employees' lives are influenced by how they respond to work and family demands, because these demands reflect the employee's view and level of duty towards work and his family. (Ibrahim et al., 2018). Furthermore, the author added that employees who are responsible have the power and flexibility to make their own decisions, as well as the ability to motivate their own responsiveness by changing to the environment that has an influence on their decision. Based on the study conducted by Sharma et al. (2018), responsibility has a positive impact on employee retention because employees are motivated to stay in the organisation when they become more responsible for the job. Thus, each employee is accountable for their decisions, performance, and actions. Also, it's associated with better levels of devotion to work and employee morale which indirectly boost performance.

Personal growth is defined as an individual's willingness to learn and explore new experiences by participation in developmental activities such as seminars, workshops, and other training programmes. As a consequence, the employee will be more satisfied with his or her job which will lead to improved work performance. Based on the result revealed by Mugaa, Guyo & Odhiambo (2018) in large Commercial Banks in Nairobi City County in Kenya, the coefficient regression revealed a positive and significant relationship between career advancement and employee performance ($r=0.433$, $p=0.000$). This was backed up by a calculated statistic of 7.441, which was higher than the critical t-statistic of 1.96. This means that a unitary improvement in career progression leads to a 0.433 unit improvement in employee performance when all other factors remain constant. This is consistent with Herzberg's (1966) motivation-hygiene theory of job satisfaction which mentioned that promotion chances and personal growth are important elements that mostly influencing job satisfaction.

Psychological Ownership referred as "a state in which individuals feel as though the target of ownership (or a piece of that target) is theirs (i.e., it is 'MINE')" (Pierce et al., 2003). The target of ownership is significant for how people define themselves. Targets in management studies can be both tangible and intangible, such as "the organisation," "the job," or a specific aspect of work. Furthermore, scholars distinguish PO into job-based PO (JPO) and organizational-based PO (OPO) and examine their relationships with workplace outcomes differently based on different foci of PO (i.e. this job is MINE; I feel this is MY organisation)e.g., Peng & Pierce, 2015). Some studies have looked into a psychological ownership and found that it is related to company growth.

For instance, employees' strong sense of belonging and responsibility resulted in a high level of profitability for a company such as a bank (Amah & Ahiauzu, 2011). A high level of profitability indicates that employees in the organisation are carrying out their responsibilities and performing to the best of their abilities. Being a part of something could refer to a group, an activity, an organisation, or co-workers.

Below is the proposed hypothesis of the study:

H1 : Intrinsic Motivation factors will positively influences work performance

H2 : Intrinsic Motivation factors will positively influences psychological ownership

H3 : Psychological Ownership positively influences work performance

H4 : Psychological Ownership will positively mediates the relationship between intrinsic motivating factors and work performance

HYPOTHESIS DEVELOPMENT

Intrinsic Motivating Factors Relates Positively to Work Performance

Basically, employees appreciate both intrinsic and extrinsic motivating components in the workplace. A study indicated employee motivation was significantly associated with promotion, career development, responsibility, and recognition (Mehmood & Uzair, 2021). Based on the results of the correlation analysis, the study concludes that all variables are significant on non-monetary benefits, which are powerful predictors of employee motivation have significant impact on work performance. According to another study on regression analysis stated that career development has the greatest impact on employee performance in Nigerian banks with t-stat = 6.256 *0.000 (Agboola, et. al, 2021).

Based on the study conducted by Loganathan, Manoharan & Sudhamaheswari (2019) discovered that the factors of motivation such as achievement, responsibility and nature of the task produced higher levels of job satisfaction which leads to better performance than the factors of opportunity for advancement, respect, and recognition in the Public Sector Banks in Bangalore. Furthermore, another study by Anyieni & Atambo (2020) revealed that the majority of the employees' continued employment was motivated by financial rewards and compensation in 29.23% of cases, promotions to higher positions in 24.61% of cases, additional training opportunities in 20.7% of cases, job stability in 15.38% of cases, and potential personal growth in

7.69% of cases. Thus, this shows that personal growth through promotion or training development programs can show positive effect towards work performance.

Intrinsic Motivating Factors Relates Positively to Psychological Ownership

There have been few studies on the relationship between intrinsic motivation components and psychological ownership in the banking industry. As a result, this study investigates how intrinsic motivation contributes to psychological ownership. Employees receive a stake, gain a share of co-ownership of the organisation, which leads to them performing accordingly (Marsden, 2021). Based on this condition, Pierce et al. (2001, 2003) emphasised the significance of psychological ownership. The notion is that a portion of ownership causes mental shifts that contribute to psychological ownership, which results in changes in attitude and behaviour. This can be demonstrated when staff go above and beyond to safeguard the organisation and its assets against undesirable influences from outside sources. Another example can be shown through intrinsic value such as self-esteem someone will be encouraged to put their efforts to continue to meet their own demands and display their performance behaviour (Pandey, et.al, 2021). This demonstrates that intrinsically motivated employees will take the initiative to offer their efforts as a result of their ownership of the organisation, revealing their performance-based behaviour.

Psychological Ownership Relates Positively Relates to Work Performance

PO has also been shown to be an excellent predictor of job performance. For example, Atatsi, Gbetteor & Mensah (2021) discovered that PO has a positive relationship with organisational performance. Torp & Nielsen (2018) found that PO has a positive effect on financial performance in a sample of 295 chief financial officers (CFO) in Denmark. Mohammad et al. (2018) cited in Yu (2021) found that PO improves employee performance in a sample of 301 employees from Islamic financial institutions. They also found a link between Islamic work ethic and employee performance through the underlying mechanism of PO. Employees who have a sense of ownership can feel safe and comfortable at work. Employee work performance is influenced by a variety of factors, including job satisfaction and a psychological ownership. High job satisfaction is expected to make employees feel satisfied and happy, resulting in the best possible performance for the company. In terms of having a strong sense of ownership, employees are expected to be more respectful and still want to work for the company regardless of the circumstances.

Psychological Ownership Mediates the Relationship Between Intrinsic Motivating Factors and Work Performance

The growth of psychological ownership promotes an individual to take on more duties within an organisation. PO is more likely to emerge when an individual devotes significant time to his or her job, team, product, and so on (Pierce et al., 2001). Thus, when an individual understands the target well, whether it is related to a project or the overall organisation, he or she

feels ownership and assumes certain rights and responsibilities, which increases work performance (Lee & Kim, 2021). According to Mahfuz Jassim, Hasan & Abdul (2022), employees who develop possessive feelings for their organisations will motivate them to assess their surroundings, find rational solutions to problems, and persevere in order to achieve the planned goals and accomplishments. Similarly, employees are supposed to have a greater sense of psychological ownership when employees achieve organisational goals due to intrinsic values received. That will make them more dedicated to their organisations which leads to better work performance.

The subsequent theoretical framework established based on the research gap recognized in the earlier section. The present model was developed in accordance with the work of Sledge, Miles, and Coppage (2008); and Viswesvaran (1993) and Olckers (2013). The dimensions of intrinsic motivating factors such as achievement, personal growth, career advancement and responsibility have a substantial influence on work performance as shown in the theoretical framework described below (Figure 1). Thus, work performance refers to important factors used to explore the outcome of service quality, productivity, and communication competence based on the dependent variable collected from the previous study. Meanwhile psychological ownership acts as mediator that determine on the relationship between intrinsic motivation factors and work performance.

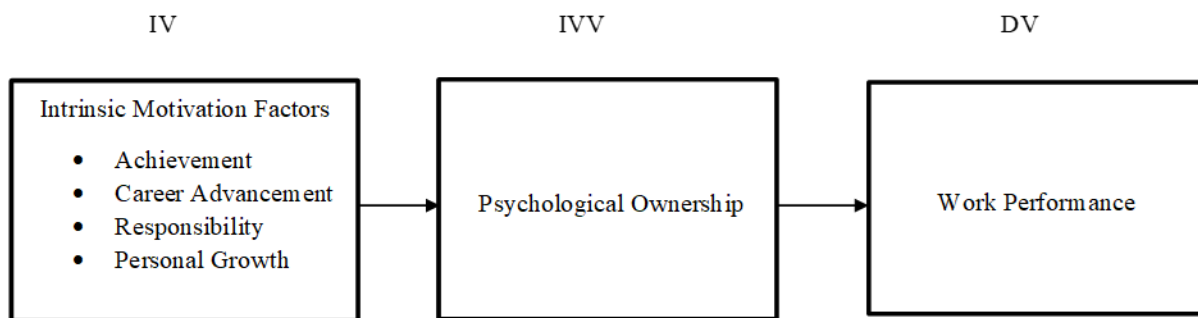


Fig 2 Influence of Intrinsic Motivating Factors on Work Performance. The Mediator Role of Psychological Ownership. Adapted from Sledge, Miles & Coppage, 2008; Viswesvaran, 1993 & Olckers (2013)

The researcher used Herzberg's Two Factor Theory (1959) as a guide to validate and explain the effect of intrinsic motivating factors on employees' work performance (Figure 3). Therefore, this study focuses on intrinsic value which may have a substantial influence on employees' work performance. The outcome of work performance drawn from Viswesvaran's theory (1993), psychological ownership based on Olckers (2013) whereas intrinsic motivating factors derived from Sledge, Miles & Coppage (2008) which is based on the real-world challenges that occur in banking sectors.

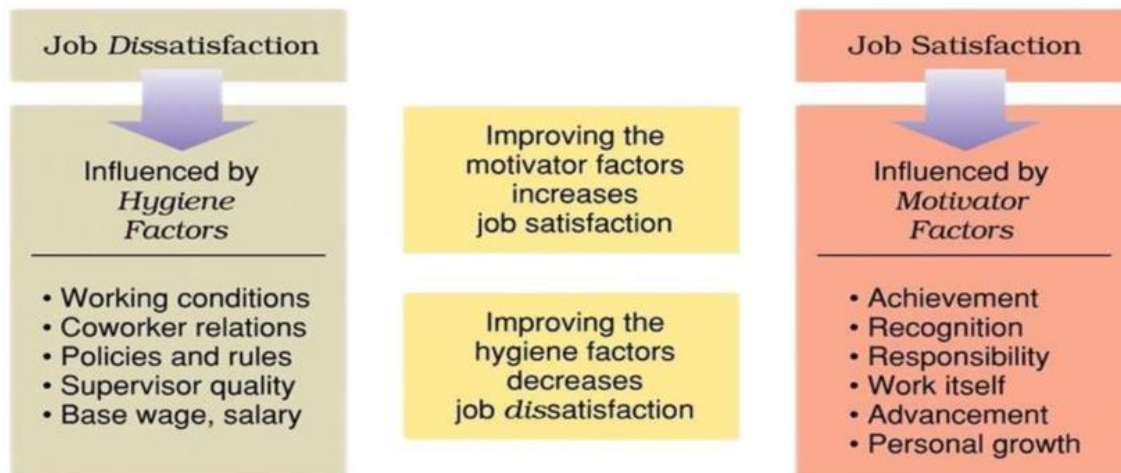


Fig 3 Herzberg's two-factors (Source: Herzberg et al., 1959)

RESEARCH METHODOLOGY

This study relies on quantitative analysis to investigate the relationship between data sets as a sample (Brannen, 2005; Saunders et al., 2012). This study is based on theoretical reasoning and a review of the literature, so the quantitative technique is best suited to be applied in this study. In reality, the goal of this research conducted to investigate the hypothesis derived from the theoretical framework. Besides, cross-sectional research was carried out in order to collect data. Therefore, the data has been collected within a month. The research problem was explored using information gathered from front-line bank employees. Furthermore, the sampling technique employed in this study based on cluster sampling which involves dividing the entire population into groups or clusters (Singh & Masuku, 2014). The specific sections drawn based on the various branches of commercial and Islamic banks in Malaysia. The overall aim population has been organised into groups based on the geographical location of Malaysian bank branches. The study was conducted primarily in Malaysia's local commercial and Islamic banking sectors, which is referred to as the sample working area in this research. The population number is estimated to be

N (10,000) front-line staff from four local commercial banks and four local Islamic banks as shown in Table 1. The researcher selected 4 local commercial banks, such as CIMB Berhad, Malayan Banking Berhad, RHB Bank Berhad and Public Bank Berhad while 4 local Islamic banks selected are CIMB Islamic Bank Berhad, Ambank Islamic Berhad, Alliance Islamic Bank Berhad and Bank Islam Malaysia Berhad. This study emphasizes on primary data collected through a questionnaire method prepared and given to sample size of 370 front-line staff from Malaysia's commercial and Islamic banking sectors. The sample size calculated by using G* Power analysis. The branch manager in the specific bank delivered the questionnaire to front-line personnel via direct approach

and survey-based email. A total of 3700 questionnaires were provided to respondents from Malaysian commercial and Islamic banks by e-mail and direct contact. Out of 3700 questionnaires, 700 were distributed via e-mail, with a 10% response rate, which means 70 of respondents answered the questions. Meanwhile, 3000 questionnaires have been distributed via direct approach, with a 10% response rate. As a result, 300 people responded to the questions. As a result of the non-usable response rate, a total of 370 respondents were chosen for this study.

Table 1 Estimation on population of commercial and Islamic local banks in Malaysia

Local Commercial Banks									
	CIMB		Maybank		RHB		Public Bank		
Northern Regions	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Perlis	6	20	2	20	1	20	1	20	200
Kedah	5	20	5	20	8	20	5	20	460
Penang	5	20	8	20	5	20	8	20	520
Perak	5	20	6	20	6	20	5	20	440
Total Population									1620
East Coast Region	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Kelantan	5	20	4	20	3	20	5	20	340
Terengganu	5	20	4	20	4	20	3	20	320
Pahang	5	20	5	20	4	20	4	20	360
Total Population									1020
Central Region	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Selangor	23	20	5	20	5	20	5	20	760
Ng. Sembilan	5	20	8	20	7	20	5	20	500
Kuala Lumpur	8	20	5	20	5	20	5	20	460
Putrajaya	1	20	1	20	1	20	1	20	80
Total of population									1800
South Region	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Melaka	8	20	5	20	5	20	8	20	520
Johor Bahru	5	20	8	20	5	20	8	20	520
Total of population									1040

Local Islamic Banks									
	CIMB		AM Bank		Alliance Bank		Bank Islam		
Northern Regions	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Perlis	1	20	1	20	1	20	1	20	80
Kedah	5	20	6	20	5	20	2	20	360
Penang	5	20	5	20	5	20	2	20	340
Perak	5	20	5	20	5	20	2	20	340
Total Population									1120
East Coast Region	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Kelantan	5	20	2	20	2	20	7	20	320
Terengganu	5	20	4	20	2	20	3	20	280
Pahang	5	20	5	20	2	20	2	20	280
Total of population									880
Central Region	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Selangor	15	20	8	20	5	20	5	20	660
Ng. Sembilan	5	20	5	20	2	20	2	20	280
Kuala Lumpur	5	20	5	20	10	20	5	20	500
Putrajaya	1	20	1	20	1	20	1	20	80
Total of population									1520
South Region	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	No. of branches	No. of employees	Total
Melaka	10	20	6	20	2	20	3	20	420
Johor Bahru	12	20	5	20	7	20	5	20	580
Total of population									1000

This study developed a set of standardized questions using Likert scale to collect data from front-line bank personnel. The questionnaire was divided into four sections with six closed-ended questions. Section A focuses on six questions about work performance, while Section B demonstrates on employee intrinsic motivation factors such as Achievement, Personal Growth, Advancement, and Responsibility with six questions for each dimension. Section C included six questions about psychological ownership whereas Section D comprises seven questions about the respondents' demographic profile. Therefore, there are a total of 37 questions adapted from previous studies as shown in Table 2. Meanwhile for data analysis part, we have utilized SPSS

version 21 as the major goal of this study to explore the relationship between variables. Thus, this statistical approach was used to determine the interdependence of dimensions in this study. On other hand, SMART PLS is utilised to investigate confirmatory factor analysis.

Table 2 Sources of the measurement

Variables	Sources
Work Performance (DV)	Hanaysha (2015), Lau, Cheung, Lam & Chu (2013), Koopmans, Bernaards, Hildebrandt, Buuren, Allard & Henrica (2013)
Achievement (AC)	Hong & Waheed (2011), Saleem, Azeem& Asif (2010), Zafar, Ishaq, Shoukat & Rizwan (2014).
Personal Growth (PG)	Hong & Waheed (2011), Smerek, Peterson (2007),
Career Advancement (AD)	Hong & Waheed (2011), Saleem, Azeem& Asif (2010), Smerek, Peterson (2007),
Responsibility (R)	Smerek, Peterson (2007), Saleem, Azeem& Asif (2010), Nakhate (2016)
Psychological Ownership (PO)	Avey, Avolio, Crossley & Luthans (2009),

FINDINGS

The ratio distribution is used to characterize the demographic profile of respondents as shown in Table 3. Based on the results, 50.8 percent of male respondents slightly higher than 49.2 percent of female respondents. The majority of participants categorized as 32.7 percent which falls between the ages of 26 and 30 years old whereas 29.2 percent are between the ages of 31 and 35 years old. Furthermore, 65.9 percent of participants possess a diploma, while 49.6 percent hold a degree. A total of 14.3 percent of participants work as contract employees which is much lower than the average of 85.7 percent for permanent employees. In addition, nearly 49.5 percent of employees worked in their present position for 5-10 years compared to 4.6 percent of participants with fewer than 20 years of work experience in their current position. On the other side, 78.6 percent of participants earn more than RM2000, which is more than 7.0 percent of participants

earning less than RM1500. Meanwhile, 4.9 percent of respondents agreed that their current bank job experience is fewer than 20 years while 38.6 percent claimed that their current bank work experience is between 5 and 10 years.

Table 3 Demographic Profile

Variables	Categories	Frequency	Percentage, %
Gender	Male	188	50.8
	Female	182	49.2
Age (in years)	21-25	81	21.9
	26-30	121	32.7
	31-35	108	29.2
	36-40	29	7.8
	41-45	22	5.9
	>45	9	2.4
Level of Education	Diploma & Below	244	65.9
	Bachelor's Degree	70	19.6
	Master's Degree/Doctorate	49	13.2
	Others (Please specify)	7	1.9
Status of Employee	Permanent	317	85.7
	Contract	53	14.3
	Others (Please specify)	NA	NA
Number of years in the current position	< 5	95	25.7
	5-10	183	49.5
	11-15	42	11.4
	16-20	33	8.9
	> 20	17	4.6
Monthly Salary	Less than RM1500	26	7.0
	RM1500-RM2000	53	14.3
	Above RM2000	291	78.6
Number of years in the current bank	< 5	113	30.5
	5-10	143	38.6
	11-15	74	20.0
	16-20	22	5.9
	> 20	18	4.9

Based on the descriptive analysis, most respondents with the mean range of 4.307- 4.470 highly emphasize on personal growth as the factor of intrinsic motivation in commercial and Islamic banks which indicate the standard deviation range of 0.552- 0.625. The outcome of descriptive analysis discovered that front -line employees only measure themselves moderate to high in terms of Work Performance (M = 4.395), Achievement (M = 4.307), Advancement (M = 4. 377), Responsibility (M = 4.430) and Psychological Ownership (M =4.365). Table 4 show the descriptive statistics for the dimensions used in this study.

Table 4 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
Career Advancement (AD)	370	2.83	5.00	4.377	0.563
Responsibility (R)	370	2.33	5.00	4.430	0.576
Psychological Ownership (PO)	370	3.00	5.00	4.365	0.575

The degree to which two measures acquire a common construct is referred to as convergent validity. According to the measurement model results, all components should have significant loadings ranging from 0.30 to 0.90. Based on Fornell and Larcker's (1981), all of the items in this research had composite reliability (CR) greater than 0.70 which is the requirement of internal consistency. This study reveals an AVE value range of 0.40-0.50 for all of the items shown in Table 2. Although the AVE values for Achievement (0.478), Personal Growth (0.487), Advancement (0.462), Responsibility (0.547), Psychological Ownership (0.478) and Work Performance (0.467) are fairly low, nevertheless the value is adequate for the research. Besides, Cronbach Alpha scores in this study also shows range between 0.747 to 0.880 which is greater than the dependability threshold of 0.7. The measuring model in this study has been verified to have a competent level of convergent validity and high internal consistency. Table 5 presented the item loadings, CR, AVE, Cronbach's Alpha, and items eliminated based on the findings retrieved.

Table 5 Results of item's reliability, internal consistency, and convergent validity

Variable	AVE	Factor Loadings	Composite Reliability	Cronbach Alpha	No. of Items (Item Deleted)
Work Performance (WP)	0.467	0.486 - 0.751	0.760	0.764	
Achievement (AC)	0.478	0.320- 0.766	0.711	0.747	4/6/ (AC6)
Personal Growth (PG)	0.487	0.458- 0.769	0.785	0.784	
Career Advancement (AD)	0.462	0.514- 0.995	0.828	0.830	

Responsibility (RS)	0.547	0.634- 0.855	0.878	0.880	
Psychological Ownership (PO)	0.478	0.598- 0.833	0.711	0.747	

Discriminant validity has been studied using the square root of AVE by analysing each concept and comparing correlations between all pairs of components. According to the findings, the square root of the AVE of each construct is greater than the coefficient between the constructs and other constructs as well. The squared correlation is set in the range of 0.213-0.621 which indicating that discriminant validity is approved since the approximated correlation between the variables does not surpass 0.85. Furthermore, the greatest square root of AVE was 0.740 (Responsibility), while the lowest square root of AVE was 0.591 (Achievement). Based on the findings of the reflective items and associated variables, the study indicated good convergent and discriminant validity. To confirm that the questions are reliable for measuring the value of variables, a reliability analysis was performed on a total of 370 samples gathered. The Cronbach Alpha Value and the Composite Reliability for all questions based on the variables of 370 sample respondents were displayed in Table 5 above. All of the variables in the study have Cronbach Alpha values greater than 0.7. The findings shows that Advancement (0.830) and Responsibility (0.880) are the variables with high values whereas other variables considered as acceptable values ranged from 0.747 to 0.784. This study's composite reliability values and Cronbach alpha ranged from 0.711 to 0.878, which were higher than the reliability standard of 0.70 as recommended by Hair et al. (2012). Furthermore, the majority of the item loadings exceed the 0.50 threshold. However, some constructs with lower loadings were retained in this study with the loadings range between 0.320 -0.486 as composite reliability and Cronbach Alpha show high value more than 0.7. Hulland (1999) argues that the appropriate loading value should be 0.4.

DISCUSSION

Based on Table 6, H1 shows achievement is not the motivation factor which increases work performance among the front-line employees. It is because majority of the bank's respondents are from <35 which referred to as Gen Y or millennial workers. Thus, Gen Y employees are driven to be motivated by intrinsic factors with integration of monetary value compared to older generation. Also, the majority of respondents had a high level of education at least with diploma or a degree. As a result, they are typically like to be casual at work and want their supervisors to be concerned about their well-being by offering monetary incentives to motivate them to do any tasks assigned to them.

Besides, H2 shows that personal growth does not have significant positive relationship with work performance. Based on demographic analysis, the majority of respondents had a diploma or less, which shows up 65.9 percent of the total. These respondents are not quite interested in self-development since they are more concerned with work completion than with self-fulfilment. Employees with a high level of education usually place a high value on learning activities that help them advance in their careers. It is also apparent that the majority of respondents have 5 to 10 years of experience with their current bank. Therefore, senior employees are always looking for opportunities for personal growth in their jobs because they are more experienced and contributes more to the bank.

H3 shows that advancement is a primary factor which directly influences work performance. The majority of respondents (39 percent) are experienced bank employees who have been with the company for 5 to 10 years and will prioritize career advancement within bank. The mean score of advancement (4.377) indicates that it has a modest impact on job performance which is essential for employees to seek into promotion chances. In addition, majority of respondents (86 percent) are permanent front-line employees who is normally seeking for promotion possibilities in order to stay with the bank. Although there is lack of assurance that the bank would offer career advancement but they are qualified enough for advancement options compared to temporary workers in the bank.

H4 shows that responsibility has a significant positive effect on work performance. The majority of respondents based on 35-year-old Gen Y front-line employees who are looking for intrinsic value in their workplace. As a result, these types of employees are willing to take on additional responsibilities in order to perform well because they are at risk of handling money from customers, which makes responsibility emerge as an important factor in determining work performance. Besides, Gen Y employees willing to take additional responsibilities as they believe that as long as there is an opportunity for monetary values such as salary increment, additional allowances or promotion. It has been confirmed based on the survey respondents that if they give the opportunity so would take a high-profile job with more responsibilities and diversity. Employees who have the ability to control their own tasks will also choose jobs with more responsibilities because they are not afraid of the challenges that arise with the job when presented in the right context.

Based on Table 7, H5 highlighted there is a negative relationship between achievement and PO. Furthermore, other research has discovered a positive relationship between psychological ownership and employee attitudes towards the organisation, financial performance of the work group and the organisation, education and development opportunities, autonomy-based climate, and being recognised by seniors (Jing & Yan, 2022). According to the findings of this study, employee achievement is unimportant at banks due to management may lack faith in their employees and thus they are unable to foster teamwork and provide rewards for their

accomplishments. Besides, H6 shows that only personal growth influence psychological ownership among employees at banking sectors. The majority of respondents are from Gen Y category who is always seeking for personal growth in their career. Thus, these generation believe that they can contribute towards work performance when there is a feeling of recognition towards their efforts and contribution on work. This is where the need to sense of ownership is emphasized since Gen Y employees tend to compare themselves to others with personal development in work. Besides, H7 and H8 shows responsibility and advancement have negative impact on PO. Responsibility become less crucial in financial industries which resulting in a lack of ownership feelings towards their employer. Employees lacked empowerment since management did not provide them enough authority to conduct their own tasks. This demonstrates that employees regard themselves as "owners" when they have generated a sense of psychological ownership and the possessions become part of their self-concept (Guarana & Avolio, 2022). Meanwhile, the study finds that the majority of employees are dissatisfied with the execution of career advancement in banks. This could be due to banks' lack of emphasis on learning and development programmes that emphasise employees' growth and development, ensuring staff achieve adequate skills and capabilities.

According to Table 8, H9 shows that there is no positive association between PO and work performance. The lack of a substantial correlation between these two variables showed that bank personnel do not necessarily need to develop a sense of ownership to their bank in order to excel in their jobs. Some of the survey participants are Gen Y workers who don't feel a sense of ownership toward their bank. Gen Y employees, according to Srinivasan (2012), claim that they are not very emotional attached to their employers. This indicates that members of Generation Y are ready to quit their jobs in order to pursue their goals and meet their requirements.

Based on the findings in Table 9 , there is no mediation by psychological ownership in the relationship between intrinsic motivation factors and work performance, hence H10,H11,H12,H13 were rejected. Therefore, most of respondents believe that their intrinsic motivation has direct impact on work performance without creating psychological ownership towards their banks. This suggests that work performance resulting from intrinsic motivation factors cannot be attributed to psychological ownership as causative or significant component.

Table 6 Path coefficient for Intrinsic Motivating Factors and Work Performance

No.	Relationship	Path Coefficient (β)	Std.Error	p-Value	Decision
H1	AC -> WP	0.191	0.391	0.312	Not Supported
H2	PG -> WP	0.147	0.104	0.079	Not Supported

H3	AD -> WP	0.324	0.216	0.471	Supported
H4	RS -> WP	0.341	0.208	0.040	Supported

Table 7 Path coefficient for Intrinsic Motivating Factors and Psychological Ownership

No.	Relationship	Path Coefficient (β)	Std. Error	p-Value	Decision
H5	AC -> PO	-0.004	0.079	0.478	Not Supported
H6	PG -> PO	0.143	0.080	0.038	Supported
H7	AD -> PO	0.047	0.066	0.241	Not Supported
H8	RS -> PO	0.048	0.063	0.223	Not Supported

Table 8 Path coefficient for Psychological Ownership and Work Performance

No.	Relationship	Path Coefficient (β)	Std. Error	p-Value	Decision
H9	PO -> WP	0.276	0.191	0.074	Not Supported

Table 9 Path coefficient for a mediation path (psychological ownership) between intrinsic motivating factors and work performance

No.	Relationship	Path a (β)	Path b (β)	Indirect Path (β) (a*b)	SE (a*b)	Percentile bootstrap 95% confidence level			Decision
						P Values	Lower	Upper	
H10	AC>PO>WP	-0.004	0.276	-0.001	0.345	0.499	-0.037	0.034	Not Supported
H11	AD->PO>WP	0.047	0.276	0.013	0.025	0.303	-0.019	0.047	Not Supported
H12	PG->PO>WP	0.143	0.276	0.039	0.036	0.136	0.004	0.089	Not Supported
H13	RS>PO>WP	0.048	0.276	0.013	0.173	0.470	-0.015	0.044	Not Supported

FUTURE RECOMMENDATIONS

The future researcher intending to redesign the study should consider implementing several changes. One crucial adjustment would be to extend the duration of the research to ensure full engagement from the initial design phase to the dissemination stage. It is advisable to focus on a single bank initially to gather feedback from respondents and adopt a more comprehensive ethnographic approach. Therefore, it is suggested that the future researcher opt for a qualitative study, utilizing interviews and ethnographic observations to gather detailed information. Additionally, targeting diverse respondent groups within banks to explore motivation factors based on gender, qualification, position, occupation, income, age, and religion is recommended. This approach would lead to more robust conclusions, especially when supported by similar research outcomes. Lastly, future researchers are encouraged to prioritize self-administered questionnaires over online surveys to enhance respondent reliability and participation. Future researchers should focus on enhancing the measurement of employee motivating factors and strengthening psychological ownership as mediating factors in their research. Additionally, upcoming studies could explore potential mediating variables that could further explain the impact of intrinsic motivation on work performance. Examples of such variables include organizational citizenship behavior, employee engagement, employee loyalty, and intention to stay. This research is crucial as it can provide valuable insights for banks to enhance employee performance and contribute to the existing literature on the subject.

CONCLUSION & LIMITATIONS

This empirical research emphasizes on the challenges that have happened in Malaysian banking sectors which have resulted in poor front-line employees' work performance. Thus, the empirical research undertaken in this study found intrinsic motivation factors play a vital role in enhancing performance among Malaysian front-line employees without the mediation effect of psychological ownership in the banking sector. The key issues highlighted include weak service quality for customers, job-related stress, poor staff retention, and inflexible work hours at the bank. This study helps to identify aspects that contribute to resolving the issues presented. This is because of the differences of respondents contribute to the various motivational needs. The empirical data offered enough knowledge and assistance for management to understand the employees' intrinsic values at banks in Malaysia. Furthermore, Herzberg Theory is depicted as a theoretical conclusion of this research which emphasis on the use of intrinsic motivating variables in order to motivate people to perform effectively at work. The findings shows that career advancement and responsibility rejected the null hypothesis which shows that these two intrinsic values have direct effect on work performance without the existence of psychological ownership. Thus, the most effective way to improve work performance is to increase work motivation through the use of career advancement. Simultaneously, increasing employee work motivation can be accomplished

by improving training programmes. Meanwhile, responsibility need to be the core dimension of front-line bank employees as they are dealing with customers directly. So, awareness of product knowledge and improving bank services on timely basis become the core responsibility of front-line employees.

Despite successfully achieving all the proposed objectives and contributing to the existing body of literature, it is important to highlight several limitations in this study. Firstly, the findings were based solely on the responses received from front line employees who participated in the survey. This suggests that the researcher faced challenges in collecting data from these employees, as they did not cooperate well with the bank managers who distributed the questionnaires. Consequently, the researcher was unable to obtain more accurate information. It is worth noting that front line employees play a crucial role in representing the banks, as they interact with customers on a daily basis and are often occupied with providing services. This situation posed difficulties for the researchers in approaching these front-line employees and obtaining prompt responses. Furthermore, not all of the commercial and Islamic banks were involved in this research survey. The survey was distributed to four local commercial banks and four local Islamic banks. However, some employers from banks located in other states were reluctant to participate due to restrictions on disclosing information to the researcher. Certain banks were hesitant to take part in the survey out of fear of reprimand from senior management, as the information they would provide is often confidential and subject to strict policies. Therefore, the researcher must assure them that their identity and the bank will remain anonymous throughout the entire study. Additionally, this study solely focuses on commercial and Islamic banks, excluding foreign banks from the survey. This poses challenges for the researcher in drawing conclusions and making accurate decisions based on a sample of responses from a population, but it is beyond the researcher's control. The study would be more effective if all commercial, Islamic, and foreign banks participated to ensure comprehensive data collection. Additionally, this research relies on attitude-based assessment through a 5-point Likert scale. However, this approach is not without its limitations, particularly when it comes to ensuring respondents provide accurate and thorough responses. A significant number of participants from the Gen Y demographic exhibited inconsistent response patterns by consistently selecting the same option for each question, and struggled to finish the survey by leaving many questions unanswered.

ETHICS STATEMENTS

This study is the author's own work and has not been published anywhere else. This study is the result of thoughts and research that is reflected through the author's analysis properly and correctly.

AUTHOR STATEMENTS

Dr. Kamalesh who has conducted the study ,wrote and amended the article. Express gratitude towards Dr. Hafinas conceptualised the central research idea and formatting the article submission. Thank you to Dr. Rubee anchored the review, revisions and check formatting of the article submission. This research received no specific grant from any funding agency in the public, commercial, or not-for profit sectors

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The authors do not have any direct or indirect personal or financial interest that could create or conflict in their work with what is reported in this study.

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