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FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

Human Resource Management

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MASTER THESIS

"Išorinių ir vidinių motyvavimo priemonių poveikis individualiems darbuotojų darbo rezultatams"	"Impact of Extrinsic and Intrinsic Motivational Tools on the Individual Work Performance of Employees."
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Table of Contents

List of Tables	4
List of Figures	5
INTRODUCTION.....	6
1. THEORETICAL BACKGROUND OF MOTIVATIONAL FACTORS AND INDIVIDUAL WORK PERFORMANCE	10
1.1 Extrinsic Motivational factors of employees	10
1.1.1 Financial Incentives as extrinsic motivational tools	10
1.1.2 Non-Financial Incentives as extrinsic motivational tools	12
1.2 Intrinsic factors on the motivation of employees.....	16
1.2.1 Sense of personal growth	16
1.2.2 Team collaboration	17
1.2.3 Responsibility	18
1.3 Theoretical background of individual work performance	19
1.4 Theoretical background for employee engagement.....	22
1.5 Theoretical background for organizational support.....	23
1.6 Impact of motivational factors on individual work performance	24
1.7 Models explaining employee motivation.....	25
1.7.1 Self-determination theory	25
1.7.2 Job Demands-Resources model	27
1.7.3 Cognitive evaluation theory	28
2. METHODOLOGY OF THE RESEARCH ON INTRINSIC AND EXTRINSIC MOTIVATION FACTORS, EMPLOYEE ENGAGEMENT, AND INDIVIDUAL PERFORMANCE.....	31
Aim of the research, model and hypotheses	31
Study Hypotheses.....	31
2.2 Research Model	34
2.3 Data collection method and research instrument	34
2.4 Sample.....	37
2.5 Data analysis	38

3. RESEARCH ANALYSIS THE IMPACT OF INTRINSIC AND EXTRINSIC	
MOTIVATION FACTORS ON INDIVIDUAL PERFORMANCE	39
3.1 Demographic characteristics	39
3.2 Reliability analysis.....	40
3.3 Descriptive Statistics and Normality Tests	41
3.4 Inferential statistics	Error! Bookmark not defined.
3.5 Hypothesis testing results	49
3.6 Discussion	50
CONCLUSIONS AND RECOMMENDATIONS.....	52
REFERENCES.....	55
SUMMARY IN LITHUANIAN.....	72
SUMMARY IN ENGLISH.....	73
APPENDICES	74

List of Tables

Table 1 Questionnaire items	35
Table 2 Demographic characteristics.....	39
Table 3 Extrinsic motivation.....	Error! Bookmark not defined.
Table 4 Intrinsic motivation.....	Error! Bookmark not defined.
Table 5 Employee engagement.....	Error! Bookmark not defined.
Table 6 Organizational support.....	Error! Bookmark not defined.
Table 7 Individual work performance.....	41
Table 8 Descriptive statistics data and normality indexes	41
Table 9 Descriptive statistics and normality tests.....	42
Table 10 Extrinsic motivation and individual work performance model summary	45
Table 11 Mediation analysis	46
Table 12 Moderation analysis model summary	47
Table 13 Extrinsic motivation and individual work performance model summary	48
Table 14 Mediation analysis	48
Table 15 Moderation analysis model summary	49
Table 16 Hypothesis testing results	49

List of Figures

Figure 1: <i>Research Model</i>	34
Figure 2: <i>Line graph for age</i>	40

INTRODUCTION

Relevance of the topic

In today's global workforce, employee motivation is crucial in deciding the individual performance of employees in any firm. Enthusiastic personnel make a substantial contribution to increased productivity, job satisfaction, and overall success. Motivation is the catalyst that propels workers to demonstrate dedication, passion, and active involvement in their responsibilities. Thus, firms strive to find efficient methods and ways to improve and maintain motivation among their employees. The influence of motivating tools, including both external and internal factors, on workers is a topic of utmost significance for firms aiming to establish a favourable and flourishing work atmosphere. According to Makki and Abid (2017), intrinsic motivation pertains to the internal factors and personal gratification that people get from the intrinsic elements of their job, such as a feeling of accomplishment, personal development, or the desire derived from the activities itself. In contrast, extrinsic motivation refers to the involvement of external elements, often tangible rewards or incentives, that exert influence on people to perform well in their respective responsibilities (Ndudi et al., 2023).

Individual work performance is a crucial determinant of organizational success, directly influencing productivity, innovation, and overall competitiveness. It encompasses the quality and quantity of work delivered by each employee, their efficiency in completing tasks, and their overall contribution to the organization's goals (Triswanto & Yunita, 2022). High levels of individual work performance are associated with increased productivity, better outcomes, and a positive impact on the organization's bottom line. Focusing on enhancing individual work performance is paramount for organizations aiming to foster a culture of excellence, drive continuous improvement, and sustain long-term success in today's dynamic and competitive business environment.

In addition, motivational factors, both intrinsic and extrinsic, significantly influence individual work performance. Intrinsic motivation, driven by internal satisfaction and personal fulfilment, often leads to higher levels of creativity, commitment, and persistence in tasks (Deci et al., 2017). Employees who find their work inherently rewarding are more likely to engage deeply with their responsibilities and exhibit higher performance levels. On the other hand, extrinsic motivation, which involves external rewards such as bonuses, promotions, and recognition, can also enhance performance by providing clear incentives for achieving specific goals. However,

over-reliance on extrinsic rewards may sometimes undermine intrinsic motivation, leading to a decrease in overall job satisfaction and performance over time (Deci et al., 2017).

Job satisfaction acts as a crucial mediator between motivational factors and individual work performance. When employees are satisfied with their jobs, they are more likely to be motivated, whether intrinsically or extrinsically, and this, in turn, enhances their performance. Satisfied employees tend to have a positive outlook towards their work, leading to greater engagement, lower absenteeism, and reduced turnover rates (Saragih et al., 2020). Furthermore, job satisfaction fosters a supportive and collaborative work environment, which can amplify the positive effects of both intrinsic and extrinsic motivation on performance. Therefore, organizations must prioritize job satisfaction as a key element in their strategies to improve employee motivation and performance.

Level of exploration of the topic

Organizations are discovering that the key to optimizing employee performance lies not only in external rewards but also in fostering internal drive and satisfaction. Deci et al. (2017) highlighted the distinction between these two types of motivation, emphasizing that intrinsic motivation—driven by personal satisfaction and fulfillment—led to higher levels of job satisfaction and long-term performance. On the other hand, Makki and Abid (2017) found out that extrinsic motivation, such as financial rewards or recognition, is often linked to short-term boosts in productivity but may not sustain long-term job satisfaction. Job satisfaction itself plays a crucial mediating role, as Flannery (2017) argued that employees who are satisfied with their roles tend to exhibit better performance, regardless of whether they are driven by intrinsic or extrinsic factors. Nevertheless, Ndudi et al. (2023) highlighted those organisations that focus cultivating intrinsic motivation may create an atmosphere in which workers have a stronger sense of attachment to their positions, leading to increased levels of job satisfaction and commitment. Despite these insights, Sima et al. (2023) emphasized the need for a balanced approach that integrates both motivational types to sustain high levels of job satisfaction and performance.

Novelty of the Master's Thesis

With respect to the area of organizational behaviour research, this thesis delves into the dynamics of employee motivation by examining the interaction between extrinsic and intrinsic motivating factors within the Self-Determination Theory (SDT) because it differentiates between autonomous (intrinsic) and controlled (extrinsic) motivation, and offers a fresh view on how

different motivational factors, influence an individual's work performance (Deci et al., 2017). While many studies have explored the effects of either extrinsic or intrinsic motivation on work performance, few have examined how these two types of motivation interact (Kadek et al., 2024; Sun et al., 2022; Ravesangar & Fauzi, 2022; Shaikh et al., 2018; Laksmiana & Riana, 2020; Manzoor et al., 2021). This study addresses this gap by investigating the combined effects of both extrinsic and intrinsic factors on employee performance. In addition, by highlighting job satisfaction as a crucial mediator, the study acknowledges the complex interplay between motivational factors and actual performance outcomes. This approach is innovative because it recognizes that simply providing external rewards or fostering internal motivation is insufficient without also considering how satisfied employees are with their overall work experience (Saragih et al., 2020). By doing so, it is intended to reveal the complex dynamics between these motivational forces and how they influence job satisfaction and performance. The study serves as a foundation for future research that will explore the intricate patterns of motivation in the work environment and implications to organizational effectiveness.

Study aim - to determine the impact of extrinsic, intrinsic motivational tools on the individual performance of employees, as mediated by employee engagement and moderated by organizational support.

Study Problem - How does intrinsic factors and extrinsic factors affect the individual performance of employees as mediated by employee engagement and moderated by organizational support?

Study Objectives:

- i) To evaluate the impact of extrinsic motivational factors have on individual performance at work.
- ii) To evaluate the impact of intrinsic motivational factors on individual performance at work
- iii) To reveal the mediating role of employee engagement on the relationship between intrinsic & extrinsic motivational factors and individual work performance
- iv) To reveal the moderating role of organizational support on the relationship between intrinsic & extrinsic motivational factors and individual work performance

Research question:

What is the influence of the extrinsic and intrinsic motivational tools on the individual work performance of employees, as mediated by employee engagement and moderated by organizational support?

1. THEORETICAL BACKGROUND OF MOTIVATIONAL FACTORS AND INDIVIDUAL WORK PERFORMANCE

1.1 Motivational factors of employees

Motivation refers to the internal and external components that give people reason to do goal-set tasks and keep them going (Bandhu et al., 2024). According to Makki and Abid (2017), extrinsic motivation is a type of motivation where external rewards or outcomes come in play and influence individual performance such as financial rewards, non-financial rewards such being given an award, an opportunity for promotion, a supportive working environment, social approval, competition, and extra benefits like bonuses or perks. These external drivers contribute greatly to the shaping of individual performance in the workplace. Intrinsic factors that influence employee motivation are factors that come from within the job and not ones that are tied to add-on rewards (Pirzada et al., 2019). Some of the things that make people feel more satisfied include: a sense of having purpose and value in their work, opportunities for personal growth, autonomy and independence in decision-making (responsibility), recognition, engaging and hard tasks that match their knowledge and skills, team collaboration, and a feeling of self-worth and pride for the job they do (Pirzada et al., 2019). These intrinsic drivers are integral factors responsible for maintaining long-term engagement, satisfaction and commitment among employees.

1.1.1 Financial Incentives as extrinsic motivational tools

Financial incentives refer to monetary compensation given to individuals or organizations to foster certain activities or bring about specified results. According to Daniel (2019), financial incentives can be cash rewards offered to employees or to individuals who therefore meet or surpass the performance targets, and they include bonus, commission, profit-sharing, or stock options. In addition, financial incentives are a form of compensation plan that is employed to encourage an individual to be more productive, increase sales, improve job performance, or fulfil organizational goals (Austine & Ishaq, 2022).

The use of financial incentives helps shape worker motivation and morale in the most diverse fields. The most likely method in contemporary organizations is how to motivate employees. Financial incentives such as merit pay, bonuses, and other types of monetary rewards are usually seen as extrinsic incentives that would foster employee morale and motivation (Daniel, 2019). In terms of the impact of merit pay and incentives on employee morale and motivation,

merit-based financial incentives improved SME employee performance (Ogunmakin, 2023). Incentives drive motivation and productivity in several ways, including monetary incentives and employee participation in organizational efficiency procedures (Daniel, 2019).

Financial rewards and employee participation in organizational processes boost motivation and productivity in business efficiency. According to Ponta et al. (2020) organisations motivated individuals in two different ways; position-based monetary incentives and merit-based rewards, however, merit-based financial incentives improved short-term employee performance. This indicated that integrating financial incentives with individual contributions might improve public sector employee performance (Ponta et al., 2020). Financial incentives boost corporate employee engagement (Novianty & Evita, 2018).

Employee motivation is heavily influenced by both financial and non-financial incentives such as compensation, bonuses, and work-life balance. Financial and non-financial incentives such as income, bonuses, health allowances, and housing rent substantially motivated and affected performance in banking employees (Adil Albalush & Devesh, 2023). Appreciation, work-life balance, job security, management conduct, and working hours also affected employee performance. Financial and non-financial incentives have been shown to play crucial roles in enhancing employee motivation, satisfaction, performance, and reducing turnover across various industries (Adil Albalush & Devesh, 2023). According to Ahmad et al. (2019), financial awards increased employee motivation and happiness, except for job turnover. Financial incentives may boost motivation and happiness, but they may not prevent turnover (Ahmad et al., 2019).

Financial awards inspire and satisfy healthcare employees, this shows that the pharmaceutical industry efficiently use financial incentives. Adequate cash incentives were found to be motivating factors for employees and encouraged hard work (Ali & Akram, 2012). Similarly, according to Austine and Ishaq (2022), there is a strong link between financial incentives like sales commissions and employee effectiveness in the hospitality industry. The findings supported Vroom's (1964) expectation theory and demonstrated that performance-based financial incentives might boost employee engagement and performance. The research advocated performance-based financial incentives to boost hotel employee performance during recessions (Austine & Ishaq, 2022).

1.1.2 Non-Financial Incentives as extrinsic motivational tools

Non-financial incentives refer to rewards or benefits provided either to individual people or companies, which are not directly monetary. Such incentives in turn act as motivational factors as well as keep employees satisfied and improve their performance (Emmanuel, 2018). Examples of non-financial incentives are, possibilities of career growth and praise, flexible work arrangements, appreciation, skills and professional development initiatives, and working life balance programs.

Effective motivation programs require external rewards, addressing employee needs comprehensively. It has been found that rewards motivate employees, however managers struggle to create effective motivation programs (Eshun & Duah, 2011). In addition, there is a clear link between external rewards, employee motivation, and organizational success, therefore, organizations should establish a holistic system of rewards to solve employee motivation issues (Chikukwa et al. (2020).

An important part of managing a company is figuring out how rewards affect employee motivation. Rewards from outside sources can make people more motivated and that awards and praise are very important for making employees loyal. According to Nujjoo and Meyer (2012) extrinsic rewards boost intrinsic motivation and emotional commitment. Similarly, it was found that greater recognition and extrinsic rewards motivated employees (Husain & Batagoda, 2017). There is the need to identify the many types of incentives, with extrinsic rewards fostering devotion and motivation (Nujjoo & Meyer, 2012; Husain & Batagoda, 2017).

Motivation was directly related to other rewards, therefore, rewards increased worker engagement and satisfaction, according to Khalid & Ayub, 2016). A research at a major clothing firm found that job promotion—an extrinsic reward—motivates employees (Jayawardena & Jayawardena, 2020). This helped uncover motivational aspects and underlined the need to understand certain reward system features that substantially motivate employees (Jayawardena & Jayawardena, 2020).

External rewards affect employee engagement and organizational success. The top external rewards impacting employee behaviour were salary, bonuses, and transit allowances (Chikukwa (2017). It was found that excellent monetary rewards improved organizational results. The research advocated a complete system of rewards review and competitive cash benefits to boost employee motivation and organisational success (Chikukwa, 2017). Organizational systems of

rewards are performance motivators in Ireland's banking industry employees (Emmanuel, 2018). The research stressed the need for a holistic rewards system that includes financial and non-financial benefits. It was found that non-financial awards were preferred as long-term motivators, highlighting the necessity for organisations to customize their reward systems to workers' requirements for sustained retention (Emmanuel, 2018).

Effective external rewards are the best way to get employees more motivated and improve the efficiency of the business. According to Latif et al. (2014), rewards affected employee motivation. External rewards and employee motivation were shown to be strongly correlated. Reward structures have an effect on extrinsic motivation in UAE manufacturing, however, effective techniques to motivate hardworking employees are needed (Din et al., 2021). Therefore, there is the need to apply effective external rewards in order to boost employee motivation and organizational effectiveness (Latif et al., 2014).

Reward systems have a big effect on how motivated workers are. It has been found that financial rewards, like pay, prizes, and grants, can motivate workers and improve a company's results. Rewards, honors, and praise are the most important things that motivate employees. Motivated workers are seen as valuable tools, which means they are more likely to be productive, stay with the company, and not want to leave (Chikukwa, 2017). Therefore, organizations ought to consider putting in place effective systems for non-financial incentives such as, possibilities of career growth and praise, flexible work arrangements, appreciation, skills and professional development initiatives, and working life balance programs, to get their workers more motivated, committed, and dedicated to reaching their goals and objectives (Latif et al., 2014). Career growth prospects provide a sense of purpose and long-term vision, making employees feel valued and invested in. Praise and appreciation boost morale and self-esteem, fostering improved performance. Flexible work arrangements cater to personal needs, reducing stress and increasing productivity. Skills and professional development initiatives enable continuous learning making employees feel competent and future-ready (Emmanuel, 2018). Work-life balance programs ensure employees can effectively manage personal and professional responsibilities, leading to improved individual performance.

Promotion

Promotion another non-financial incentive. It is the advancement of an employee from an organizational level up to a position of higher level with increased responsibilities, authority, and

increased salary. Promotion takes place on the basis of skills, experience, performance, merit, and potential for more achievements (Asaari et al., 2019). Promotions may be vertical, where professionals move to a higher level inside their current department or horizontal, where they remain at the same level but move to a different part of the organization with a different portfolio of responsibilities (Andrayani & Kurniawan, 2023). Promotions act as rewards for recognizing hardworking, dedicated and competent employees that tend to motivate staff to strive for the best and contribute to the organization's success.

The significance of promotion as an external motivator in organizational situations has been extensively studied. It was found that a well-structured incentive system that pays subordinates at a level they value is essential, with promotion being a key determinant (Roszyk-Kowalska & Duda, 2017). Incentives, promotion, and motivation were strongly and statistically significantly correlated in the Equity Theory study (Daniel et al., 2022). Increased incentives like promotions boost employee motivation, according to the research. This highlighted the necessity to alter pay packages to match rising costs of living to boost motivation (Daniel et al., 2022).

According to Raharja et al. (2022) job promotion and work motivation have a positive correlation. Job promotions boost employee motivation, according to the regression equation. Work motivation was 48.8% influenced by job promotion, according to Raharja et al. (2022). However, training and job promotion synergistically affected work motivation and performance (Haryono et al., 2020). Structural equation modelling showed that training and promotion improved work motivation and performance. Promotions improved employee motivation and performance more than training (Haryono et al., 2020).

Asaari et al. (2019) found a substantial and relevant association between incentives, including remuneration and promotion, and work motivation. Awards increased employee enthusiasm, highlighting the need to recognise and promote skilled workers to boost trade agency productivity (Asaari et al., 2019). In a Finance organizational environment, mutation, compensation, and promotion affected employee motivation (Andrayani & Kurniawan, 2023). The findings indicated how external factors like promotions motivate government employees (Andrayani & Kurniawan, 2023). According to Winoto et al. (2021), promotion and transfer improved job motivation in police employees. Therefore, promotion played a significant role in motivating workers across different organizational settings and industries.

Positive Work Environment

A positive work environment is a place where employees feel they are valued and respected, and also where they have all the required support which helps them perform their best (Putra et al., 2020). It incorporates many important components which form a healthy and productive workspace. Such components might entail open communication channels, acceptable management style, fair and loyal policies, trust between the members and the management, and employee welfare (Putra et al., 2020). A good working environment creates employee engagement, satisfaction, productivity, and retention which all impact on organizational achievement and growth.

The work environment greatly affects employee motivation and performance. A positive relationship was found between working environment and motivation in government employees (Renah & Setyadi, 2014). Government workers were more motivated when they valued their workplace. Organizational culture did not affect working motivation. The research showed how certain work environment factors, such as organizational culture affect government employee motivation (Renah & Setyadi, 2014). A positive work environment may boost employee motivation and performance (Putra et al., 2020).

The dynamics of workplace environments have a significant impact on employees' motivation and performance in various industries. As organizations traverse various terrains, elements such as organizational culture, the work environment, and even the nature of work play a significant role in the complex dynamics that affect their employees' outcomes (Novitasari & Iskandar, 2022). Research in the aviation sector highlighted the positive association between organizational culture, work environment, motivation, and performance, indicating the unique impact of the industry's work environment on motivation (Novitasari & Iskandar, 2022). Conversely, in remote working in the UAE service industry revealed the complex effects of remote employment on employee motivation, engagement, and job satisfaction, illustrating the diverse impacts of different work environments on employee outcomes (Jawabri et al., 2022).

Organizations that aim to develop an inspiring workplace will never rest until they have understood the complexities of the dynamics of the work environment and how these dynamics affect employee motivation. It was found that a positive work environment has a significant impact on employee motivation and performance (Sadewo et al., 2021). Factors such as pay satisfaction, promotion opportunities, recognition, job design, internal communication, and workplace

spirituality have been identified as key elements that influence motivation and leadership within organizations. These findings highlighted the importance of creating a conducive work environment to enhance employee motivation and overall performance (Porter et al., 2016).

Positive work environment has a significant impact on employee motivation and performance, particularly in government settings. According to Ayu Maya Sari et al. (2021), a conducive work environment directly influenced motivation and performance. Therefore, organizations should design workplaces that are in line with the employees' characteristics and preferences. This indicated that developing work settings that assess the specific needs of employees can increase motivation and general performance within companies (Ayu Maya Sari et al., 2021).

1.2 Intrinsic factors on the motivation of employees

1.2.1 Sense of personal growth

Sense of personal growth refers to an employee's perception of continuous development, improvement, and learning within their role or career path. This factor has a great effect on employee performance as here, people get the opportunity to learn something new, acquiring new skills or mastering complex tasks and advancing in their chosen careers (Monishaa, 2023). Personal development plays a significant role in enhancing motivation, job satisfaction, and can spur long term commitment and loyalty among employees.

Personal growth motivates workers in many workplaces. Occupational motivation and perceived personal growth were most correlated. Intrinsically driven workers are more likely to pursue personal progress, hence they have morale in their work (Tamminga & de Boer, 2017). In addition, it was found that resilient employees, who are adaptable and always learning, are more inclined to take personal development initiatives. This favorable association between resilience and personal development initiatives increased workplace motivation and happiness (Thapa & Singh, 2020).

In addition, personal development at the workplace correlates with an increase in job motivation, better results in performing tasks, and higher mental well-being, according to Monishaa (2023). Personal development initiatives increased employee retention, creating a steady and motivated workforce. Personal development strategies linked to strategic goals drove company performance and competitive advantage (Monishaa, 2023). According to Gollu and Kayi's (2012),

personal development training led to employee motivation. This signified that a feeling of personal development that can be built upon through organized personal development endeavors helps achieve motivation and engagement at the workplace quite significantly. (Gollu & Kayi, 2012).

Personal growth motivated employees to commit to a company. Job design, autonomy, and personal advancement motivated employee dedication (Ezenwakwelu, 2017). Personal progress boosts employee commitment, highlighting the relevance of personal growth in motivating and committing employees (Ezenwakwelu, 2017). The positive correlation between these motivational elements and job performance highlighted the importance of personal development in improving work quantity and quality (Manalo & Apat, 2021). Therefore, working atmosphere and professional growth and development were key motivators.

1.2.2 Team collaboration

Team collaboration refers to the natural inclination and desire of individuals to work together cohesively, share ideas, knowledge, and skills, and collectively achieve common goals within a team or group setting (Basford & Offermann, 2012). It holds a sense of companionship, one which includes respect and trust between teammates, and leads to the effective communication, creative problem solving, and efficiency. According to Tung et al. (2020), Team collaboration creates a positive work environment where people feel appreciated, empowered and engaged to bring their unique talents and views to the table to achieve the shared goal which in turn improves job satisfaction and overall individual performance.

Team collaboration—including respect, honor, teamwork, and colleague relationships—motivates employees. Team motivation, measured by team involvement, was important in basic and difficult tasks (Dasí et al., 2021). High team engagement positively impacted project performance by reducing delays, enhancing idea cross-fertilization, and increasing motivation (Dasí et al., 2021). In hospital staff motivation it was found that effective cooperation increased employee motivation the most. This indicated the importance of teamwork in motivating hospital staff (Astuti, 2021).

The coordinative working relationship is determined as a mechanism for harmonizing various interests and activities towards the achievement of shared goals and objectives. In service-sector workers, it was highlighted that colleague relationships affected employee motivation (Tung et al., 2020). It was found that positive colleague interactions independently enhance motivation among employees. Furthermore, these interactions significantly influence employees' desire to

maintain high-status roles, underscoring the intricate connection between co-worker cooperation and motivation (Basford & Offermann, 2012). Additionally, research in the public order agency domain has emphasized the positive effect of good employee interactions on motivation and performance (Farach et al., 2020). These findings underscore the importance of collaborative connections in facilitating job accomplishment and overall employee motivation.

The intrinsic factors like teamwork and corporate relationships heavily influenced the staff's motivation within an organization (Le Tan et al., 2021). The most important factor to motivate workers in the accommodation industry turned out to be team collaboration. This can be attributed to the fact that it underscored the necessity of crafting group work opportunities that encourage teamwork and emotional relationships between colleagues in different organizational settings since it is conducive to employee motivation (Tung et al., 2020).

1.2.3 Responsibility

Responsibility is an intrinsic factor that refers to the duty or obligation of an employee to perform a set of tasks, roles, or commitments. It includes one's actions, decisions and consequences that occur in a particular situation, including a professional, or personal. According to Shrestha (2021), duties and obligations may differ considerably depending on factors like work place, position or context, and they may include job responsibilities and project deliverables facing an employee. Taking responsibility, in turn, means being aware of one's role, always acting legally and ethically, fulfilling one's responsibilities conscientiously, and accepting the consequences, whether they are positive or negative, depending on the person's actions or inaction (Shrestha, 2021).

Individuals who are strongly responsible prefer dealing with challenges in a prospective manner and approach their roles and responsibilities not from the perspective of fulfilling some duty or obligation but as a term of personal commitment. Teachers are responsible to student achievement, relationships, and teaching quality (Majid, 2021). It was pointed out that it is essential for teachers to feel responsible for creating positive learning experiences among students because the sense of responsibility significantly affects different aspects of students' engagement and motivation (Majid, 2021). Similarly, findings pointed out personal responsibility as a significant predictor of teaching responsibility, meaning the intrinsic value is highlighted as crucial because it shapes teaching approaches and classroom interaction and, therefore, boosts teachers' motivation (Berger & Girardet, 2021).

Personal responsibility is equally important in influencing attitudes, cultivating a sense of meaning, and, eventually, motivating people to accomplish their objectives. Employees consider intrinsic factors such as responsibility as being of utmost importance (Shrestha, 2021). A higher level of meaning and value in their jobs acted as a very strong motivator because creating a culture of personal responsibility increases motivation and job satisfaction among employees (Shrestha, 2021). Systematic motivation and fairness have a positive effect on the results of students, indicating the transformative impact of personal responsibility on students' intrinsic motivation and creative thinking (Blašková, 2015).

In addition, a sense of responsibility positively influences the motivation of human resources, contributing to the effectiveness of administrative functions and procedures (Raudeliūnienė & Meidutė-Kavaliauskienė, 2014). It was found that leaders need to have the delicate balance between shared values and personal responsibility (Jung & Morner, 2016). In diverse professional landscapes, individuals who recognize and assume their responsibilities tend to show higher levels of commitment, enthusiasm, and a more profound sense of purpose; hence, they are highly motivated (Francis, 2012).

In summary, understanding both extrinsic and intrinsic factors is crucial for cultivating effective employee motivation strategies. Extrinsic incentives like financial rewards and promotions play pivotal roles in enhancing performance and satisfaction, particularly in structured environments. On the other hand, intrinsic motivators such as personal growth and team collaboration foster long-term engagement and commitment by satisfying deeper psychological needs. Successful organizations integrate both types of motivators to create a balanced and supportive work environment that not only boosts productivity but also nurtures employee well-being. By recognizing and leveraging these factors, businesses can effectively enhance motivation, satisfaction, and overall organizational success.

1.3 Theoretical background of individual work performance

Individual job performance refers to the effectiveness and productivity as well as the efficiency with which an employee performs their duties and contributes to the accomplishment of the goals and objectives of their assigned job (Triswanto & Yunita, 2022). It encompasses a wide range of issues from quality of the work to timeliness and accuracy, as well as creativity,

problem-solving skills, initiative, teamwork skills, adherence to company rules, and compliance with the standards at work (Ndudi et al., 2023).

Individual work performance is a critical aspect of organizational success, influenced by both intrinsic and extrinsic motivational factors. It was found that there was a positive link between performance and intrinsic as well as extrinsic motivation types (Makki & Abid, 2017). Research emphasized the significance of motivation in fostering workers' dedication to their job and the company as a whole. Another interesting observation was that, competitive salaries, extra work bonuses, and opportunities of promotion were the most effective motivational factors, thus revealing the importance of a balanced approach to motivation as a key performance-enhancing factor (Ndudi et al., 2023).

On the other hand, while intrinsic motivation leads to the performance productivity significantly, the extrinsic motivation proved not to have an effect on employee performance productivity (Triswanto & Yunita, 2022). This could mean that what holds workers at this organization in the intrinsic aspects, that is, the enjoyment of their work besides the personal fulfilment that come into play, instead of the external rewards. Furthermore, in R&D performance, the role of intrinsic and extrinsic motivation towards on employees are of great importance (Jan, 2021). On the other hand, it was mentioned that these performance recognition programs might become popular among the organizations because of their relative ease of implementation at the expense of the genuine needs of employees for intrinsic rewards which could thus lead to a decline in motivation and performance over time (Jan, 2021). This revealed the complexity of motivation relative to performance, influenced by both internal and external factors.

As a result, it was confirmed that employees who were motivated in two ways, whether it was internal that helped improve personal growth, independence, and satisfaction or external that gave material rewards and recognition, would do well in their work (Utha et al., 2022). In healthcare and educational contexts, the impact of intrinsic motivation on task performance was found to have a positive correlation, and the effect on task performance was mediated by affective occupational commitment while extrinsic motivation and affective organizational commitment had a connection with both task and contextual performance (Yousaf et al., 2015). Through these research studies we are able to understand that employees intrinsic and extrinsic factors are the main components for performance improvement in any kind of sector (Christopher et al., 2022).

Additionally, in the electrical appliance industry, the two kinds of motivation had an impact on productive outcomes. Therefore, it was found that the relationship between productivity and motivation as being a very strong positive correlation, meaning that employee who were motivated were more likely to be productive (Baluarte et al., 2023). Both internal and external motivation factors played a significant role in promotion of productivity-based effectiveness of employees (Pradhani, 2021). Through the recognition of motivation as one of the significant factors that determines productivity of employees, organizations can build the kind of a culture that encourages job performance and consequently aids in their core business competitiveness in their respective niches.

Intrinsic and extrinsic motivators were found to be of major importance, indicating that they are the factors which influence employees' job performance the greatest (Pirzada et al., 2019). Therefore, it assured that the job satisfaction, recognition and awards are the actual determinants which facilitate the improved performance of university professors. In terms of intrinsic and extrinsic motivation effects on the nurses' performance, it was seen that the two factors essentially contributed to nurses' effectiveness at work in wards of patients suffering from various kinds of diseases (Lubis, 2022). Nurses, too, were found to have certain elements which include job satisfaction, recognition, along with the opportunities for career advancement as the main determinants of their job performance (Lubis, 2022). Through this, the overarching role of establishing a well-structured working environment is outlined which addresses both the intrinsic and extrinsic motivational factors which are used to boost the performance of medical settings.

While intrinsic motivation, which encompasses factors such as personal fulfilment and responsibility, influential factors in improving performance, extrinsic factors, for instance recognition and rewards at work also contribute greatly towards employees' engagement and job satisfaction (Triswanto, 2020). Through comprehending and dealing with both types of motivation, the organizations can be able to build environments that will empower employees thereby enhancing their motivation, job performance, and for the organizational success.

Employee engagement is of vital importance to organizations, as it is not limited to motivation only. Baluarte et al. (2023), underscored the importance of job satisfaction as a key factor in the determination of employee performance. Employee satisfaction which implies that employees are happy and they receive satisfaction from workplace and organizational roles has positive effect on the performance results in different sectors (Pradhani, 2021). Lubis (2022) stated

that when employees feel that their job roles are purposeful and relevant to their individual and career goals they are likely to be more engaged and productive at work. This means that it is possible to boost the quantitative measures of job performance by providing positive organizational conditions and career development opportunities.

Furthermore, job design and task characteristics appear as significant factors that influence individual performance effectiveness. As stated by Triswanto and Yunita (2022), the situation in which jobs are well structured and offer autonomy, variety, and significance of tasks enhanced intrinsic motivation. This design aspect were instrumental in sectors such as technology and creative industries where job enrichment and meaningful job content led to innovation and sustained performance (Christopher et al., 2022). Likewise, task complexity and challenge have been researched by Jan (2021) to understand how it affected performance outcomes where they claimed that medium-level task complexity, when complemented with appropriate support structures, lead to the highest levels of intrinsic motivation and extrinsic performance incentives. These insights reflected the complex and contextual nature of individual work performance and the motivational dynamics in different organizational settings.

In summary, individual work performance hinges on the effective balance of intrinsic and extrinsic motivation. Intrinsic factors such as personal growth and job satisfaction significantly enhance productivity, while extrinsic rewards like competitive salaries and promotion opportunities also play a crucial role. Research underscores the importance of cultivating environments that support both types of motivation to sustain employee engagement and job satisfaction over time. In different industries including health, manufacturing, education and many more, understanding these motivational factors and their effects in the workplace helps in enhancing a positive work environment. Therefore, the combination of both intrinsic motivation, and extrinsic motivation create conditions that support long-term high performance and organizational success.

1.4 Theoretical background for employee engagement

Employee engagement refers to the emotional, cognitive, and behavioral connection employees have with their work, organization, and colleagues (Riyanto et al., 2021). Work engagement is a key determinant of individual performance as it relates to the positive disposition of employees towards tasks. Employee engagement has been associated with higher levels of

motivation of employees and hence higher productivity. Sabuhari and Husen (2024) also observed that employee engagement enhances job performance mainly because engaged workforce puts every effort as well as commitment to deliver organizational objectives. Similarly, the study by Al-dalahmeh et al. (2018) showed that, motivation links employee engagement with performance since employee engagement positively influences performance outcomes among motivated workers. The results suggested that engagement strengthens the connection between motivation and individual work performance, underscoring the importance of fostering employee involvement.

Employee engagement and motivation are deeply interconnected, where motivation enhances engagement and vice versa, thereby influencing individual work performance. According to Bustasar et al. (2019), engaged employees are more driven to perform and do more than is expected in their work. This enhanced motivation is associated with the increased performance of tasks and organizational gains. Furthermore, Ibrahim et al, (2020) observed that the level of innovation and creativity driven by engagement leads to high work performance. These demonstrated that participation does not only increases internal motivation but also increases the bar which leads to increased performance and organizational improvement.

Other key drivers of employee engagement include extrinsic motivating variables like incentives or rewards that affect the employee's performance significantly. Riyanto et al. (2021) said that when the employees feel the environment is receptive and they are rewarded, the chances are that they will work harder hence improving performance. Adekoya et al. (2019) argue that recognition of employees' contributions is a true way of encouraging them since the approach results in higher employee engagement thus boosting their individual performance. The findings indicated that, enhanced engagement of the employees would be prompted through the introduction of motivators such as incentives and award, followed by increase of work performance in different industries.

1.5 Theoretical background for organizational support

Organizational support refers to the resources, assistance, and encouragement provided by an organization to its employees to facilitate their success and well-being (Bunteng, 2022). When employees perceive that their organization values their contributions and cares about their well-being, they are more likely to be motivated and committed to their work. When employees reason

out that their organizations uphold their worth and that their organizations are concern with them, then employees are more encouraged to work harder in their corporations. Rahmawati et al., (2023) found that when employees receive organisational support, their intrinsic motivation will be enhanced and will consequently lead to an enhance individual performance. Moreover, according to Shah and Asad, (2018), organizational support is vital in creating a positive work environment that inspires employees to perform their tasks to the best of their abilities. Organizational support leads to perceptions of belonging, which can impact work outcomes by improving employee motivation and decreasing turnover volitions.

Support is itself rewarded with more efforts and commitment from the employees. In a similar study, Kasmari et al. (2022) noted that motivation is enhanced by organizational support because it confirms the employee value in the organization, thus increasing their commitment towards enhancing organizational goals. In addition to this, Aldabbas et al. (2023) noted that this support is instrumental in boosting the work performance because it has the effect of the following: stress reduction and job satisfaction. The authors stated that when employees are supported, the burnout rate is lower, and ensure they deliver the best quality work. This has a strong implication on the notion that organizational support plays a moderating role in the relationship between motivation and work performance consequently strengthening the argument that supportive organisational culture is having positive impacts on all organisational members.

In addition to that, organizational support can act as a protective factor against negative work factors. For instance, Chen et al. (2020) found that employees with high levels of perceived organizational support are more resilient to workplace stress and challenges, which enhances their overall performance. As such, Godinho-Bitencourt et al. (2019) noted that while it reduces job stress, it also enhances the motivation of employees by offering them the required resources and emotional support. Based on the findings, it may be concluded that the support of the organization is crucial for creating specific organizational conditions that encourage staff to work in extremis situations at their best.

1.6 Impact of motivational factors on individual work performance

Motivational factors play a crucial role in shaping individual work performance across various organizational contexts. According to Siddiqui (2019), intrinsic motivation, which includes elements such as personal growth, recognition, and the satisfaction derived from the work

itself, strongly influenced employee performance. While monetary benefits are important motivators for some employees, others are driven by non-monetary factors like recognition and career growth opportunities. Employees who felt valued and saw their work as meaningful exhibited higher productivity and engagement. Similarly, when employees perceived their contributions as valuable, their motivation to perform well increased significantly (Olusadum & Anulika, 2018). Therefore, diverse range of motivational strategies is necessary to cater to the varying needs of employees, thereby enhancing their performance levels.

According to Ekundayo (2018), there is a direct and strong positive relationship between motivation and employee performance. Motivational factors such as involvement in decision-making, provision of fringe benefits, and opportunities for advancement were identified as key contributors to improved performance levels. Employees who had a strong sense of purpose and alignment with organizational goals were more likely to exhibit high levels of motivation and perform at their best (Robescu & Iancu, 2016). In addition, it was revealed that, perception of work environment had a positive influence on employees' motivation and general performance since a supportive work environment refers to a workplace that has open communication, feedback, and acknowledgement of accomplishments (Nurun Nabi & Dip, 2017). It demonstrated that the companies can improve their performance through the strategies that will help more employees to realize their value and meaningful participation in organizations, which in turn will increase job satisfaction and enhance productivity.

1.7 Models explaining employee motivation

1.7.1 Self-determination theory

Self-Determination Theory (SDT), established by Deci and Ryan in the early 1980s, is a psychological model that explores the complex relationship between human motivation and the satisfaction of inherent psychological needs. According to Ryan and Deci (2020), persons are naturally motivated by three essential psychological needs: autonomy, competence, and relatedness. These demands are crucial elements that influence the dynamics of motivation and behaviour.

Autonomy, fundamentally, pertains to the need for humans to have a feeling of choice and agency in their acts. According to Deci et al. (2017), competence is the manifestation of the motivation to efficiently engage with the surroundings, overcome obstacles, and attain a feeling of

fulfilment. Lastly, relatedness pertains to the inherent need of establishing connections with people and fostering significant relationships (Vansteenkiste et al., 2018). The fulfilment of these psychological demands enhances the cultivation of self-determined motivation, in which people are propelled by intrinsic motives and a genuine curiosity in the work at hand.

Prior academic uses of SDT have covered a wide range of areas, providing insights into the complex characteristics of motivation. There is positive impact of intrinsic and extrinsic motivation on academic success within the field of education (Howard et al., 2021). The research revealed a positive correlation between autonomous support from professors and the internalization of motivation among students. This, in turn, resulted in heightened intrinsic motivation and therefore improved academic achievement.

Flannery (2017), used Self-Determination Theory (SDT) to examine the effects of autonomy support on employee engagement and well-being in the workplace. The results emphasized that firms that create settings that support workers' psychological requirements for autonomy, competence, and relatedness lead to increased levels of job satisfaction and motivation.

Moreover, SDT has played a crucial role in comprehending the complexities of motivation in the domain of physical activity and exercise. Vansteenkiste et al. (2019) performed a research that investigated how autonomous support from fitness instructors affects participants' intrinsic desire for exercise. The findings demonstrated a direct and positive relationship, suggesting that persons who perceive autonomous support tend to have higher levels of intrinsic motivation and are more likely to stick to exercise programs.

The reason for using SDT in the research of motivation is based on its all-encompassing structure, which encompasses both the quality and nature of motivation. SDT, in contrast to conventional viewpoints centered on external incentives or feedbacks, takes into account the internalization process, acknowledging that people may incorporate external motivators into their value systems after their fundamental psychological needs are met (Vansteenkiste et al., 2018).

The wide-ranging applicability of SDT is shown by its use in several domains, providing a nuanced comprehension of the factors that motivate people to participate in certain activities or strive for specific objectives. The theory's focus on autonomy, competence, and relatedness has established it as a fundamental paradigm for understanding motivation in many situations.

1.7.2 Job Demands-Resources model

The Job Demands-Resources (JD-R) model, suggested by Demerouti and Bakker (2023), provides an encompassing framework that details the relationship between job demands and resources in affecting employee well-being and motivation. According to this paradigm, each work has distinct requirements and assets, and the equilibrium between these elements greatly influences employees' drive and effectiveness (Demerouti & Bakker, 2023).

In the JD-R model, job demands involve a range of phenomena, including workload, time pressure, and emotional demands that can cause strain and burnout if they are not dealt with properly (Claes et al., 2023). Conversely, workplace resources include assistance from coworkers, chances for enhancing skills, and evaluations, all of which contribute to heightened desire and work motivation. The concept posits that the combination of high work demands and enough resources might result in favourable results by promoting employees' motivation and mitigating burnout (Claes et al., 2023).

The justification for using the Job Demands-Resources (JD-R) model stems from its comprehensive methodology in comprehending the complex dynamics of the work environment and its influence on employee motivation. The JD-R model acknowledges the interplay between job demands and job resources, recognizing that these factors together influence workers' work experiences (Jo, 2023). Having a balanced viewpoint enables academics and practitioners to cultivate a nuanced understanding of how certain work qualities impact motivation, performance, and overall well-being (Demerouti & Bakker, 2023).

An outstanding advantage of the JD-R model lies in its pragmatic suitability for many sectors and professional environments. The model's emphasis on both demands and resources aligns well with the difficulties encountered by individuals in various work environments. The JD-R model was used to examine the occurrence of teacher burnout and motivation (Bellini et al., 2022). The results demonstrated that workplace demands, such as heavy workload and emotional tiredness, were alleviated by employment resources, such as social support and possibilities for professional growth (Skaalvik & Skaalvik, 2018; Van den Broeck et al., 2013). This application demonstrated the model's versatility across professions defined by distinct obstacles and pressures.

Prior academic studies have examined the practicality of the JD-R model in comprehending motivation within certain professional environments. Thapa et al. (2022) applied the JD-R model in the healthcare sector, emphasizing the role of job resources to mitigate the negative effects of

work demands on nurses' well-being and motivation. Their study highlighted organizational support and training opportunities as vital factors in enhancing the motivation levels and work satisfaction of nurses.

Furthermore, scholars have applied the JD-R model to study the impact of remote work on employee motivation. The trend continues to work from home, at virtual work settings in terms of job needs and resources (Gazem et al., 2023). It was found that organizational support, communication, and autonomy are the three key factors that shape motivation and well-being in remote work settings.

Within the field of organizational psychology, the JD-R model has played a crucial role in directing treatments focused on enhancing employee motivation and well-being. Researchers and practitioners have used the concept to create focused treatments that tackle particular work needs while improving existing resources (Claes et al., 2023). This proactive approach is consistent with the preventative aspect of the JD-R model, which suggests that interventions may be used to mitigate the adverse effects of work demands and enhance motivational results.

In view of the wide use of the Job Demands-Resources model in various industries and organizational settings, it can be said that this approach is flexible enough to provide a better understanding of employee motivation issues. Organizations may optimize employee motivation, job satisfaction, and general well-being by recognizing the dynamic relationship between job needs and resources. This understanding allows for the customization of interventions and tactics to cultivate work environments that promote these positive outcomes.

1.7.3 Cognitive evaluation theory

The Cognitive Evaluation Theory (CET) is a psychological theory created by Edward L. Deci and Richard M. Ryan, which examines how external events, including social and environmental circumstances, influence an individual's innate drive. Central to the theory of Cognitive Evaluation Theory (CET) is the idea that the manner in which external occurrences are interpreted may either amplify or reduce an individual's internal motivation (Huyen, 2020). The theory differentiates between the regulating and informative elements of the environment, providing a valuable understanding of how these components impact people's motivation in different situations.

Within the realm of employee motivation, the use of CET has been used to comprehend the impact of external incentives on internal motivation. Offering external rewards, such as money

or recognition, may influence how individuals view the source of their motivation (Deci & Porac, 2015). Perceiving one's actions as being governed by external causes might potentially diminish internal motivation. Conversely, if external incentives are given in the form of knowledge, recognition of skill, or positive feedback, it may help foster intrinsic motivation (Matosic et al., 2014).

An important use of CET in corporate contexts is seen in studies on performance rating systems. Through the analysis of the framing of feedback and acknowledgment, researchers may evaluate the influence on workers' inherent motivation. For instance, it was discovered that when feedback highlights informative features, acknowledging workers' abilities and contributions, it has a favourable impact on intrinsic motivation (Kim, 2013). In contrast, if feedback is regarded as exerting control and simply emphasizing the fulfilment of external expectations, it has the potential to reduce internal motivation.

Work design affects employee motivation. The impact of various work features on employees' perception of autonomy and competence, are essential factors in intrinsic motivation (Reeve, 2023). Occupations that offered people more autonomy and chances to showcase their skills were linked to elevated levels of intrinsic motivation. This application showcases the adaptability of CET in illuminating different facets of the workplace that either enhance or impede individuals' innate drive (Deci & Porac, 2015).

Furthermore, CET has had a crucial role in influencing studies and solutions concerning organizational environment and leadership styles. When analysing the function of leaders in the workplace, CET highlights the need to provide autonomous support to cultivate intrinsic motivation among workers. Supervisors who provide significant options recognize workers' viewpoints and allow chances for self-guidance, contributing to a work atmosphere that improves intrinsic motivation (Moss, 2016).

The theory's use in leadership study encompasses several fields, including education. Within educational contexts, CET has been used to investigate the influence of teacher autonomy support on students' motivation and participation. According to Riley (2016) instructors promoted students' autonomy in the classroom. The results indicated that pupils who received autonomous support from their professors had greater levels of intrinsic drive, perseverance, and academic performance.

The significance of CET in organizational and educational settings stems from its ability to elucidate the psychological mechanisms that underpin people's reactions to external stimuli. The theory offers a detailed comprehension of how different environmental signals impact intrinsic motivation by differentiating between controlling and informative features (Matosic et al., 2014). This useful insight is essential for firms and educational institutions aiming to cultivate settings that promote real interest and involvement among workers and students.

Moreover, the Cognitive Evaluation Theory has been used to investigate the influence of performance-based compensation on motivation in the work environment. Rewards, such as monetary incentives, impact people's intrinsic motivation, therefore, incentives, whether regarded as exerting control or being dependent on certain actions, had the potential to diminish intrinsic motivation (Schunk & DiBenedetto, 2020). Conversely, incentives presented in an informative way, recognizing skill and involvement, may bolster internal motivation.

The Cognitive Evaluation Theory provides a complex viewpoint on how external factors and inner motivation interact with one another. The applications of organizational psychology in analysing the impact of external rewards, performance evaluation systems, and job structure provide valuable knowledge to researchers and practitioners (Reeve, 2023). This knowledge helps in the creation of work environments that foster and improve employees' internal motivation.

2. METHODOLOGY OF THE RESEARCH ON INTRINSIC AND EXTRINSIC MOTIVATION FACTORS, EMPLOYEE ENGAGEMENT, AND INDIVIDUAL PERFORMANCE

Aim of the research, model and hypotheses

Problem of the research - How does intrinsic factors, extrinsic factors, employee engagement and organizational support affect the individual performance of employees?

Aim of the research - The aim of this study is to determine the impact of extrinsic and intrinsic motivational tools on the individual performance of employees, as mediated by employee engagement and moderated by organizational support.

Study Hypotheses

H1 Extrinsic factors have a positive impact on individual performance at work.

Extrinsic factors, for instance, financial rewards have positive effects on employee performance in their workplaces. According to Albalush & Devesh (2023) and Ahmad et al., (2019), productivity is encouraged by financial incentives in employee performance. These rewards help the employee to feel valued in the organization and thus they exert extra effort in the attainment of organizational objectives. Further, incentives also play a critical role where Haryono et al. (2020) and Rinny et al. (2020) highlighted those promotions ensure motivation, commitment and engagement through the recognition and appreciation of employees' efforts. New roles and responsibilities that come with promotion enhance the learning of the employees, leadership attributes and performance (Winoto et al., 2021).

On the relationship between rewards and performance, Emmanuel (2018) has noted that rewards are key drivers of motivation and thus lead to better performance. Thus, equality in reward allocation also acts as a method of boosting loyalty among the employees (Eshun & Duah, 2011). Another significant component is job security, which Mozammel (2023) and Wang et al (2021) both argued can enhance motivation, job satisfaction, and overall performance. When people are safe at workplace, they feel secure and have better focus in what they do to make the organization

prosper. Therefore, financial incentives, promotion opportunities, and job security create improvement on the individual level and organizational performance at large.

H2: Intrinsic factors have a positive impact on individual performance at work.

Intrinsic motivational factors, including opportunities for personal growth, enhance individual performance in the workplace. Dialoke and Nkechi (2017) also discovered that personnel who believe they can engage in promotion-oriented activities are more satisfied and committed at work. According to Thapa and Singh (2020), environments in which growth is encouraged promote proactive behaviour and the enhancement of relevant competencies over time, which are core to individuals and organisations thriving and excelling in their tasks.

Similarly, team collaboration also increases individual performance. According to Phina et al. (2018), teamwork fosters creativity and innovation through contributions and problem solving from a variety of perspectives and production. Team work helps employees feel that everyone is in this together and that they are encouraged and supporting one another (Sanyal & Hisam, 2018). Effective communication skills and conflict solving complement the job satisfaction and the performance. Berger and Girardet (2021) also emphasized that higher levels of responsibility are associated with increased levels of engagement and performance. It was also stated that responsibility creates trust and credibility for possibilities of promotion and reward in the company (Blašková, 2015). Hence, factors such as personal development, teamwork, and responsibility have a very positive impact on the performance.

H3: Employee engagement mediates relationship between motivational factors and individual work performance

Employee engagement plays a crucial role in mediating the relationship between motivation and individual work performance. According to Bustasar et al. (2019), motivation brings increased engagement which results in increased performance standards. If motivated, workers will work harder or perform in a manner that goes beyond what is expected of them thus enhancing the performance of the job. Following this, Al-dalahmeh et al. (2018) noted that during the performance assessments, it emerges that engaged employees, who are motivated, work extra hard and demonstrate impressive performance. Engagement, therefore, acts as a crucial intermediary

between intrinsic and extrinsic motivational factors and performance. Also, through engagement, employees emotionally and cognitively commit to their work, which in turn increases their dedication and performance (Ibrahim et al., 2020). This suggested that fostering employee engagement is essential for translating motivation into enhanced individual work performance, as it strengthens the motivational drive and maximizes its impact on performance outcomes.

H4: Organizational support moderates' relationship between motivation and individual work performance

Employees who experience higher levels of organizational support tend to feel more valued, leading to increased motivation and improved performance outcomes. For instance, studies by Kasmari et al. (2022), highlighted those organizational interventions, such as recognition programs, training opportunities, and adequate resources, amplify the effects of intrinsic and extrinsic motivators on performance. Similarly, Aldabbas et al. (2023) found that supportive workplace environments bolster employee engagement, facilitating a stronger alignment between personal goals and organizational objectives, which in turn enhances work efficiency. However, the effectiveness of organizational support as a moderator can depend on factors such as job roles and individual differences, suggesting that a tailored approach is critical (Chen et al., 2020). This evidence underscores the importance of fostering a supportive organizational climate to maximize the motivational potential of employees, leading to sustained performance improvements.

2.2 Research Model

Based on the findings from the review of literature, the following research model was developed:

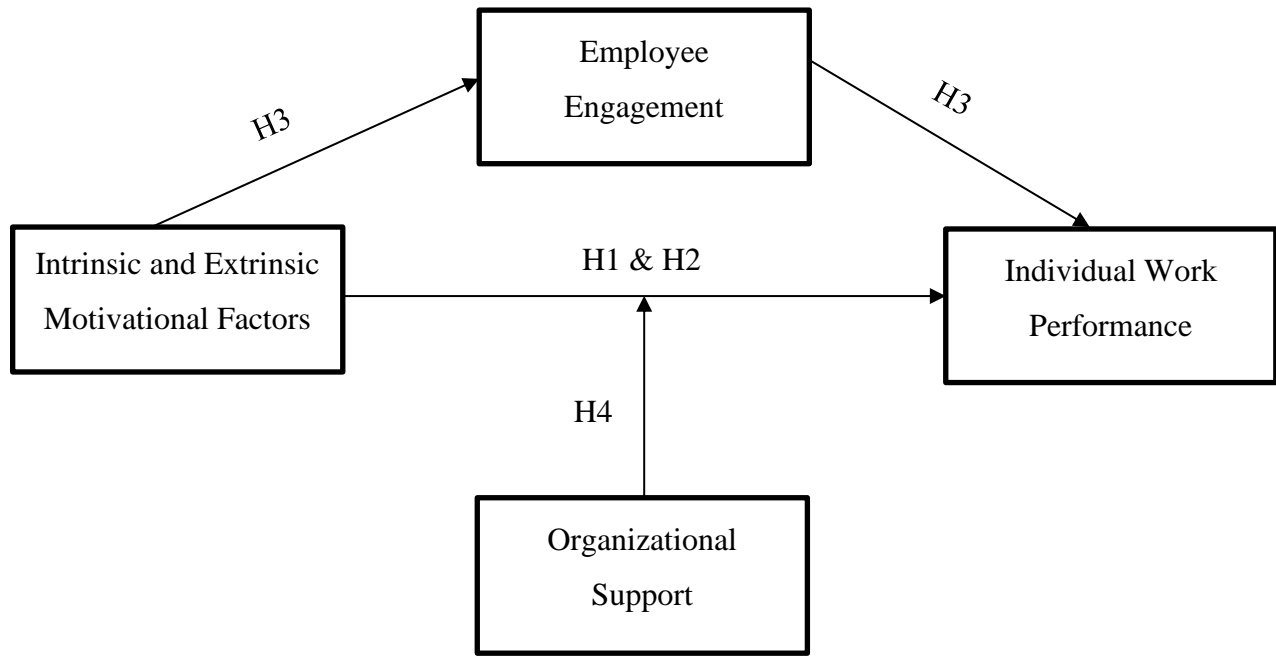


Figure 1: Research Model

The independent variables in the model include extrinsic motivational factors (Financial incentives, promotion, non-financial rewards, job security, and recognition) and intrinsic motivational factors (sense of personal growth, team collaboration, and responsibility). Job satisfaction will be the mediator variable while individual work performance will be the dependent variable and organizational support will be moderator.

2.3 Data collection method and research instrument

One of the most useful methods is to make use of online surveys (Ponto, 2015). The research instrument that was used in this study was an online questionnaire. The questionnaire included close ended Likert-scaled questions that gave insights into the variables of the study. The scale levels included: Strongly Disagree (1), Disagree (2), Neither agree nor disagree (3), Agree (4), and Strongly Agree (5). The following survey items were included in the analysis.

Table 1*Questionnaire items*

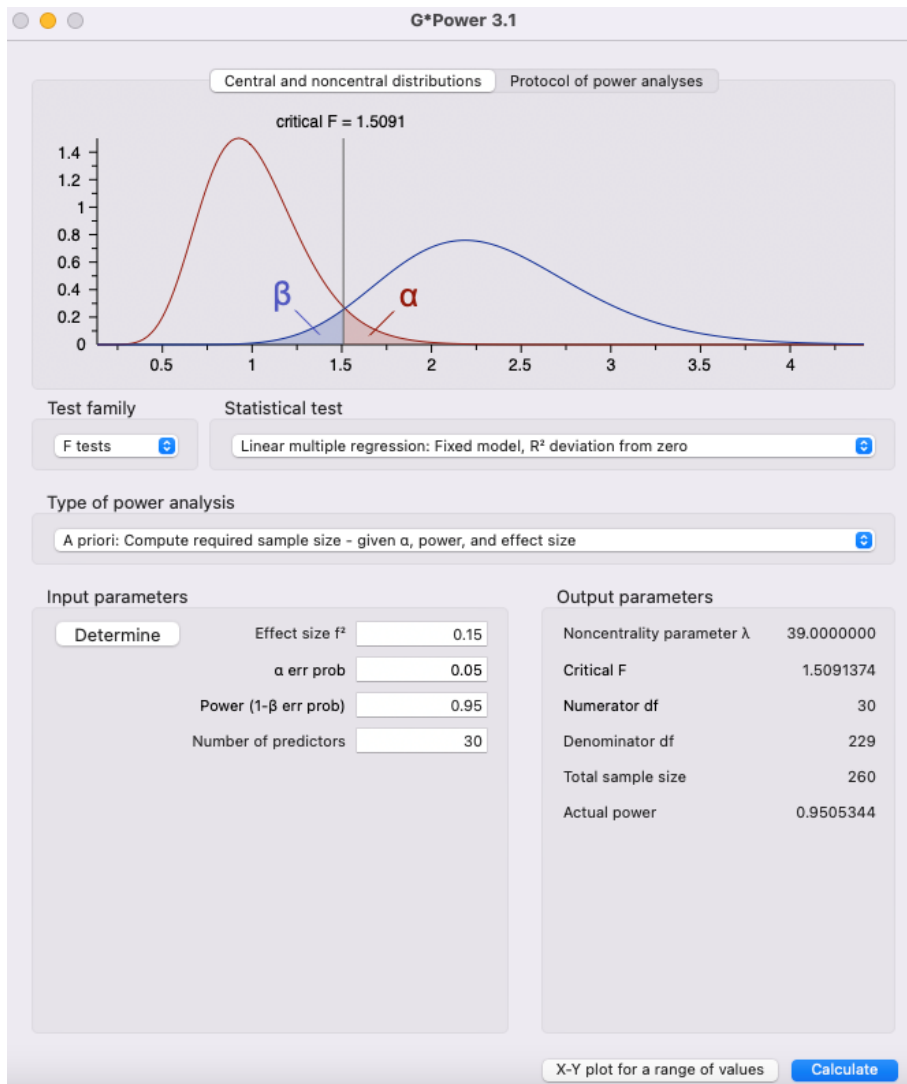
Variable	Questionnaire items
Extrinsic Motivational Factors (Hom et al., 2019)	EM1: Offer good health care and medical insurance. EM2: Provide generous housing subsidies. EM3: Middle managers who desire promotion have more than one potential position to which they could be promoted. EM4: Provide middle managers with competitive salaries. EM5: Provide middle managers with competitive bonuses. EM6: Provide middle managers with employment security. EM7: Middle managers can expect to stay in the organization for as long as they wish. EM8: If [the company] faced economic problem, middle managers would be the last to be cut.
Intrinsic Motivational Factors Kuvaas et al (2017)	IM1: The tasks that I do at work are themselves representing a driving power in my job IM2: The tasks that I do at work are enjoyable IM3: My job is meaningful IM4: My job is very exciting IM5: My job is so interesting that it is a motivation in itself IM6: Sometimes I become so inspired by my job that I almost forget everything else around me IM7: Because of the sense of well-being I feel. IM8: Because of the pleasant sensations I feel. IM9: Because it allows me to make interesting discoveries. IM10: Because it will help me become the person I aim to be. IM11: Because of the pleasure I feel as I become more and more skilled. IM12: Because of the satisfaction I feel in trying to excel. IM13: Because I experience enjoyable feelings.

	<p>IM14: Because it is important to me.</p> <p>IM15: Because of the pleasure I feel outdoing myself.</p> <p>IM16: Because I enjoy what I am doing in the moment.</p>
<p>Employee engagement Whitaker (2018)</p>	<p>EE1: I feel inspired to meet my work goals</p> <p>EE2: I am completely involved in my work</p> <p>EE3: I am excited to come to work</p> <p>EE4: The work day goes by quickly because I am often engaged in my work</p> <p>EE5: I am dedicated to do my best each work day.</p> <p>EE6: I am completely focused my job duties when I am at work.</p>
<p>Organizational support (Eisenberger and Huntington, 1986)</p>	<p>OS1: The organization values my contribution to its wellbeing</p> <p>OS2: The organization strongly considers my goals and values</p> <p>OS3: The organization would understand a long absence due to my illness</p> <p>OS4: Help is available from the organization when I have a problem</p> <p>OS5: The organization really cares about my wellbeing</p> <p>OS6: The organization would forgive an honest mistake on my part</p> <p>OS7: The organization would grant a reasonable request for a change in my working conditions</p>
<p>Individual Performance (Platania et al., 2023)</p>	<p>In the past three months:</p> <p>IP1: I was able to plan my work so that I finished it on time</p> <p>IP2: I kept in mind the work result I needed to achieve</p> <p>IP3: I was able to set priorities</p> <p>IP4: I was able to carry out my work efficiently</p> <p>IP5: I managed my time well</p> <p>IP6: On my own initiative, I started new tasks when my old tasks were completed</p> <p>IP7: I took on challenging tasks when they were available</p> <p>IP8: I worked on keeping my job-related knowledge up-to-date</p> <p>IP9: I worked on keeping my work skills up-to-date</p> <p>IP10: I came up with creative solutions for new problems</p> <p>IP11: I took on extra responsibilities</p>

	IP12: I continually sought new challenges in my work
	IP13: I actively participated in meetings and/or consultations

2.4 Sample

This study targeted people who are in the workforce and are currently working in different countries. The data was collected using a survey on google forms which were shared such that anyone in the workforce could complete it from where they are. The minimum target sample size for this study was 260 respondents, based on a G*Power analysis that was conducted prior to the collection of data for the study.



2.5 Data analysis

Data collected from this study will be analysed using the Statistical Package for Social Sciences (SPSS) version 28. Statistical tests of multiple linear regression, mediation, and moderation analysis (using PROCESS by Andrew Hayes) was run on the data to provide insights from the survey responses.

3. RESEARCH ANALYSIS THE IMPACT OF INTRINSIC AND EXTRINSIC MOTIVATION FACTORS ON INDIVIDUAL PERFORMANCE

3.1 Demographic characteristics

Some questionnaire items included demographic characteristics in order to help give a better understanding of the respondents of the study. A total of 206 respondents participated in the study.

Table 2
Demographic characteristics

Characteristics	Frequency	Percentage
<i>Working Duration</i>		
Less than 1 year	16	7.8
1 - 2 years	22	10.7
2 - 3 years	42	20.4
3 - 4 years	56	27.2
More than 4 years	70	34
<i>Organization size</i>		
0 - 5 Employees	11	5.3
6 - 20 Employees	41	19.9
21 - 50 Employees	77	37.4
51 - 100 Employees	44	21.4
More than 100 Employees	33	16

The demographic ‘organizational size’ was included in the study in order to help understand the kind of organizations the study respondents worked in (small, medium or large). This idea was borrowed from Yang et al. (2022). A majority of the study respondents had worked for more than four years ($n = 70$, 34%). 27.2% ($n = 56$) had worked for three to four years, and 20.4% ($n = 42$) had worked for two to three years. On the other hand, 10.7% ($n = 22$) had worked for one to two years while only 7.8% ($n = 16$) had worked for less than one year.

In order to. A majority of the study respondents worked in organizations with 21 - 50 employees ($n = 77$, 37.4%). 21.4% ($n = 44$) worked in organizations with 51 - 100 employees, and 19.9% ($n = 41$) worked in organizations with 6 - 20 employees. On the other hand, 16% ($n = 33$) worked in

organizations with more than 100 employees while only 5.3% ($n = 11$) worked in organizations with up to five employees. Table 1 below conveys the demographics of the study.

Age

The participants of this study had an average of 34 years ($M = 34.46$, $SD = 8.46$). The youngest participant was 20 years old while the oldest was 57 years old. This is depicted in figure 1 below.

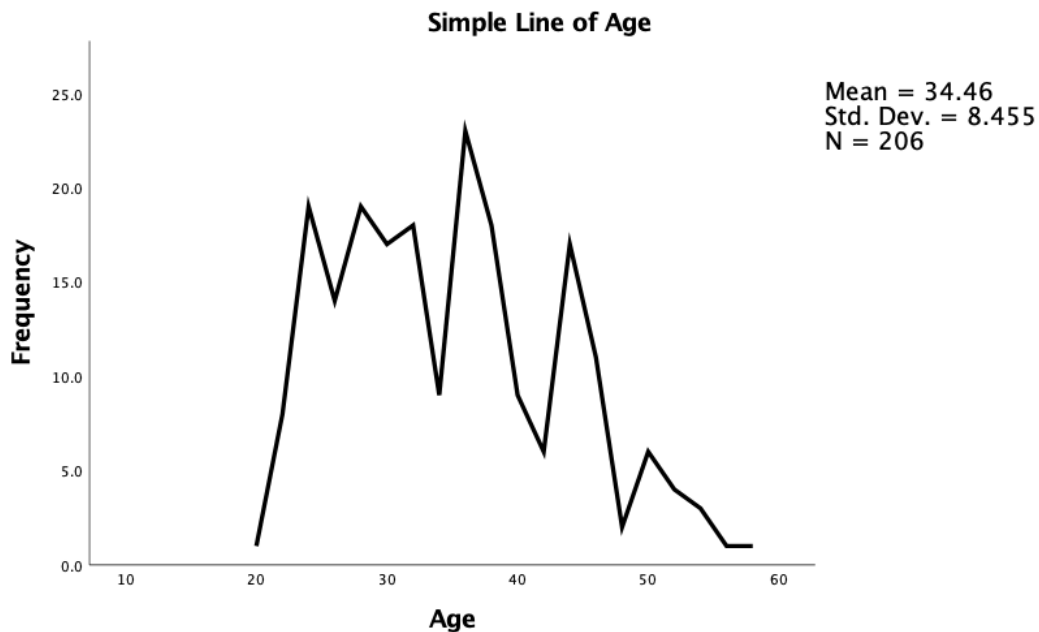


Figure 2: *Line graph for age*

3.2 Reliability analysis

Since study variables for this study were derived from questionnaire items from the survey, it was crucial to conduct a reliability analysis. The internal consistency of the variables used in this study was assessed using the Cronbach's alpha coefficient. Some items which did not yield favourable input on the internal consistency of the variables were excluded. After this process, all the variables returned a Cronbach's alpha coefficient value of more than 0.6, which is deemed as accessible (Raharjanti, 2022). The following table depicts the internal consistency analysis for each of the variables used in this study.

Table 3*Individual work performance*

Variable	Cronbach's Alpha	No. of Items
Extrinsic motivation	.654	8
Intrinsic motivation	.707	6
Employee engagement	.643	6
Organizational support	.622	7
Individual work performance	.804	13

3.3 Descriptive Statistics, Normality Tests and Inferential Statistics

The following table illustrates the means and standard deviation descriptive statistics for all the continuous variables in this study.

Table 4*Descriptive statistics data and normality indexes*

Variable	Mean	Std. Deviation	Skewness	Kurtosis
Extrinsic Motivation	3.1590	.63623	.493	-.246
Intrinsic Motivation	3.0761	.74600	.197	-.042
Employee Engagement	3.1837	.68500	.480	-.133
Organizational Support	3.1290	.62534	.477	.252
Individual work performance	3.1878	.64145	.415	.151

Test for normality

Mean and Standard deviation statistics were generated for the various questionnaire items that were used in the study. Skewness and kurtosis statistics were also generated to assess the

distribution of this study's dataset. All the skewness and kurtosis statistics ranged between -2 and +2, thus indicating that the data was normally distributed (Byrne, 2016; George and Mallery, 2019).

Table 5

Descriptive statistics and normality tests - Extrinsic motivation

	Mean	Std. Deviation	Skewness	Kurtosis
The company I work for provides sufficient monetary incentives to meet the requirements of life.	3.01	1.150	-.068	-.814
The company I work for provides incentives for employees that are based on performance.	3.06	1.238	-.105	-1.005
The company provides bonuses for workers according to their roles and consistent with their level of performance.	3.24	1.125	-.460	-.532
The company provides overtime payment to staff for working after hours.	3.13	1.240	-.252	-.903
The company provides sufficient transportation allowance for those who live far areas away.	3.20	1.141	-.179	-.690
The company provides additional financial incentives to employees when they work professionally.	3.23	1.210	-.231	-.871
Deserved promotions are provided consistently in the company I work for.	3.36	1.164	-.463	-.492
Opinions and aspirations are respected in the company I work for.	3.03	1.141	-.087	-.717

Table 6*Descriptive statistics and normality tests - Intrinsic Motivation*

	Mean	Std. Deviation	Skewness	Kurtosis
The tasks that I do at work are themselves representing a driving power in my job	3.00	1.075	-.014	-.666
The tasks that I do at work are enjoyable	3.04	1.201	-.263	-.998
My job is meaningful	3.08	1.183	-.295	-.836
My job is very exciting	3.15	1.238	-.336	-.878
My job is so interesting that it is a motivation in itself	3.28	1.111	-.242	-.601
Sometimes I become so inspired by my job that I almost forget everything else around me	2.92	1.209	-.024	-.933

Table 7*Descriptive statistics and normality tests - Employee engagement*

	Mean	Std. Deviation	Skewness	Kurtosis
I feel inspired to meet my work goals	3.18	1.074	-.126	-.582
I am completely involved in my work	3.18	1.098	-.305	-.512
I am excited to come to work	3.33	1.076	-.394	-.360
The work day goes by quickly because I am often engaged in my work	3.09	1.271	-.275	-1.039
I am dedicated to do my best each work day.	3.25	1.140	-.299	-.601
I am completely focused on my job duties when I am at work.	3.07	1.185	-.195	-.785

Table 8*Descriptive statistics and normality tests - Employee engagement*

	Mean	Std. Deviation	Skewness	Kurtosis
The organization values my contribution to its wellbeing	3.07	1.045	-.095	-.483
The organization strongly considers my goals and values	3.20	1.142	-.229	-.738
The organization would understand a long absence due to my illness	3.34	1.109	-.380	-.531

Help is available from the organization when I have a problem	3.07	1.130	-.021	-.852
The organization really cares about my wellbeing	3.10	1.198	-.309	-.766
The organization would forgive an honest mistake on my part	3.19	1.117	-.359	-.613
The organization would grant a reasonable request for a change in my working conditions	2.93	1.169	-.005	-.761

Table 9

Descriptive statistics and normality tests – Individual Work Performance

	Mean	Std. Deviation	Skewness	Kurtosis
In the past three months I was able to plan my work time well so that I finished it on time	3.10	1.156	-.382	-.765
In the past three months I kept in mind the work result I needed to achieve	3.07	1.208	-.316	-.952
In the past three months I was able to set priorities	3.24	1.173	-.373	-.621
In the past three months I was able to carry out my work efficiently	3.29	1.148	-.286	-.749
In the past three months I managed my	3.38	1.136	-.422	-.544
In the past three months, on my own initiative, I started new tasks when my old tasks were completed	3.02	1.173	-.093	-.857
In the past three months, I took on challenging tasks when they were available	3.24	1.146	-.203	-.717
In the past three months, I worked on keeping my job-related knowledge up-to-date	3.14	1.259	-.387	-.848
In the past three months, I worked on keeping my work skills up-to-date	3.25	1.123	-.334	-.596
In the past three months, I came up with creative solutions for new problems	3.21	1.226	-.294	-.847
In the past three months, I took on extra responsibilities	3.26	1.139	-.369	-.614

In the past three months, I continually sought new challenges in my work	3.20	1.235	-.275	-.960
In the past three months, I actively participated in meetings and/or consultations	3.05	1.149	-.144	-.724

H1: Extrinsic motivation positively impacts individual work performance.

H3a: Employee engagement mediates the relationship between extrinsic motivation and individual work performance.

H4a: Organizational support moderates the relationship between extrinsic motivation and individual work performance.

The first model to test the hypotheses of this study was run using the PROCESS program in SPSS. In the model, the independent variable in the model was extrinsic motivation, the mediator variable was employee engagement, the moderator variable was organizational support, and the dependent variable was individual work performance.

The analysis revealed that extrinsic motivation was significant in predicting individual work performance: $F(1, 204) = 92.39, p < .001$. The effect size, R^2 was .312, indicating that extrinsic motivation accounted for approximately 31.2% of the variance in individual work performance.

Table 10

Extrinsic motivation and individual work performance model summary

R	R-sq	MSE	F	df1	df2	p
.558	.312	.325	92.390	1.000	204.000	.000

	coeff	se	t	p	LLCI	ULCI
constant	1.285	.202	6.376	.000	.887	1.682
EXTm	.601	.063	9.612	.000	.478	.724

Based on the above findings, H1 was approved.

The next model was a regression analysis that included the variables extrinsic motivation (independent variable), employee engagement (the mediator variable), organizational support (the moderator variable), and the interaction variable as the predictor variables in the model.

In the mediation analysis, the indirect effects of employee engagement were observed. The lower limit and upper limit confidence intervals did not include a zero [0.029, 0.151]. Employee engagement was therefore found to be a significant mediator of the relationship between extrinsic motivation and individual work performance.

Table 11
Mediation analysis

Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.279	.063	4.446	.000	.155	.403
INDIRECT EFFECT:					
EXTm	->	EEnm	->	IPm	
ORSm	Effect	BootSE	BootLLCI	BootULCI	
2.571	.090	.049	-.002	.190	
3.000	.128	.047	.044	.226	
3.714	.191	.052	.097	.300	
Index					
ORSm	BootSE	BootLLCI	BootULCI		
.089	.032	.029	.151		

H3a was therefore accepted based on the above finding.

The moderation analysis was also statistically significant ($R^2 = .526$, $t = 2.40$, $p = .017$).

Table 12*Moderation analysis model summary*

R	R-sq	MSE	F	df1	df2	p
.725	.526	.199	55.746	4.000	201.000	.000
	coeff	se	t	p	LLCI	ULCI
constant	2.157	.730	2.956	.003	.718	3.596
EXTm	.279	.063	4.446	.000	.155	.403
EEnm	-.231	.205	-1.123	.263	-.636	.174
ORSm	-.199	.220	-.902	.368	-.632	.235
Int_1	.148	.062	2.403	.017	.027	.269

H4a was accepted based on the above finding.

H2: Intrinsic motivation positively impacts individual work performance.

H3b: Employee engagement mediates the relationship between intrinsic motivation and individual work performance.

H4b: Organizational support moderates the relationship between intrinsic motivation and individual work performance.

The second model to test the hypotheses of this study was run using the PROCESS program in SPSS. In the model, the independent variable in the model was intrinsic motivation, the mediator variable was employee engagement, the moderator variable was organizational support, and the dependent variable was individual work performance.

The analysis revealed that extrinsic motivation was significant in predicting individual work performance: $F(1, 204) = 102.58, p < .001$. The effect size, R^2 was .3346, indicating that extrinsic motivation accounted for approximately 33.46% of the variance in individual work performance.

Table 13*Extrinsic motivation and individual work performance model summary*

R	R-sq	MSE	F	df1	df2	p
.5784	.3346	.3138	102.5757	1.0000	204.0000	.0000

	coeff	se	t	p	LLCI	ULCI
constant	1.5499	.1660	9.3383	.0000	1.2226	1.8771
Int	.5311	.0524	10.1280	.0000	.4277	.6345

Based on the above findings, H2 was approved

The next model was a regression analysis that included the variables intrinsic motivation (independent variable), employee engagement (the mediator variable), organizational support (the moderator variable), and the interaction variable as the predictor variables in the model.

In the mediation analysis, the indirect effects of employee engagement were observed. The lower limit and upper limit confidence intervals did not include a zero [0.0491, 0.1703]. Employee engagement was therefore found to be a significant mediator of the relationship between extrinsic motivation and individual work performance.

Table 14*Mediation analysis*

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.0677	.0575	1.1765	.2408	.0457	.1811	
INDIRECT EFFECT:						
Int	->	Een	->	IP		
Ors	Effect	BootSE	BootLLCI	BootULCI		
2.5714	.1033	.0457	.0128	.1928		
3.0000	.1480	.0419	.0690	.2345		
3.7143	.2226	.0442	.1434	.3154		
Index of moderated mediation:						

	Index	BootSE	BootLLCI	BootULCI
Ors	.1044	.0304	.0491	.1703

H3b was therefore accepted based on the above finding.

The moderation analysis was also statistically significant ($R^2 = .4829$, $p = .002$).

Table 15

Moderation analysis model summary

	R	R-sq	MSE	F	df1	df2	p
	.6949	.4829	.2170	46.9202	4.0000	201.0000	.0000

	coeff	se	t	p	LLCI	ULCI
constant	2.9745	.7377	4.0325	.0001	1.5200	4.4291
Int	.0677	.0575	1.1765	.2408	-.0457	.1811
Een	-.3110	.2137	-1.4556	.1471	-.7323	.1103
Ors	-.3214	.2278	-1.4112	.1597	-.7706	.1277
Int_1	.1966	.0633	3.1055	.0022	.0718	.3214

Based on this finding, H6 was thus accepted.

3.4 Hypothesis testing results

Table 16

Hypothesis testing results

Hypothesis	t value	p-value	95% CI [LLCI,ULCI]	Decision
H1: Extrinsic motivation positively impacts individual work performance	9.61	<.001	(0.48,0.72)	Supported
H2: Intrinsic motivation positively impacts individual work performance.	10.12	<.001	(0.43,0.63)	Supported

H3a: Employee engagement mediates the relationship between extrinsic motivation and individual work performance.	4.45	<.001	(0.03,0.15)	Supported
H3b: Employee engagement mediates the relationship between intrinsic motivation and individual work performance.	2.40	<.001	(0.045, 0.17)	Supported
H4a: Organizational support moderates the relationship between extrinsic motivation and individual work performance.	2.40	.017	(0.03,0.27)	Supported
H4b: Organizational support moderates the relationship between intrinsic motivation and individual work performance.	3.10	.002	(0.071,0.321)	Supported

3.5 Discussion

This study was aimed at determining the impact of extrinsic, intrinsic motivational tools on the individual performance of employees, through the mediating role of employee engagement and the moderating role of organizational support. Through this study, the problem of understanding how intrinsic and extrinsic motivational factors affect the individual performance of employees was empirically examined and addressed.

This study found out that the presence of extrinsic motivation factors result in improved individual work performance. This finding was consistent with many findings in literature that attributed extrinsic factors such as financial incentives (Daniel, 2019; Austine & Ishaq, 2022; Ogunmakin, 2023; Ponta et al., 2020) and promotion (Roszyk-Kowalska & Duda, 2017; Raharja et al., 2022; Haryono et al., 2020; Asaari et al., 2019; Andrayani & Kurniawan, 2023) to better performance in the workplace. Literature had indicated that financial incentives boost corporate employee engagement (Novianty & Evita, 2018). The review of literature had also shown that even non-financial external incentives like flexible work arrangements, appreciation, skills and professional development initiatives, and working life balance programs motivate employees, thereby improving their performance (Eshun & Duah, 2011; Chikukwa et al., 2020; Nujjoo & Meyer, 2012).

The findings of this study also aligned with the findings in literature which attributed intrinsic motivators to better work performance. Pirzada et al. (2019) found out that a sense of having purpose and value in their work, opportunities for personal growth, autonomy and independence in decision-making (responsibility), are integral in maintaining a long-term engagement, satisfaction and commitment among employees. More studies also indicated that personal growth has an effect on employee performance (Monishaa, 2023; Tamminga & de Boer, 2017; Thapa & Singh, 2020). Personal development at the workplace had also been shown to correlate with an increase in job motivation, better results in performing tasks, and higher mental well-being (Monishaa, 2023; Gollu & Kayi's, 2012; Ezenwakwelu, 2017). Team collaboration (Basford & Offermann, 2012; Tung et al., 2020; Dasí et al., 2021) and responsibility (Shrestha, 2021; Majid, 2021; Berger & Girardet, 2021; Shrestha, 2021; Blašková, 2015; Francis, 2012) had also been associated with better project performance in the literature.

In addition, the finding of this study also found employee engagement to be a significant mediator of the relationship between motivational factors and performance. This was consistent with the findings of Riyanto et al., 2021, Sabuhari and Husen (2024) and Al-dalahmeh et al. (2018) that work engagement is a key player of individual performance at the workplace. The finding of this study that organizational support moderates the relationship between motivational factors and performance was further consistent with literature. According to Bunteng (2022), Rahmawati et al. (2023) and Kasmari et al. (2022), organizational support is vital in influencing a positive work environment that inspires employees to perform their tasks to the best of their abilities.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The findings of this study indicated that both extrinsic and intrinsic motivational aspects have a positive influence on an employee's individual performance. This highlights the importance of a variety of motivational factors in improving productivity.
2. Based on the finding that extrinsic motivational factors have a positive impact on individual work performance, it was concluded that the provision of things like financial and non-financial incentives, promotions, and good work environment result in better working outcomes.
3. Based on the finding that intrinsic motivational factors have a positive impact on individual work performance, it was concluded that people's sense of personal growth, team collaboration, and responsibility have are directly positively related to their respective outcomes performance wise.
4. According to the result that employee engagement mediates the relationship between extrinsic motivational factors and individual work performance; it was concluded that extrinsic motivational factors cause improved individual work performance because of the level of employee engagement.
5. According to the result that employee engagement mediates the relationship between intrinsic motivational factors and individual work performance; it was concluded that intrinsic motivational factors cause improved individual work performance because of the level of employee engagement.
6. Based on the finding that organizational support moderates the relationship between extrinsic motivational factors, it was concluded that the level of organizational support accorded to employees is directly proportional to the extent to which extrinsic factors facilitate improved work performance.
7. Based on the finding that organizational support moderates the relationship between extrinsic motivational factors, it was concluded that the level of organizational support accorded to employees is directly proportional to the extent to which extrinsic factors facilitate improved work performance.

8. Based on the findings of this study therefore, a combination of both extrinsic and intrinsic motivational factors, employee engagement, and organizational support is important in order to achieve an optimal level of individual work performance at the workplace.

Recommendations

1. Based on the finding that extrinsic motivational factors have a positive impact on individual work performance, it is recommended that human resource managers of organizations put in place tried and tested reward systems. They should ensure that extrinsic rewards are transparent, fair, aligned with the expectations of employees and most importantly perceived as so by employees.
2. Based on the finding that intrinsic motivational factors have a positive impact on individual work performance, it is recommended that human resource managers promote a positive work culture by forming a work environment in which intrinsic motivators like personal growth are embraced in day-to-day practices of organizations. This can be done by incorporating frequent training programs to offer employees opportunities for continuous learning build their competence levels.
3. According to the result that employee engagement mediates the relationship between motivational factors and individual work performance; it is recommended that managers of organizations to prioritize initiatives which will improve the engagement level of employees. These can include (but not limited to) ensuring clear communication, asking for employees' views on work-related issues, and providing regular feedback. This will optimize the influence of motivational factors on performance.
4. Based on the finding that organizational support moderates the relationship between motivational factors and individual work performance, it is recommended that organizational leaders put in place policies that ensure that their companies or respective organizations guarantee employees of any support that they require.
5. Based on the findings of this study therefore, a deliberate effort should be made in organizations and other work environments to develop a generally balanced approach to the issue of motivation in the workplace. Both intrinsic and extrinsic motivation factors should be put in place such that tangible rewards such as promotions and bonuses as well as intrinsic

rewards are incorporated hand in hand in the effort to improve overall individual work performance.

6. A major limitation of this study is that due to time constraint, the study did not look into the effect of specific extrinsic or intrinsic factors on individual work performance. The study also did not measure the levels of individual work performance. Based on this limitation, it is recommended that future studies explore specific elements of intrinsic and extrinsic factors as well as the respective levels of work performance associated with them.

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<https://doi.org/10.13140/RG.2.2.28535.98727>

SUMMARY IN LITHUANIAN

IŠORINIŲ IR VIDINIŲ MOTYVACINIŲ VEIKSNIŲ POVEIKIS INDIVIDUALIEMS DARBUOTOJŲ DARBO REZULTATAMS - TARPININKAUJANT DARBUOTOJŲ ĮSITRAUKIMUI IR MODERUOJANT ORGANIZACINEI PARAMAI

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Žmogiškųjų išteklių valdymas

Vadovas Asistentas. Prof. Dr. Darius Ruželė, Vilnius, 2024

55 puslapiai, 16 lentelių, 2 paveikslai, 166 nuorodos

Pagrindinis šio tyrimo tikslas - nustatyti išorinių, vidinių motyvavimo priemonių ir pasitenkinimo darbu poveikį darbuotojų individualiems veiklos rezultatams.

Apžvalga Taikant kiekybinius metodus, buvo tiriama, kaip vidiniai ir išoriniai veiksniai veikia individualius darbuotojų veiklos rezultatus, tarpininkaujant darbuotojų įsitraukimui ir moderuojant organizacinei paramai. Tyrimo instrumentas, kuris buvo naudojamas šiame tyrime, buvo internetinis klausimynas, kurį sudarė uždari Likerto skalės klausimai, suteikę įžvalgų apie tyrimo kintamuosius. Šis tyrimas buvo skirtas žmonėms, kurie šiuo metu dirba įvairiose šalyse. Iš viso į apklausą atsakė 206 dalyviai.

Šio tyrimo rezultatai parodė, kad tiek išoriniai, tiek vidiniai motyvacijos aspektai daro teigiamą įtaką individualiai darbuotojo veiklai. Tai rodo įvairių motyvacinių veiksnių svarbą didinant darbo našumą. Tyrimu taip pat nustatyta, kad darbuotojų įsitraukimas tarpininkauja ryšiui tarp išorinių motyvacinių veiksnių ir individualaus darbo našumo; o organizacinė parama moderuoja ryšį tarp išorinių motyvacinių veiksnių ir individualaus darbo našumo.

Todėl, remiantis šio tyrimo išvadomis, organizacijose ir kitose darbo aplinkose turėtų būti dedamos tikslingos pastangos, kad būtų sukurtas apskritai subalansuotas požiūris į.

SUMMARY IN ENGLISH

IMPACT OF EXTRINSIC AND INTRINSIC MOTIVATIONAL FACTORS ON THE INDIVIDUAL WORK PERFORMANCE OF EMPLOYEES - AS MEDIATED BY EMPLOYEE ENGAGEMENT AND MODERATED BY ORGANIZATIONAL SUPPORT.

Hina Noor

Master Thesis

Human Resource Management

Supervisor Assist. Prof. Dr. Darius Ruželė, Vilnius, 2024

55 pages, 16 Tables, 2 Figures, 166 References

The main purpose of this study was to determine the impact of extrinsic, intrinsic motivational tools and job satisfaction on the individual performance of employees.

Review through quantitative methods, the study examined how intrinsic factors and extrinsic factors affect the individual performance of employees as mediated by employee engagement and moderated by organizational support. The research instrument that was used in this study was an online questionnaire which included close ended Likert-scaled questions that gave insights into the variables of the study. This study had targeted people who are in the workforce and are currently working in different countries. A total of 206 participants responded to the survey.

The findings of this study indicated that both extrinsic and intrinsic motivational aspects have a positive influence on an employee's individual performance. This highlights the importance of a variety of motivational factors in improving productivity. The study also found out that employee engagement mediates the relationship between extrinsic motivational factors and individual work performance; and that organizational support moderates the relationship between extrinsic motivational factors and individual work performance.

Based on the findings of this study therefore, a deliberate effort should be made in organizations and other work environments to develop a generally balanced approach to the issue of motivation in the workplace.

APPENDICES

Questionnaire

About

Hello! My name is Hina Noor. The aim of this study is to examine the impact of extrinsic and intrinsic motivational tools on the individual performance of employees. The survey will take approximately 4-5 minutes. Participation in this survey is anonymous as no identifying information is being collected or attached to your responses. Please note that there are no good or bad answers in this survey. As such, kindly remember to complete the survey with fairness and carefulness in order to facilitate accurate findings. Please note that upon completion of the study, you can access the results of the study through the link you used to complete the survey.

Thank you for taking the time to participate in this survey.

Survey

On a scale of 1-5 (1 = strongly disagree, 5 = strongly agree), Please rate your level of acceptance with the statements provided.

Variable	Questionnaire items
Extrinsic Motivational Factors	EM1: The company I work for provides sufficient monetary incentives to meet the requirements of life. EM2: The company I work for provides incentives for employees that are based on performance. EM3: The company provides bonuses for workers according to their roles and consistent with their level of performance. EM4: The company provides overtime payment to staff for working after hours. EM5: The company provides sufficient transportation allowance for those who live far areas away. EM6: The company provides additional financial incentives to employees when they work professionally. EM7: Deserved promotions are provided consistently in the company I work for. EM8: Opinions and aspirations are respected in the company I work for.

Intrinsic Motivational Factors Kuvaas et al. (2017) Page 255	IM1: The tasks that I do at work are themselves representing a driving power in my job IM2: The tasks that I do at work are enjoyable IM3: My job is meaningful IM4: My job is very exciting IM5: My job is so interesting that it is a motivation in itself IM6: Sometimes I become so inspired by my job that I almost forget everything else around me IM7: Because of the sense of well-being I feel. IM8: Because of the pleasant sensations I feel. IM9: Because it allows me to make interesting discoveries. IM10: Because it will help me become the person I aim to be. IM11: Because of the pleasure I feel as I become more and more skilled. IM12: Because of the satisfaction I feel in trying to excel. IM13: Because I experience enjoyable feelings. IM14: Because it is important to me. IM15: Because of the pleasure I feel outdoing myself. IM16: Because I enjoy what I am doing in the moment.
Employee engagement Whitaker (2018)	EE1: I feel inspired to meet my work goals EE2: I am completely involved in my work EE3: I am excited to come to work EE4: The work day goes by quickly because I am often engaged in my work EE5: I am dedicated to do my best each work day. EE6: I am completely focused my job duties when I am at work.
Organizational support (Eisenberger and Huntington, 1986) Page 502	OS1: The organization values my contribution to its wellbeing OS2: The organization strongly considers my goals and values OS3: The organization would understand a long absence due to my illness OS4: Help is available from the organization when I have a problem OS5: The organization really cares about my wellbeing OS6: The organization would forgive an honest mistake on my part

	OS7: The organization would grant a reasonable request for a change in my working conditions
Individual Performance (Platania et al., 2023) Page 56	In the past three months: IP1: I was able to plan my work so that I finished it on time IP2: I kept in mind the work result I needed to achieve IP3: I was able to set priorities IP4: I was able to carry out my work efficiently IP5: I managed my time well IP6: On my own initiative, I started new tasks when my old tasks were completed IP7: I took on challenging tasks when they were available IP8: I worked on keeping my job-related knowledge up-to-date IP9: I worked on keeping my work skills up-to-date IP10: I came up with creative solutions for new problems IP11: I took on extra responsibilities IP12: I continually sought new challenges in my work IP13: I actively participated in meetings and/or consultations

Demographic Characteristics

Gender

- Male
- Female

Age

Duration you have been working at your present job in years

- Less than 1 year
- 1 - 2 years
- 2 - 3 years
- 3 - 4 years
- More than 4 years

Size of the organization you work in

- 0 - 5 employees
- 6 - 20 employees
- 21 - 50 employees
- 51 - 100 employees
- More than 100 employees

SPSS OUTPUT

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
Y : Employee
X : Intrinsi
M : Individu

Sample
Size: 206

OUTCOME VARIABLE:
Individu

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.4939	.2440	.3126	65.8365	1.0000	204.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.8814	.1657	11.3568	.0000	1.5547	2.2080
Intrinsi	.4247	.0523	8.1140	.0000	.3215	.5279

OUTCOME VARIABLE:
Employee

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.6737	.4538	.2588	84.3322	2.0000	203.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	.7520	.1926	3.9050	.0001	.3723	1.1317
Intrinsi	.3510	.0548	6.4080	.0000	.2430	.4590
Individu	.4241	.0637	6.6566	.0000	.2985	.5497

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y						
	Effect	se	t	p	LLCI	ULCI
	.3510	.0548	6.4080	.0000	.2430	.4590

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
Individu	.1801	.0433	.1037	.2738

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4
Y : Employee
X : Extrinsi
M : Individu

Sample
Size: 206

OUTCOME VARIABLE:
Individu

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5979	.3575	.2657	113.5053	1.0000	204.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.2836	.1823	7.0405	.0000	.9241	1.6430
Extrinsi	.6028	.0566	10.6539	.0000	.4913	.7144

OUTCOME VARIABLE:
Employee

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.6408	.4106	.2793	70.7234	2.0000	203.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	.7469	.2084	3.5840	.0004	.3360	1.1578
Extrinsi	.3485	.0724	4.8155	.0000	.2058	.4912
Individu	.4190	.0718	5.8375	.0000	.2775	.5606

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3485	.0724	4.8155	.0000	.2058	.4912

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Individu	.2526	.0532	.1472	.3578

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 1
Y : Employee
X : Intrinsi
W : Organiza

Sample
Size: 206

OUTCOME VARIABLE:
Employee

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6363	.4049	.2834	45.8146	3.0000	202.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6775	.7766	3.4477	.0007	1.1462	4.2088
Intrinsi	-.1080	.2334	-.4626	.6442	-.5682	.3522
Organiza	-.2131	.2454	-.8681	.3863	-.6971	.2709
Int_1	.1524	.0688	2.2147	.0279	.0167	.2881

Product terms key:

Int_1 : Intrinsi x Organiza

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0144	4.9049	1.0000	202.0000	.0279

Focal predict: Intrinsi (X)
Mod var: Organiza (W)

Conditional effects of the focal predictor at values of the moderator(s):

Organiza	Effect	se	t	p	LLCI	ULCI
2.5714	.2839	.0767	3.7002	.0003	.1326	.4352
3.0000	.3492	.0623	5.6083	.0000	.2264	.4720
3.7143	.4581	.0663	6.9113	.0000	.3274	.5888

***** ANALYSIS NOTES AND ERRORS *****

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 beta *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 1
Y : Employee
X : Extrinsi
W : Organiza

Sample
Size: 206

OUTCOME VARIABLE:
Employee

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6360	.4045	.2836	45.7431	3.0000	202.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.8400	.9485	2.9942	.0031	.9698	4.7103
Extrinsi	-.2048	.2871	-.7134	.4764	-.7708	.3613
Organiza	-.2910	.2851	-1.0208	.3086	-.8532	.2711
Int_1	.1887	.0820	2.3023	.0223	.0271	.3504

Product terms key:

Int_1 : Extrinsi x Organiza

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0156	5.3005	1.0000	202.0000	.0223

Focal predict: Extrinsi (X)
Mod var: Organiza (W)

Conditional effects of the focal predictor at values of the moderator(s):

Organiza	Effect	se	t	p	LLCI	ULCI
2.5714	.2805	.0955	2.9376	.0037	.0922	.4688
3.0000	.3614	.0744	4.8543	.0000	.2146	.5082
3.7143	.4962	.0712	6.9699	.0000	.3558	.6366

***** ANALYSIS NOTES AND ERRORS *****