


## Intrinsic and Extrinsic Motivation and Employee Performance in a Western Philippines University: A Quantitative-Correlational Study

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### Abstract

**Purpose** - Organizational performance is basically driven by employee motivation. Nevertheless, there is still little empirical research on Western Philippine University, especially regarding the association between intrinsic and extrinsic motivation and self-perceived performance of the employees.

**Methodology** - The design adopted in this study was a quantitative correlational design. The data was gathered by means of 205 employees of Western Philippines University-Main Campus using the formula of Slovin and stratified random sampling. A face-to-face administration of an adopted survey tool based on the validated scales was implemented. Frequency counts, weighted means, and the Pearson product-moment correlation coefficient were used to analyze the data.

**Findings** - The main characteristics of the respondents were that they were mostly female (62.9%), aged between 26 and 30, unmarried, and were college graduates on permanent employment, serving one to five years. The extrinsic motivation ( $M = 3.44$ ) was found to be a little more motivational factor than intrinsic motivation ( $M = 3.42$ ). Job satisfaction, cooperativeness, and continuous improvement reflected the best perceptions of the employees on their performance (Grand Mean = 3.41). The correlation analysis of Pearson showed that intrinsic motivation and perceived performance ( $r = 0.2823$ ,  $p < 0.001$ ) and extrinsic motivation and perceived performance ( $r = 0.3342$ ,  $p < 0.001$ ) had a statistically significant and low positive relationship, and thus rejected the null hypothesis at the 0.01 level of significance.

**Implications and Value** - Intrinsic and extrinsic motivation factors are strongly related to employee performance, with the extrinsic motivation being the most influential factor. The results are empirical evidence of the Two-Factor Theory and Self-Determination Theory proposed by Herzberg in a public higher education setting, as well as having practical implications for the human resource management policy in Philippine state universities.

**Keywords** – employee motivation; extrinsic motivation; intrinsic motivation; employee performance; higher education institutions; Philippines.

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## 1. Introduction

One of the primary goals of every organization is to develop highly motivated and high-performing employees. In today's competitive business environment, organizations must go into motivating approach and develop strategies that inspire and energize their workforce. According to Schunk and Pintrich (2014), motivation is a key factor influencing and impacting human behavior and cognitive processes such as perception, action, and learning of an individual's performance in the organization. It is also mentioned by Kanenge and Mwanza (2023) that motivation plays a crucial role in influencing manpower performance in order to have better productivity and work efficiency. Moreover, Ali (2021) stated that the most effective motivational system for the organization lies in deeply understanding what truly motivates employees.

Several studies and theories emphasize the importance of motivation in employee performance. McCormick et al. (2015), as cited in Bergstrom and Martinez (2016), categorize employees' motivation into two main types: intrinsic and extrinsic motivation. Intrinsic motivation arises from internal satisfaction, such as a sense of accomplishment, personal growth, and job challenge. In contrast, extrinsic motivation stems from external rewards, including salary, benefits, job security, promotions, recognition, working conditions, and the overall work environment. This is supported by Deci and Ryan (2000), who state that intrinsic motivation creates employees motivated through internal rewards, such as personal growth, achievement, and enjoyment, whereas extrinsic motivation is based on external rewards, such as salary, bonuses, promotion, or recognition. These motivational approaches highlighted how differently they affect and influence employees' behaviors towards their performance.

Despite extensive evidence from the literature and studies on motivation and performance, many organizations continue to struggle to effectively motivate their manpower. This challenge becomes more pronounced in organizational changes where new regulations, structures, and expectations often create operational problems. Although motivation has been widely studied, gaps remain in understanding how its underlying mechanisms of motivation translate into employee performance. Abid (2019) argues that employees' perceptions are frequently overlooked as a mediating factor in the relationship between motivation and performance. Similarly, Shahzadi et al. (2014) point out that key variables such as job satisfaction and organizational commitment have significantly influenced employee performance. Furthermore, Nabi et al. (2017) highlight a methodological gap in existing studies, noting that a large proportion of research relies on cross-sectional designs, thereby failing to capture the long-term effects of motivation on employee performance. In addition, Ibrar and Khan (2015) emphasize a contextual gap, as most empirical studies on motivation and job satisfaction focus predominantly on private or manufacturing sectors, resulting in limited evidence from public or service organizations.

In light of the gaps, the study seeks to address the role of employees' motivation on Western Philippines University employees' performance. The study aims to explore how intrinsic and extrinsic factors of motivation are most impactful on employees' performance, the employees' perception of their performance, and the relationship between the main variables of the study. The study provides empirical evidence on the motivational theories, approaches, and models, as well as other studies and literature by addressing several gaps in the employee's motivation and performance. Overall, the findings of this research are expected to offer practical insights for university administrators and policymakers on designing effective motivational strategies to enhance employee performance in government sector institutions.

Though there is increasing evidence on motivation and performance, the literature available has three main gaps. To begin with, most research is in the private or the manufacturing industry (Ibrar & Khan, 2015), and public institutions of higher learning, especially in Southeast Asia, are underrepresented. Second, employee perceptions are hardly considered as a specific outcome variable (Abid, 2019). Third, cross-sectional research prevails in the field, yet it fails to provide the translation of motivational conditions into performance in various categories of employment (Nabi et al., 2017). In order to fill these gaps, the research hypotheses that guided this study were the

### *1.1 Objectives of the Study*

The study was conducted to determine employees' profiles, the motivating factors (intrinsic and extrinsic), the factors that most impact employee performance, and employees' perceptions of their performance. Additionally, it aimed to determine the significant relationship between motivational factors and employees' perception of their performance.

### *1.2 Theoretical Framework*

This study drew on Frederick Herzberg's Two-Factor Theory (1959), which provides a framework for understanding employees' motivation and performance in the workplace. Herzberg proposes that motivation has two distinct categories of factors: motivation factors and Hygiene factors. Motivational factors include intrinsic motivation that fosters job satisfaction, like recognition, achievement, and personal development. In contrast, hygiene factors are the extrinsic motivations, such as salary, job security, and working environment. Furthermore, Herzberg's theory aligns with Maslow's Hierarchy of Needs (1943). According to Maslow, meeting lower-level or extrinsic needs prevents dissatisfaction, but does not actively create employees' motivation. Intrinsic motivations are inspired to fulfil the higher level of needs in creating higher performance and productivity. As Bevins (2018) notes, intrinsic and extrinsic factors of motivation are interdependent: intrinsic motivation factors drive high job satisfaction, which determines the quality, effectiveness, efficiency, and productivity of job performance, while extrinsic motivations drive the minimal job satisfaction of their willingness to perform.

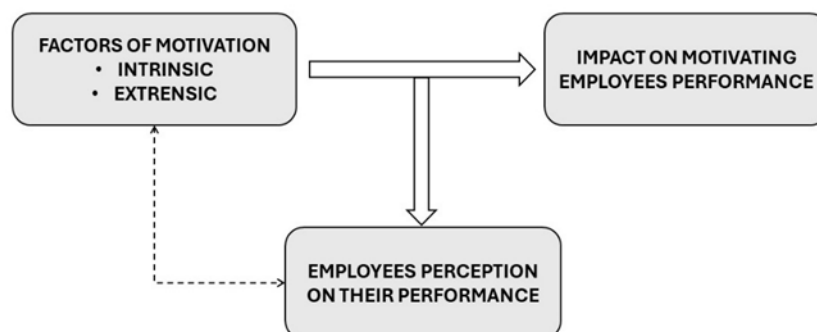
Moreover, Self-Determination Theory (SDT), developed by Deci and Ryan (1985; 2000), focuses on the intrinsic motivation and the fulfillment of basic psychological needs. This theory emphasizes that individuals are more motivated when they are satisfied in three innate needs: Autonomy (Feeling a sense of choice and control over one's work), Competence (Feeling capable and effective in performing tasks), and Relatedness (Feeling connected and valued within the workplace). This theory explains that employees engage in work beyond external rewards. Furthermore, Expectancy Theory proposed by Vroom (1964), enlightens that employees' motivation is a cognitive process in which individuals decide how much effort to put into expected outcomes. The theory argues into three components of motivation: Expectancy (Effort will lead to desired performance), Instrumentality (Performance will lead to specific rewards), and Valence (Individuals' performance based on the rewards). The theory explains that extrinsic motivation increases effort when performance is rewarded. These motivations emphasize the rational decision-making of employees through goal clarity, performance appraisal systems, and incentive rewards.

Taken together, the Herzberg Two-Factor Theory, Maslow's hierarchy of needs, Self-Determination Theory, and Expectancy Theory all come to the same conclusion: motivation

of employees, be it intrinsic or extrinsic, is a general antecedent of performance in the workplace. The theories are directly fed into the design and the selection of variables in the current study. In particular, the motivators (intrinsic) and hygiene factors (extrinsic) suggested by Herzberg can be compared to the two dimensions of the independent variables that are to be measured in this research. SDT has offered a theoretical framework for evaluating the intrinsic motivational indicators, which include autonomy, competence, and relatedness, whereas the Expectancy Theory has justified the incorporation of extrinsic indicators, which include promotion prospects, remuneration, and leadership standards. The hierarchy of Maslow also puts in perspective why extrinsic needs (that are basic) can have more immediate implications on perceived performance compared to higher-order intrinsic needs, which the current research is trying to empirically verify.

### 1.3 Conceptual Framework

The conceptual framework shown in Figure 1 presents the connection among factors of motivation (intrinsic and extrinsic), their influences on motivating employees' performance, the mediating variables of employees' perception of their performance, and the relationship between the factors of motivation and the employees' perception of their performance. Through this research, it is expected that the relationship and connections between those variables will be either confirmed or refuted.



**Figure 1:** Conceptual Framework  
Sources: Author's Compilation.

## 2. Literature Review

### 2.1 Motivational Factors

Motivation is a key factor in achieving good performance. It refers to the internal or external forces that stimulate individuals to act and persist in achieving goals. According to Almas (2017), employee motivation is the process of boosting morale to encourage employees to complete assigned tasks. When employees are motivated, whether through personal ambition, rewards, recognition, or a sense of purpose, they tend to be more focused, committed, and productive. According to Herzberg's Two-Factor Theory (1959), the framework of understanding employee motivation and performance proves the two motivational factors (intrinsic and extrinsic). Intrinsic motivation fosters satisfaction through

recognition, achievement, appreciation, and personal development, while extrinsic motivation focuses on salary, job security, and working environment. This theory continues to be applied and proven by many researchers, such as Njambi (2016), who examined the relationship between intrinsic and extrinsic motivation, showing a clear distinction and interaction between both motivations. Sankar (2018) supported this view that extrinsic motivation can sometimes work against intrinsic motivation. It also noted that employees are often motivated by both intrinsic and extrinsic factors, and there are different effects on the accomplishment of the performance. As mentioned by Ayobami (2017), not all individuals are motivated in the same way; some are innately driven, while others respond more to external incentives.

Moreover, McCormick and Tiffelin (2015), as cited by Bergstrom and Martinez (2016), state that intrinsic motivation is the most motivating factor for employees when they feel recognition and appreciation for the accomplishment, achievement, trust, skill improvement, responsibility, training and development, assigned tasks, and fair treatment. In addition, according to Legault (2016), intrinsic motivation is a powerful tool to encourage individuals to perform well. Employees are more productive and satisfied when they enjoy their job and find it fascinating. Damaris et al. (2016) also stated that an intrinsically motivated individual is dedicated to their profession, particularly when the job involves personally fulfilling. Further, Afna and Adreas (2019) noted that intrinsic motivation leads employees to enjoyment and satisfaction in their workplace. This is because intrinsic factors address how employees perceive their work and how the assigned task is meaningful and relevant. Ayobami (2017) emphasizes that when employees feel appreciated and recognized for their accomplishments, they feel a high level of job satisfaction. Employee motivation is not only focused on the intrinsic factors, but it also includes the extrinsic factors. According to McCormick and Tiffelin (2015), as cited by Bergstrom and Martinez (2016), extrinsic motivation, such as pay, salary, incentives, access to information and communication, job enrichment, work atmosphere, strong relationships, promotional opportunities, work groups, job security, and the nature of the job, creates employees' high performance. Fischer et al. (2019) supported that an extrinsically motivated individual will remain dedicated if they can obtain external rewards for their work. Supported by Legault (2016), extrinsic rewards can be used to spark employees' interest in performing their tasks. It also motivates and encourages employees to develop new knowledge and skills. Furthermore, Arielle (2017) found that extrinsic factors play a fundamental role in motivating employees to achieve set goals by efficiently performing required tasks. Additionally, other motivational factors are also emphasized. In a rapidly changing workplace environment. Changes in management, structure, and system lead employees to be motivated or unmotivated. Hence, the positive motivations lead to increased performance and productivity, whereas an unmotivated person decreases their performance (Muhammad, 2017). According to Nethi (2020), management leadership and functions are one of the inspiring motivations to perform at full performance of the employees; also, employees' age, engagement supports, and sense of meaningful work are stronger sources of motivation. Abdi (2019) also mentioned that leadership styles are the factors that create a motivated workplace. The effective leader gives a workplace that is empowered, feels trusted, and is motivated towards the workplace, while poor leadership leads to uninterested and unenthusiastic employees in the workplace. Supported by Al-Altheeb (2020), leadership has a significant effect on employees' motivation since the leadership role influences individuals' actions and motivations. Therefore, understanding and fostering any employees' motivational

factors are essential for creating a strong foundation for organizational success and improvement.

## *2.2 Employees Performance*

Employees are the driving force behind a company's success. It is unsurprising that employee performance significantly influences whether a company succeeds or fails. According to Shaikh et al. (2017), employees' performance reflects a company's ability to achieve its objectives and goals of the organization. As mentioned by Tuffaha (2020), performance is a response to specific job conditions that drive higher levels of engagement and commitment in contributing to the organization's overall success and growth. Additionally, performance is influenced by both ability and motivation. It is the ability of an individual to perform their duties and responsibilities that shapes employees, strengthening and empowering them to perform at their highest potential (Okello & Gilson, 2015). Moreover, Bhatti et al. (2017) emphasize that a supportive work environment promotes a strong performance that sustains employees' motivation and retention. High-performing employees tend to be most effective and efficient when they perceive a sense of mutual benefit. According to Ngwa (2019), to achieve high employee performance, employers or managers must identify the appropriate motivation that helps boost their confidence to perform their tasks. Also, managers understand how to encourage and inspire employees to do their tasks.

Numerous researchers have proposed various methods for evaluating employees' perceptions of their performance. These perceptions encompass factors such as job satisfaction, salary, work experience, job performance, productivity, reliability, cooperation, adaptability, communication, and continuous improvement (Pradhan & Jena, 2016). Moreover, Yoshifumi et al. (2017) argued that when employees are both willing and committed to organizational goals, their perceptions can positively influence productivity. Their willingness and dedication are more likely to manifest when their perspectives are considered in organizational decision-making processes. Furthermore, there are some factors that affect employees' performance. According to Tulaseenaidu and Satyanarayana (2018), the impact of compensation and benefits has a big effect on employee performance. It varies depending on the organization's compensation structures and performance management systems. Reddy (2020) notes that organizations typically offer a "compendium" of compensation, including salaries, incentives, monetary rewards, and other benefits to motivate employees to perform very well. Similarly, Jaworski et al. (2018) observe that most companies earn their employees' respect by offering attractive rewards in exchange for exceptional performance. Aside from rewards and salary motivations, employee performance is also influenced by educational background and work experience. According to Ardianto (2020), employees with higher educational qualifications generally exhibit better performance. In addition, experience is also a significant factor that contributes to having a better performance. Employees' experience is a strong indicator of skill level and competence that leads to increased productivity (Wu et al., 2019). Additionally, Yoshifumi (2018) stated that appreciating employees is key to fostering motivation, loyalty, and commitment, which leads employees to perform very well. Also, a positive and motivating workplace can significantly boost an employee's willingness to perform and fulfill job satisfaction. Supported by Gupta (2017), employees who are satisfied with their jobs are more likely to be committed, dedicated, and high-performing, which makes them a valuable asset to an organization.

### *2.3 Synthesis of Review Literature*

Over the years, job performance has become a central focus in both applied psychology and management research. It provides insight and perception on the significant factors of motivation and employee performance. Motivation plays a vital role in enhancing employee performance and organizational success. It involves internal drives or external incentives that compel individuals to act and remain committed to their goals. Motivated employees tend to be more focused, engaged, and productive, which improves overall workplace efficiency. There are two primary types of motivation: intrinsic and extrinsic. Intrinsic motivation is driven by personal satisfaction, a sense of purpose, meaningful tasks, and opportunities for growth and empowerment. In contrast, extrinsic motivation is influenced by external rewards such as salary, bonuses, recognition, promotions, job security, and leadership support. Both forms of motivation often work in tandem and impact performance differently, depending on the individual and workplace context. Employee performance is central to an organization's ability to achieve its goals and maintain a competitive advantage. It is influenced by both the employee's capability and their motivation to carry out responsibilities efficiently. High-performing employees are often more reliable, adaptable, and aligned with organizational objectives. Performance is affected by various factors, including job satisfaction, work environment, compensation, leadership, communication, and opportunities for growth. Employees perform better when they feel valued, appreciated, and involved in decision-making processes. Creating a supportive and motivating workplace culture encourages commitment and retention. Educational background and work experience also contribute significantly to performance. Well-trained and experienced employees tend to deliver better results. Additionally, effective performance management practices such as regular evaluations, constructive feedback, and recognition will help maintain and improve performance levels. Ultimately, fostering high performance requires a holistic approach that combines skill development, motivational strategies, and a positive organizational culture. Employees who are satisfied, engaged, and aligned with company goals become key drivers of organizational growth and long-term success.

### **3. Methodology**

This research employs a quantitative and descriptive correlational design. As Creswell and Creswell (2018) explained, quantitative research systematically and accurately illustrates the population and phenomena, while the correlational constituent is addressed by determining possible associations between two variables. In support of Creswell and Creswell (2018), a quantitative-correlational design enhances generalizability, objectivity, and statistical reliability in measuring significant relationships and differences between the two variables. The methodological methods used are aligned with the main objectives of the study, which aimed to determine the respondent's profile, motivational factors, factors that have the most impact on motivating employee performance, and the employee's perception of their performance. To attain this, frequency counts, percentages, and weighted means were employed to interpret and analyze the data. Furthermore, statistical treatment of a parametric test of association is used to determine the significant relationship between motivational factors and employees' perceptions of their performance.

### 3.1 Research Instruments

The research instrument is carefully designed and scrutinized using a variety of credible sources, and it is drawn upon a comprehensive study of Jaurigue et al. (2023), Meng (2021), Tremblay et al. (2009), and Griffin et al. (2007). It is structured into four main sections. The first section covers the respondent's profile, the second section addresses the factors of motivation (intrinsic and extrinsic), the third section examines the factors that most impact motivating employee performance, and the fourth section determines the employee's perception of their performance. The instrument items were rated using a four-point Likert scale (4 = Strongly Agree, 3 = Agree, 2 = Disagree, and 1 = Strongly Disagree). This scaling approach enabled respondents to clearly convey the degree of agreement with the statement (Joshi et al., 2015). To ensure higher response accuracy and reliability of the instrument, the study was personally administered through face-to-face interviews. Furthermore, this research was done within the ethical standards of research. All respondents had been informed during the informed consent process before the data collection process, and the process was purely voluntary and confidential, and used solely for academic purposes.

*Notes: The required results of Pilot testing of reliability and validity of the instruments are not available due to the fact that the instruments were adopted from Jaurigue et al. (2023), Meng (2021), Tremblay et al. (2009), and Griffin et al. (2007).*

### 3.2 Respondents

The respondents of this study were confined to employees of Western Philippines University–Main Campus, Aborlan, Palawan. According to records from the Human Resources Department, the institution has a total of 419 employees. A sample of 205 respondents was determined using Slovin's formula. Stratified random sampling was utilized to ensure proportional representation across employment categories. Accordingly, the respondents were drawn from various offices and comprised 97 permanent employees, 62 job order employees, 29 contract of service personnel, 4 casual employees, 4 part-time employees, 1 substitute, and 1 contractual employee.

### 3.3 Statistical Treatment

Descriptive statistics, including frequency counts, percentages, and weighted means, were employed to tabulate and analyze the respondents' profiles, motivation factors, both intrinsic and extrinsic, and the factors that have the most impact on motivating employees' performance. To assess the employee's perception of their performance, a 4-point Likert scale was utilized. Additionally, the study used a parametric statistical test of Pearson's product-moment correlation coefficient to determine the significant relationship between the main variables of the study. According to Pearson (1896), Pearson's  $r$  is the statistical treatment used to determine the strength and direction of the relationship between one or two variables.

## 4. Result and Discussion

The following information was taken from the interview with the respondents:

Table 1 presents the demographic profile of the respondents. In terms of age distribution, it reveals that out of 205 respondents, most of the respondents are within the bracket of 26-30 years old, which comprises 32.2 percent. This is followed by those aged 31-40 years at 24.9 percent, 41-50 years at 20.5 percent, 18-25 years at 14.1 percent, 51- 60 years at 5.4 percent, and

61-65 years, presenting the smallest age group at 2.9 percent. This implies that the majority of the respondents belong to the 26 to 30 age group. According to Codilla and Quinal (2023) and Jaurigue et al. (2023), employee age can influence motivation and performance, as older employees tend to demonstrate higher levels of motivation and work engagement compared to younger employees, largely due to their accumulated work experience, maturity, and stronger organizational commitment. As a result of the sex, 129 of the respondents are female, which is 62.9 percent, while 76 respondents, at 37.1 percent, are male. The result implies that the majority of the respondents are female. As mentioned by Jaurigue et al. (2023), both sexes show that they are motivated to accomplish their task, but they have minimal differences in performance. As a result of civil status, 108 of the respondents are single (52.7 percent), followed by 93 respondents at 45.3 percent, and 2 of the respondents are widowers and separated, comprising 1 percent. This implies that most of the respondents who are single are more motivated to work and perform productively compared to married employees (Jaurigue et al., 2023). As a result of the highest educational attainment, 135 of the respondents are college graduates at 65.9 percent, followed by 35 of the respondents are master's degree at 17.1 percent, 16 of the respondents are undergraduate degrees at 7.8 percent, 14 of the respondents are postgraduate degrees at 6.8 percent, and 5 of the respondents complete a Technical-Vocational Education at 2.4 percent. The results imply that the majority of the respondents are college graduates, indicating that they have strong competence, ability, knowledge, and a strong engagement in performing the task (Jaurigue et al., 2023).

As the result of the college/Office Assigned, 47 of the respondents are from the office of Administration and Finance which have 23 percent, followed by 31 of the respondents are from the office of Academic Affairs at 15.1 percent, 25 of the respondents are from the College of Arts and Science at 12.2 percent, 24 of the respondents are from the College of Engineering and Technology at 11.7 percent, 23 of the respondents are from the College of Education at 11.2 percent, 14 of the respondents are from the College of Agriculture, Forestry and Environmental Sciences at 6.8 percent, 12 of the respondents are from the College of Business and Management at 5.9 percent, 10 of the respondents are from the College of Criminal Justice Education at 4.9 percent, 9 of the respondents are from the office of Research, Development and Extension at 4.4 percent, 5 of the respondents are from the Basic Education Laboratory School at 2.4 percent and 5 of the respondents are from under by President Office at 2.4 percent. This implies that most of the respondents are from the Office Under the Administration and Finance. As a result of the employment status, 97 of the respondents are permanent at 47.3 percent, 62 of the respondents are job order at 30.2 percent, 29 of the respondents are contract of service at 14.1 percent, 7 are temporary at 3.4 percent, 4 are casual and part-time job at 2.0 percent, and 1 of the respondents is substitute and contractual at 0.5 percent. The findings indicated that most of the respondents are permanent. It is supported by Respicio Law (2024) that secure employment has higher engagement and higher-performance outcomes. In terms of type/category, 117 of the respondents are classified as staff or non-academic personnel, which is 57.1 percent, while 88 of the respondents are classified as faculty or academic personnel, at 42.9 percent. The finding indicated that most of the respondents are staffed by non-academic personnel. As the result of the length of service 86 of the respondents have 1-5 years of service which have 42.0 percent, followed by 46 are 6-10 years of service at 22.4 percent, 25 are 11-25 years of service at 12.2 percent, 24 are less than 1 year of service at 11.7 percent, 13 are 15-20 years of service at 6.3 percent and 11 of the respondents are 21 and above of service at 5.4 percent. The findings imply that most of the respondents have been in service for 1 to 5 years. The results indicate that the majority of the

respondents have been in service for one to five years. These findings are consistent with Respicio Law (2024), which noted that employees with longer tenure tend to show stronger motivation and higher performance as a result of increased job familiarity and accumulated knowledge. Similarly, Jaurigue et al. (2023) emphasized that employee motivation and performance are influenced by length of service, with employees in mid-level and longer tenure demonstrating greater motivation due to enhanced confidence and mastery of their work.

**Table 1.** Profile of the Respondents

Profile	Frequency (N=205)	Percentage (%)
<b>Age Distribution</b>		
18 – 25-year-old	29	14.1
26 – 30-year-old	66	32.2
31 – 40-year-old	51	24.9
41 – 50-year-old	42	20.5
51 – 60-year-old	11	5.4
61 – 65-year-old	6	2.9
<b>Sex</b>		
Male	76	37.1
Female	129	62.9
<b>Civil Status</b>		
Single	108	52.7
Married	93	45.3
Widower	2	1
Separated	2	1
<b>Highest Educational Attainment</b>		
College level	16	7.8
College graduate	135	65.9
Technical-Vocational	5	2.4
Master’s Degree	35	17.1
PhD Degree	14	6.8
<b>College/Office Assigned</b>		
College of Arts and Sciences (CAS)	25	12.2
College of Agriculture, Forestry and Environmental Sciences (CAFES)	14	6.8
College of Education (CED)	23	11.2
College of Engineering and Technology (CET)	24	11.7
College of Criminal Justice Education (CCJE)	10	4.9
College of Business and Management (CBM)	12	5.9
Basic Education Laboratory School (BELS)	5	2.4
Office Under the President	5	2.4
Office Under the Academic Affairs	31	15.1
Office Under the Administration and Finance	47	23
Office Under the Research, Development, and Extension	9	4.4
<b>Employment Status</b>		
Permanent	97	47.3
Temporary	7	3.4
Substitute	1	0.5
Contractual	1	0.5
Casual	4	2
Contract of Service	29	14.1
Part Time	4	2
Job order	62	30.2
<b>Type/Category</b>		

Faculty (Academic personnel)	88	42.9
Staff (non-academic personnel)	117	57.1
<b>Length of Service in WPU</b>		
Less than a year	24	11.7
1-5 years	86	42
6-10 years	46	22.4
11-15 years	25	12.2
16-20 years	13	6.3
21 years and above	11	5.4

Source: Primary data

Table 2 presents the results the influence of intrinsic motivation on an employee’s performance. The finding reveals that the statement as read “ I am more motivated to perform my job when I feel treated fairly in the workplace, (M=3.50)” stated as strongly agree and the statement as read as follows: “ I perform well in my job when I feel recognized and appreciated for my contributions to the organization, (M=3.42)”, “ The level of empowerment and employee autonomy in the organization affects my motivation, (M=3.46)”, “I believe my work directly influences my performance level, (M=3.48)”, “The degree of trust demonstrated in my workplace significantly impacts my job performance, (M=3.49)”, “The variety of skills required to perform my job influences my level of motivation, (M=3.42)”, “Receiving regular feedback on my job performance affects how I am motivated, (M=3.23)”, “The amount of responsibility I have in my role impacts on my overall motivation, (M=3.38)”, “The extent to which I am trained and developed in my job affects my motivation, (M=3.40)” and “ I am more motivated to perform my job when I feel it makes a meaningful contribution to the organization, (M=3.44)” has respectively descriptive ratings of agree. Overall, the descriptive rating of the intrinsic motivation that influences employees’ performance agrees with a mean score of 3.42. The findings imply that intrinsic motivation has significant effects on the employee’s performance. In short, employees perform very well and are motivated when they are treated fairly in the workplace. The finding is supported by Begeny et al. (2021), who state that employees’ perceptions of fair treatment within an organization significantly influence their workplace performance, attitudes, and behaviors. In addition, according to Okello and Gilson (2015), employees’ trust and fair treatment influence engagement and performance. Hence, trust and fair treatment enhance collaboration and cooperation, that motivates employees to contribute effectively to organizational goals.

**Table 2.** Intrinsic motivation that influences an employee’s performance.

Intrinsic Motivation	Mean	Descriptive Rating
1. I perform well in my job when I feel recognized and appreciated for my contribution to the organization.	3.42	Agree
2. The level of empowerment and employee autonomy in the organization affects my motivation.	3.46	Agree
3. I believe my work directly influences my performance level.	3.48	Agree
4. The degree of trust demonstrated in my workplace significantly impacts my job performance.	3.49	Agree
5. I am more motivated to perform my job when I feel treated fairly in the workplace.	3.50	Strongly Agree
6. The variety of skills required to perform my job influences my level of motivation.	3.42	Agree
7. Receiving regular feedback on my job performance affects how I am motivated.	3.23	Agree
8. The amount of responsibility I have in my role impacts my overall motivation.	3.38	Agree

9. The extent to which I am trained and developed in my job affects my motivation.	3.40	Agree
10. I am more motivated to perform my job when I feel it makes a meaningful contribution to the organization.	3.44	Agree
<b>Weighted Mean</b>	<b>3.42</b>	<b>Agree</b>

Source: Primary data

Table 2 presents the results of extrinsic motivation that influences an employee’s performance. The finding reveals that the statement read as follows “The leadership style within the organization influences my performance at work, (M=3.53)”, “The extent to which I believe there are promotion opportunities within the organization impacts my motivation, (M=3.50)”, “The quality of the working environment in the organization influences my level of motivation, (M=3.50)”, “The degree of job enrichment practiced by the organization affects my motivation, (M=3.50)” and “ I believe a safe working environment positively influences my motivation, (M=3.53)” has descriptive rating of strongly agree and the statement reads “The monetary compensation or salary structure impacts my level of performance, (M=3.36), “The relationship between the leaders/Heads and me affects my performance, (M=3.40), “The effectiveness of information sharing and communication within the organization influences my motivation, (M=3.45), “My motivation at work is influenced, to some extent, by my co-workers, (M=3.23) and “The nature of my job itself influences my level of motivation, (M=3.42)” has respectively descriptive ratings of agree. Overall, the descriptive rating for the extrinsic motivation that influences employees’ performance agrees with a mean score of 3.44. The findings imply that extrinsic motivation, such as leadership style, promotion opportunities, quality working environment, job enrichment practices, and safety working environment, has a strong effect and influence on the employee’s performance in the institution. The findings are supported by Ullah et al. (2022) that effective leadership can enhance work performance and turn the company's vision into reality. Additionally, a safe and healthy workplace can reduce injury and illness-related expenses, absenteeism, and turnover; increase productivity and quality of performance (Hailo, 2020). As stated by Marta et al. (2021), job enrichment increases employees' self-actualization, self-control, and self-esteem, which upsurges performance and productivity. Moreover, Razak et al. (2018) also mentioned that increasing salary, promotions, status, and responsibilities motivates job satisfaction and enhances performance. Chandrasekan (2011) noted that the working environment also influences employees’ performance. Therefore, the outcome of the study has a strong justification that the respondents are extrinsically motivated in their workplace.

**Table 3.** Extrinsic motivation influences an employee’s performance

<b>Extrinsic Motivation</b>	<b>Mean</b>	<b>Descriptive Rating</b>
1. The monetary compensation or salary structure impacts my level of performance.	3.36	Agree
2. The leadership style within the organization influences my performance at work.	3.53	Strongly agree
3. The relationship between the leader/Heads and me affects my performance.	3.40	Agree
4. The extent to which I believe there are promotion opportunities within the organization impacts my motivation.	3.50	Strongly agree
5. The quality of the working environment in the organization influences my level of motivation.	3.50	Strongly agree
6. The degree of job enrichment practiced by the organization affects my motivations.	3.50	Strongly agree

7. The effectiveness of information sharing and communication within the organization influences my motivation.	3.45	Agree
8. My motivation at work is influenced, to some extent, by my co-workers.	3.23	Agree
9. The nature of my job itself influences my level of motivation.	3.42	Agree
10. I believe a safe working environment positively influences my motivation.	3.53	Strongly agree
<b>Weighted Mean</b>	<b>3.44</b>	<b>Agree</b>

Source: Primary data

Table 4 showed that respondents agreed that both intrinsic and extrinsic factors of motivation influence employees' performance. Among these, extrinsic motivation established the highest mean score of 3.44 (*Agree*), while intrinsic motivation followed closely with a mean score of 3.42 (*Agree*). The finding implies that most of the respondents are motivated extrinsically in terms of leadership style, promotion opportunities, quality working environment, job enrichment practices, and safe work environment. It is supported by Neher and Maley (2020), that extrinsic motivating factors such as promotion, work environment, safety and security, leadership, and job stability significantly influence employee performance. Hence, when management or organization clearly understands employees' motivations, it increases efficiency and productivity, which leads to higher performance and greater organizational outcomes. Similarly, Ajalie (2017) affirmed that extrinsic motivation is a strong predictor of organizational productivity, and most employees give their best effort in performing their job. In addition, according to Salmiaty (2016), extrinsic motivation holds greater importance than intrinsic motivation because it provides immediate, tangible rewards such as salary increases, promotions, and job security, which directly satisfy their personal and financial needs. The findings contradict Legault (2016), who states that intrinsic motivation is the most powerful motivational strategy used to produce quality performance, productivity, and job satisfaction.

**Table 4.** Motivational Factors that have the most impact on motivating employees' performance

Factors Of Motivation	Weighted Mean	Descriptive Rating
Intrinsic Motivation	3.42	Agree
Extrinsic Motivation	3.44	Agree

Source: Primary data

Table 5 presents the results of the employees' perception of their performance. The finding reveals that the statement read as follows "job satisfaction, (M=3.53)", "cooperativeness, (M=3.53)" and "improvement, (M=3.52)" stated has respectively descriptive ratings of strongly agree. The statement read as follows: "salaries, (M=3.31)", "working experiences, (M=3.25)", "job performance, (M=3.36)", "work productivity, (M=3.48)", "dependability, (M=3.34)", "adaptability, (M=3.45)" and "communication, (M=3.29)" have respectively descriptive ratings of agree. Overall, the descriptive rating for employees' perception of their performance is Agree, with a grand mean score of 3.41.

The findings imply that the employees' perceptions of their performance are determined by intrinsic factors like job performance, cooperation, and improvement. It is supported by Abdullahi et al. (2023) that employees' perceptions of improving their performance are to have teamwork, good coworker relationships, and cooperation at work. In addition, according to Busatlić and Musić (2018), employees perceived their performance through an equal appraisal system of the organizations. Also, Pinheiro and Palma (2024) mentioned that job satisfaction has a positive effect on the perceived performance of the employees. They emphasize that

when employees are satisfied with their job, they tend to have higher performance, commitment, and higher contribution to the organization.

**Table 5.** Employees’ Perception of their Performance

Employees’ Perception	Mean	Descriptive Rating
Job satisfaction	3.53	Strongly Agree
Salary	3.31	Agree
Work Experience	3.25	Agree
Job Performance	3.36	Agree
Work Productivity	3.48	Agree
Dependability	3.34	Agree
Cooperativeness	3.53	Strongly Agree
Adaptability	3.45	Agree
Communication	3.29	Agree
Improvement	3.52	Strongly Agree
<b>Grand Mean</b>	<b>3.41</b>	<b>Agree</b>

Source: Primary data

As shown in Table 6, which illustrates the correlation between intrinsic and extrinsic motivational factors and employees’ perception of their performance, the results reveal a low positive correlation between intrinsic motivation ( $r = 0.2823$ ,  $p = 0.000041$ ) and extrinsic motivation ( $r = 0.3342$ ,  $p = 0.00001$ ) of employees' perceived performance. These findings indicate that the null hypothesis is rejected, demonstrating a statistically significant correlation at the 0.01 level. The findings imply that intrinsic and extrinsic motivation are significantly and positively correlated with the performance of the employees as perceived by them. The result is supported by Bergstrom and Martinez (2016), who state that motivational factors have a strong correlation with employees’ perception of their performance because it shapes how individuals value their work, feel recognized, and are committed to their responsibilities. When employees are motivated, they are more positive about performance and have high workplace engagement. Abdi (2019) mentioned that intrinsic and extrinsic motivation have a positive impact on their work performance. Alfante et al. (2022) stated that employees’ motivation strongly correlated with performance among remote workforces. Additionally, Basu (2023) mentioned that both monetary and non-monetary motivations have a significant positive relationship with the employee’s job performance. Irawati (2021) also shows that motivation supports higher work performance outcomes of the organization.

**Table 6.** Correlation between the intrinsic and extrinsic factors of motivation and employees’ perception of their performance

Factors Of Motivation	Correlation Coefficient	P-Value	Remarks	Decision
Intrinsic Motivation	0.2823**	0.000041	Low Positive Correlation	Reject The Null Hypothesis
Extrinsic Motivation	0.3342**	0.00001	Low Positive Correlation	Reject The Null Hypothesis

\*\*Correlation is significant at the 0.01 level (two-tailed;  $\alpha = 0.01$ )

Source: Primary data

## 5. Conclusion

Based on the findings of the study, the study concludes that the respondents are predominantly young adults aged 26 to 30, mostly female, single, and college graduates, serving as non-academic personnel with permanent status and relatively new tenure of one

to five years, primarily assigned to the Office of Administration and Finance. In terms of motivational factors, the findings revealed that respondents are mostly influenced by extrinsic motivation, particularly by leadership styles, opportunities for promotion, quality of the working environment, job enrichment practices, and workplace safety. On the other hand, intrinsic motivation is evident when employees perceive fairness and equitable treatment within the organization. The results demonstrate that extrinsic motivation has the strongest impact on employees' performance. Furthermore, employees' perceptions of their performance are reflected in their levels of job satisfaction, cooperativeness, and continuous improvement. However, the analysis shows that both intrinsic and extrinsic motivational factors have a significant but low positive correlation with employee performance, leading to the rejection of the null hypothesis. However, there are a number of weaknesses in this research that should be noted. First, the research is limited to one institution, which is Western Philippines University-Main Campus, and this restricts the applicability of the results to other higher education institutions or sectors. Second, the cross-sectional design measures motivation and performance at one point in time, and cannot be used to draw causal conclusions about the direction of the relationship. Third, the use of self-reported measures creates the risk of social desirability bias, in which case respondents may rate their motivation and performance higher than objective measures indicate. Fourth, low positive correlation coefficients ( $r = 0.28$  and  $r = 0.33$ ) indicate that other variables, including organizational culture, quality of leadership, and adequacy of compensation, are likely to influence the formation of performance and should be included in the research in the future.

Overall, the findings clearly imply that both factors of motivation contribute to the employee's performance, with extrinsic motivations exerting a stronger influence. These outcomes will contribute to the advancement of motivational theories, provide additional research evidence, and offer valuable implications for policy formulation and human resources practice in higher education and other government institutions.

### *5.1 Recommendations*

The recommendations of the study are drawn and proposed based on the findings: First, institutions should strengthen extrinsic motivation and improve the intrinsic motivation strategies to ensure high employee performance. Second, to support early-career employees, they should attend the skills training and career development programs to reflect their performance. Third, given the low but significantly correlated relationship between the motivational factors and performance, it is recommended to investigate additional factors such as organizational culture, work-life balance, and compensation structure to gain a more comprehensive understanding of employees' performance. Finally, since the study is limited in scope, design, population, and locations, the study recommends that future researchers address these limitations by conducting a comparative investigation across institutions, including government and private institutions.

**Informed Consent Statement:** *All subjects in the study were informed of their right to provide informed consent. Participation was voluntary, data were collected anonymously, and no personal data (identifying or sensitive) was recorded.*

**Conflicts of Interest:** *The authors declare no conflicts of interest.*

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