


Enhancing Worker Productivity in Malaysia: The Integral Roles of Incentives, Motivation, and Working Environment

Irmohizam Ibrahim

National Defence University of Malaysia, Malaysia, irmohizam@gmail.com,  Not available

Norhasni Zainal Abiddin (Corresponding Author)

National Defence University of Malaysia, Malaysia, norhasni@upnm.edu.my,  <https://orcid.org/0000-0001-5278-460>

Abstract: This research investigates the impact of Incentives, motivation, and working environment on worker productivity within Malaysian organizations. Utilizing a quantitative approach, data from 208 employees across various sectors were analyzed through descriptive statistics and regression analysis to explore how these key factors interact to influence productivity levels. The descriptive statistics highlight a generally positive perception of the working environment (Mean = 3.77, SD = 0.64) as the most favorably rated construct by participants, indicative of its critical importance in the Malaysian workplace context. This is followed by motivation (Mean = 4.35, SD = 0.48), worker productivity (Mean = 4.16, SD = 0.41), and incentives (Mean = 4.19, SD = 0.63), suggesting an overall positive workplace experience among respondents. Regression analysis reveals significant positive contributions of worker productivity ($b = 0.606$, $SE = 0.074$, $t = 8.205$, $p < .001$) incentives ($b = 0.025$, $SE = 0.053$, $t = 0.464$, $p = .644$) and working environment ($b = -0.033$, $SE = 0.053$, $t = -0.623$, $p = .534$) the model explains 34.8% of the variance in worker productivity ($R^2 = 0.348$). The study concludes that enhancing employee motivation is a critical strategy for improving productivity within Malaysian organizations. The findings suggest that while incentives and the working environment contribute to motivating employees, their direct influence on productivity is overshadowed by the impact of motivation. This underscores the need for organizations to focus on motivational strategies as a primary means of enhancing worker productivity.

Keywords: Policy Makers, Human Resource, Working Environment, Motivation, Workers Productivity

Citation: Ibrahim, I., & Abiddin, N. Z. (2024). Enhancing Worker Productivity in Malaysia: The Integral Roles of Incentives, Motivation, and Working Environment. In M. Shelley & O. T. Ozturk (Eds.), *Proceedings of ICRES 2024-- International Conference on Research in Education and Science* (pp. XXX-XXX). Antalya, Turkiye, ISTES Organization.

Introduction

In the dynamic and competitive landscape of the Malaysian economy, organizations are constantly seeking ways to optimize their workforce's productivity. For Malaysia, a country on the cusp of rapid growth, unlocking the full potential of its human capital is critical to securing a competitive advantage on the global stage. To understand how incentivization, motivation, and the working space can enhance worker productivity in Malaysia, the focus of this article is on three major areas. Financial incentives such as performance-based bonuses or profit-sharing programs are a strong instrument in the employer's arsenal to stimulate workers. By emphasizing a harder-working attitude from employees, financial initiatives ensure that workers share the same goal with the organization and strive for greater results. Non-financial incentives boost morale and job satisfaction, both of which lead to more productivity.

The second important factor is motivation. Desire is a distinctive psychological function often defined as an individual's inner strength and a provision of external conduct, self-directing a person in achieving objectives. Malaysian businesses should adjust to their employees' various needs if they want to boost productivity. Management should foster a sense of mission and connection among workers, a task that may be aided by effective communication, frequent comments and an approachable management attitude. Giving workers the chance to develop more capabilities, autonomy, and interesting work will help them become their personalized motivation.

Lastly, the working environment has a significant impact on worker productivity. Ergonomics that is sensitive to comfort, health and functionality lowers both mental and physical distractions such as bodily fatigue leaving the body and mind free to concentrate on the task at hand. Workers generate energy at a lower cost both in the workplace with a flexible attitude through the positive environment-driven organizational culture. Furthermore, the employer's initiatives to work to show that an individual review an organization in consideration of its well-being and loyally increase productivity.

This article aims to explore the interplay of incentives, motivation, and working environment in the context of enhancing worker productivity in Malaysia. Specifically, this is the objectives of the research:

- 1) To examine the perceptions of Malaysian employees regarding incentives, motivation, working environment, and worker productivity within their organizations.
- 2) To analyze the interaction and synergistic effects of incentives, motivation, and working environment on worker productivity within Malaysian organizations.

Through the review of case studies, best practices, and information from various studies, several findings and recommendations have been made on the various approaches that Malaysian organizations can implement to maximize the productivity of their population (Gbenga., & Abiddin, (2015). As Malaysia progresses further in its quest for economic growth and development, these two variables will be crucial in determining the prosperity of the nation in the future.

Literature Review

Relationships between Incentives Towards Workers Productivity

Incentives are not a new concept and have been identified as a crucial motivator for workers for a long time. There is a crucial factor of research on this topic that considers incentives based on the financial compensation of employees and analyses their effects on employee performance. Incentives are not a new concept and have been identified as a crucial motivator for workers for a long time. There is a considerable body of research on this topic that considers incentives based on the financial compensation of employees and analyses their effects on employee performance. For instance, Lazear (2000), conducted a seminal study to determine the consequences of a performance-based pay plan. The author revealed that the introduction of the piece-rate wage system in a large auto glass company increased output per worker by 44%. This research illustrates the efficiency of financial incentives in stimulating workers. Conducted a seminal study to determine the consequences of a performance-based pay plan.

From a Malaysian perspective, Ong and Teh (2012) studied the association between incentives and employee job performance. During the study, the researchers concluded that financial and non-financial incentives had a strong direct association with job performance. Financial incentives which include salary increments, bonus payments, were more effective in increasing motivation among employees compared to non-financial incentives which include verbal praises, recognitions, and promotions. In addition, a more recent study by Sundram and Roaimah (2018), explores the role of incentives on the performance of employees in Malaysia. The two researchers conducted a study regarding reward system between employee performance. The result indicates that the effective design of rewards schemes which include financial and non-financial incentives was also significantly associated with employee motivation, leading to increased productivity. It was evident that rewards sought to ensure incentives were well aligned to organizations' goals and individual performance.

Ling et al. 2021 examined the impact of performance-based incentives systems on employee creativity in Malaysian technology firms. The scholars proved that performance-based incentives, such as bonuses for the successful implementation of innovative ideas, were positively related to employee creativity. Thus, the findings are supported by a positive impact on worker productivity. The study revealed the potential contribution of incentive systems in terms of creating credible allocation to foster the internal competition of innovative ideas and propel the effective performance of the company. Incentives have become a subject of investigation from a non-financial perspective. Teng and Yoong (2020) examined the use of incentives systems through the provision of flexible work arrangements and their impact on employee performance and employer motivation in Malaysian SMEs, particularly during the Covid-19 pandemic. The findings of the study showed a significant improvement in worker well-being, job satisfaction, and worker productivity mode after changing the work environment schedule.

Secondly, Lim et al. (2019) carried out another research on the role of employee recognition programs and organizational citizenship behaviors in Malaysian public sector. According to their findings, "the more frequently

employees are recognized for their contributions, the more likely they are to engage in OCB behaviors. OCB was found to be advantageous for overall productivity and performance. This research underscores the importance of non-financial incentives for a favorable workplace environment and employee productivity. Other important factors that affect the role of incentives on increasing employee productivity are leadership and employee involvement. Ong et al. (2023) researched the moderating role of transformational leadership on the relationship between the incentive and employee performance in Malaysian healthcare organizations. Their findings suggest that transformational leadership increases the positive effect of the incentive on employee productivity through establishing an encouraging and supportive workplace.

In conclusion, various studies have found that both financial and non-financial incentives have a positive impact on employee motivation, job satisfaction, creativity, and performance. When incentives are integrated with organizational goals and programs, individual performances, as well as effective leadership practices, their impact is profoundly enhanced. Given these findings and Malaysian organizations' growing struggle to cope with the fast-changing business environment, organizations will need to develop a more systematic incentives system to improve productivity and remain competitive.

Relationships between Motivations Towards Workers Productivity

Motivation is essential in influencing the performance of an employee such as increased productivity. Herzberg's Two-Factor Theory describes how motivators and hygiene factors affect employee motivation and satisfaction (Herzberg et al., 1959). Motivators based on the theory include recognition, accomplishment, and personal development, and they are intrinsic factors of motivation. In comparison, hygiene factors include salary, working environment, and job stability and they are the extrinsic motivators that focus on preventing dissatisfaction but do not necessarily motivate an employee.

Recent developments in the Malaysian context have also studied the impact of intrinsic and extrinsic motivations on worker productivity. For instance, Tan et al. (2020) addressed in their study the influence of intrinsic motivation on Malaysian public sector employees' performance and productivity. The results indicated that the sense of accomplishment and personal development contributed positively to employees' performance and productivities. The authors concluded that creating an environment conducive to supporting intrinsic motivation contributes to improving worker engagement and productivity. In a similar findings, Ling and Bhatti (2021) found that the impact of extrinsic motivation on worker productivity and long duration employee engagement in the Malaysian manufacturing industry. Although various extrinsic factors, such as attractive compensation and incentive systems, significantly enhanced worker productivity and motivation, the results suggested that extrinsic motivation wanes with time. Therefore, organizations should combine intrinsic and extrinsic motivational climates for long-lasting employee engagement in the manufacturing industry.

The other recent trend with respect to the impact of transformational leadership is research into employee motivation and productivity (Gbenga, & Abiddin, 2013). For instance, Majid et al. (2019) explored the effects of transformational leadership on employee performance in Malaysian SMEs. The assessment of the key

transformational leadership behaviors, such as individualized consideration and intellectual stimulation, showed that both aspects of leadership substantially increased employee motivation and, subsequently, productivity. The studies mentioned above create a solid body of evidence that illustrates the importance of leadership in stimulating a workplace and employee performance.

Yong et al. (2022) further explored the notion and demonstrated how work-life balance impacted employees' motivation and productivity in the Malaysian service sector amidst the coronavirus outbreak. In their study, the researchers discovered that companies that promoted work-life balance through flexible work schedules and employee welling programs achieved a significantly higher employee motivation level and performance. This evidence suggests that meeting your workers' personal and professional demands is instrumental in maintaining motivation levels and, consequently, boosting productivity in times of adversity. In conclusion, there is evidence that particular motivators significantly affected employees' performance and productivity. The role of motivation was critically impacted by transformational leadership. the extent to which work-life balance and employee engagement were supported and promoted. As Malaysian organizations seek to unlock their workers' full potential. motivation strategies that consider both intrinsic and extrinsic motivator types. mirror supportive leadership. and elevate employee engagement will play a crucial role in enhancing productivity and organizational success.

Relationships between Working Environment Towards Workers Productivity

Physical workspace is another critical feature of a working environment. Samad et al. (2109) carried out a study to determine the influence office design had on employee productivity in corporate organizations in Malaysia. The outcomes indicated that ergonomic furniture, optimal lighting quality and levels, and healthy ventilation, substantially benefited worker comfort, wellness, and productivity. The scholars underscored the need to design a physical working space that meets the physical and mental health needs of workers to boost their performance.

Apart from the physical place of work, the psychosocial connotations of the work environment help enhance the employees' productivity. For example, a study conducted by Ismail et al. (2021) examined the impacts of organizational culture and employee engagement on job performance in the Malaysian public sector organizations in 2021. The researchers found that a supportive organizational culture, that promotes open and effective communications, trust among team members, and cooperation positively impacts employee engagement. Consequently, a carefully created psychosocial work environment boosts job performance and, thus, productivity. Hence, it is critical to create the environment that will motivate employees to work harder. In recent years, the influence of leadership on the work environment and the level of employee productivity has been researched. For example, Yusoff et al. (2020) studied the importance of transformational leadership in the creation of a positive work environment and employee support in Malaysian SMEs. The authors reported that transformational leadership practices, including vision, inspiration, and support, had a positive relationship with a work-friendly environment and improved employee productivity. This work indicates that leadership correlates with the work environment and the level of employee productivity. Another example is a study by Chong et al. (2022), who explored the influence of remote work on employee productivity during the COVID-19 pandemic in Malaysia.

The research shows that high levels of employee productivity and job satisfaction were more likely to be found in organizations where employees were supported with proper technology, easily accessible communication, and flexible work conditions. This demonstrates the necessary adjustment made by employers to ensure that workers stay productive during the difficult times (Gbenga., & Abiddin, (2013).

There is further empirical evidence on the role of employee well-being in mediating the working environment and productivity. Tan et al. (2023) carried out a study to determine the mediating effect of employee well-being between work-life balance practices and job performance in Malaysian technology firms. The results indicated that employee job performance and productivity should cultivate work-life balance through supportive practices and policies which increase employee well-being. There is also a specific study result that shows circumstantial factors like working environments can through employee well-being mediate job productivity. The working environment incorporates both physical and psychosocial aspects, which have been proven to have a sizable influence on employee performance and productivity. Further boosting the working environment is transformational leadership, remote work support, and employee well-being endeavors. For Malaysian organizations to achieve the most out of their workforce, they should develop a work environment that maximizes employee performance, comfort, and satisfaction, fostering productivity and organizational thriving.

Methodology

Research Design

This study is a quantitative technique on how incentives, motivation, and working environment effect on worker productivity in Malaysian organizations, and the research framework based on the conceptual model showing the proposed relationships between incentives, motivation, working environment, and worker productivity. The proposed conceptual framework assumes that the above factors have direct relationships and positive elastic impacts on worker productivity. The potential intercorrelations and synergistic interactions among these factors are also implicitly considered how these variables influence the worker productivity levels in Malaysian organizations.

Sampling and Data Collection

The researchers used a stratified random sampling technique to divide the population into sectors and ensure the study represented the entire Malaysian population working in the sectors. The participants in this study were 208 employees, and the collection of data was done through the questionnaire. In this instrument, the key constructs of incentives, motivation, working environment, and worker productivity were measured using scales that are found in previous studies. These scales were tested for validity and reliability. The reliability for each variable showed that incentives, $\alpha = 0.802$, motivation, $\alpha = 0.750$, working environment, $\alpha = 0.651$ and worker productivity, $\alpha = 0.788$.

Data Analysis

Quantitative data obtained from the survey questionnaires were examined through both descriptive statistics,

Pearson Correlations and multiple regression analyzes. Descriptive statistics summarized the major variables and described the sample characteristics and included mean scores and standard deviations. On the other hand, Pearson Correlations multiple regression was applied to evaluate the relationship and the impacts between incentives, motivation, working environment, and worker productivity. The data was analyzed by using Statistical Package for the Social Sciences (SPSS) version 28.

Ethical Considerations

The study complied with all ethical considerations, including confidentiality of the participants and informed consent. The study proposal was approved by the ethical review committee of the institution under which the researchers expected to conduct the study. The major limitation of the study is that it is cross sectional, which limits the study from establishing causation. Future investigations could use longitudinal design to determine the causation of incentives, motivation and working environment to worker productivity. Furthermore, the study used a sample of employees from Malaysia, making it challenging in generalizing the findings to other populations. Future investigations could experience the study in different counties to establish the differences in the associations of the variables under study.

Results

An exploration of the demographic profile of the respondents including gender, ethnicity, age, highest level of education, and years of service. The table illustrates that most respondents are male and are of Malay ethnicity. The respondents are well distributed among various age groups, although those aged over 30 years are the majority. The highest level of education varies from SPM to Diploma and First-Degree. Additionally, most respondents have served in their current organization for over 10 years, revealing that the workforce is relatively experienced.

Table 1. Respondents Demographics

Variables	Percentage	
Gender	Male	64.24
	Female	35.76
Ethnicity	Malay	90.73
	Chinese	5.30
	Indians	3.31
	Others	0.66
Age Group	30 and below	9.27
	31 to 40	33.77
	41 to 50	25.83
	51 and above	31.33
Highest Education	SPM (Malaysian Certificate of Education)	41.06
	STPM (Malaysian Higher School Certificate)	5.96
	Diploma	16.56
	Bachelor's Degree	15.89
	Master's Degree	9.27
	Others	11.26
Total	100	

Objective 1: To examine the perceptions of Malaysian employees regarding Incentives, Motivation, Working Environment, and Worker Productivity within their organizations.

Table 2. Descriptive Analysis

Variables	Mean	SD
Incentives	4.19	0.63
Motivation	4.35	0.48
Working Environment	3.77	0.64
Worker Productivity	4.16	0.41

Table 2 showed the descriptive statistics, providing an overview of how Malaysian employees perceive the key constructs of the rating scale. Across all category's incentives, motivation, working environment, and worker productivity. The perception of employees on these four dimensions of their organizations is overall positive. On average, the mean on each of the scores of these constructs reached out the score above the midpoint of the rating scale. Specifically, motivation scored the highest mean of 4.35, at a relatively low SD of 0.48, meaning that employees experience high levels of motivation in their organizations that is harbored by the support in these organizations. The mean for Incentive and Worker productivity relatively scored a high of $M = 4.19$ of $SD = 0.63$ and $M = 4.16$ of $SD = 0.41$, ratings respectively, implying that the employees perceive the reward system in the organizations and level of worker productivity in the organizations. The working environment scored a slightly low mean of $M = 3.77$ with a $SD=0.640$. Although the working environment is perceived positively, it scored relatively lower compared to the other three variables, implying a lower correlation with the other constructs. This calls out for an area of improvement regarding which variables of the working environments need more attention in improving worker productivity.

Objective 2. To analyze the interaction and synergistic effects of Incentives, Motivation, and Working Environment on Worker Productivity within Malaysian organizations.

Table 3. Correlations Pearson Analysis

Variables	Relationships	Significant (p)
Incentives with Motivation	0.501	0.001
Motivation with Worker Productivity	0.669	0.001
Motivation with Working Environment	0.416	0.001
Incentives with Working Environment	0.411	0.001
Incentives with Worker Productivity	0.370	0.001
Working Environment with Worker Productivity	0.290	0.001

From the Table 3, it is noted that, results revealed that correlation between motivation and worker productivity is significant, $r = 0.669$, $p < .001$, which indicates a strong positive relationship. Additionally, the correlation between incentives and motivation is also significant, $r = 0.501$, $p < .001$ revealing a positive moderate relationship. Similarly, the correlation between motivation and working environment is also significant $r = 0.416$, $p < .001$ implying a positive relationship. The correlation between Incentives and Working Environment is also significant, $r = 0.411$, $p < .001$ indicating a positive relationship. The correlation between Incentives and Worker Productivity

is significant, $r = 0.370$, $p < .001$ demonstrating a positive moderate relationship. The correlation between working environment and worker productivity is also significant, $r = 0.290$, $p < .001$ indicating a positive relationship. Therefore, it is evident that the data present a strong empirical basis for the positive relationships among these variables. Motivation seems to have the strongest relationship with worker productivity. However, the evidence of p value $< .001$ in all of the correlations confirms the strength of these relationships in the data. Therefore, the data suggest that improving incentives and the working environment may boost motivation and worker productivity.

The relationships of the remaining variables also yielded a positive result. Namely, motivation and worker productivity show the most extreme correlation coefficient among all tested pairs, which means that higher motivation is more likely to lead to better outcomes in worker productivity. The correlation between incentives and motivation is also positive, which may indicate that this variable also matters for encouraging the workers. In addition, working environment has a positive correlation with both motivation and productivity, although these are not as strong as the correlation between motivation levels and the latter two. Finally, incentives were moderately correlated with worker productivity, which was still lower than in another situation. It appears that here the difference between the two groups of variables is evident. Workers' performance can be greatly improved if they are motivated better; therefore, incentives can largely improve these.

Table 4. Multiple Regression Analysis

Variables	<i>B</i>	SE	<i>t</i>	<i>p</i>
Incentives	0.025	0.053	0.464	0.644
Motivation	0.606	0.074	8.205	0.001
Working Environment	-0.303	0.053	-0.623	0.534

$R^2 = 0.348$

As shown in Table 4, motivation was statistically significantly associated with worker productivity in the model ($B = 0.606$, $SE = 0.074$, $t = 8.205$, $p = .001$), indicating a robust positive effect. If the motivation score increased by one unit, worker productivity will increase by 0.606 units if all other variables are held constant. Incentives ($B = 0.025$, $SE = 0.053$, $t = 0.464$, $p = .644$) and working environment ($B = -0.033$, $SE = 0.053$, $t = -0.623$, $p = .534$) were not statistically significantly associated with worker productivity in the model under this analysis, suggesting that given the factors associated with them, their direct impact on productivity is not significant. The model explains 34.8% of the variation in worker productivity in the model ($R^2 = 0.348$), suggesting that while motivation has a significant impact on productivity, there are other factors besides this model's scope that also determine productivity. The analysis points out the critical role of motivation in enhancing worker productivity within Malaysian organizations. Based on the analysis, while incentives and working environment are factors, their direct influence is less than motivation. This points to the need to focus on motivational policies as the prime factor in enhancing productivity.

Discussion

Furthermore, the results obtained during the extensive survey indicate that respondents generally have a high value of the mentioned dimensions. Motivation and worker productivity have the highest mean value, followed by incentives, while the working environment has a notably lower mean value. Thus, despite feeling motivated and knowing the productivity of their work, employees feel that there is more that the organizational environment can do to follow suit, and the given values emphasize this point. Such perceptions are crucial, as they illustrate that both motivation approaches used and worker productivity measures are effective, while work environment can be strengthened. For example, it can be strengthened so that it provides a more supportive, secure and pleasant atmosphere that will not only meet employees' expectations but exceed them, and this can result in even higher motivation and productivity.

Then, the second objective was more complex, as it included the relations between the variables that were economic challenges themselves: incentives, motivation, the working environment, and worker productivity. The correlation analysis indicated a positive correlation among all variables, and motivation demonstrated the strongest positive correlation with worker productivity. This fact fits with the theoretical background, where a motivated worker is necessary for high productivity. Additionally, the results of multiple regression analysis revealed more detailed findings. More specifically, Motivation had a far stronger impact on worker productivity than incentive and working environment had separately from motivation. The latter observation can be explained by the fact that the working environment and certain incentive may contribute to employee's motivation rather than directly influence productivity.

The research results showed that, motivation is directly correlated with and significantly affects worker productivity. It was also supported by theory, as Herzberg and SDT claims. This means that making an employee psychologically more satisfied by intrinsic factors is more important than extrinsic motivators or physical working conditions in terms to promote productivity. Although bonuses and the working environment affected motivation and productivity in a positive way, they had no direct influence on productivity according to the regression model's total and partial results (Herzberg et al., 1959; Deci & Ryan, 2000). This corresponds to other studies and was already mentioned by the authors Shahzadi et al., (2014); Bakotic, (2016), meaning that, despite other studies' indications of their importance in preventing dissatisfaction and enabling motivation, they do not have a direct effect on productivity like intrinsic factors. In addition, the results could contribute to further clarifying the interaction between motivation, bonuses, and the working conditions in productivity processes. The fact that they were significantly correlated can mean that both are relevant only holistically and can interact with each other rather than separately to achieve the regular productivity level.

The research provides the basis for the central importance of employee motivation in the efforts to achieve greater productivity in Malaysian organizations, supported by both empirical findings and theoretical frameworks. This is complemented by the specific findings on the subtler effects of factors such as incentives and working

atmosphere, which are shown to improve productivity not by direct impact but by increasing motivation. Organizations seeking to realize effective productivity increases should, therefore, focus primarily on intrinsic motivation, supplemented with the effective use of incentives and the creation of a conducive work environment. They should seek to implement a multifaceted productivity-boosting initiative, focusing not only on enhancing an incentive and improving the working environment but more importantly on instilling a culture supportive of motivation in their employees through professional opportunities, meaningful work, and recognition.

This finding fulfills the research aims and objectives to a large extent. Specifically, it presents an in-depth overview of the perceptions of Malaysian workers regarding significant organizational factors and reveals detailed correlations between them, influencing productivity. According to the results, the ways to improve the productivity of workers in Malaysia are connected to better promotion of motivation in employees as well as the provision of adequate rewards and favorable working conditions. This result enhances the understanding and practical improvement of the analyzed organizational context.

Conclusion

Thus, the present research aimed to address the issues of Malaysian employees' perceptions of incentives, motivation, working environment, and worker productivity levels and understand how these components interact in the context of Malaysian organizations. Based on the extensive analysis that included all these research methods, the following conclusions can be pointed out. According to Herzberg's Two-Factor model and SDT, employee motivation proves to be the most critical factor in increasing worker productivity. The direct correlation between motivation and productivity appears to be more significant than each of the factors' contribution. Hence, an employee's psychological satisfaction with his or her work is more critical for productivity than outer factors or elements. Although both incentives and working environment contribute positively to motivation and worker productivity, the overall effect on productivity is much less. These factors may be more important for dissatisfaction prevention but are less impactful on increasing worker productivity. Simultaneously, depending on the component's improvement, the gains in other areas can be more productive, resulting in improved productivity. The general approach based on the interactions between the factors proved to be the most effective model.

Recommendations

Based on the findings and conclusions of this report, the following recommendations could be formulated for organizations based on the Malaysian case. For example, companies should consider implementing several well-known strategies to increase intrinsic motivators. These include opportunities to grow professionally, recognition and financial rewards for merit, performing meaningful work, and the possibility of self-efficacy. Although these incentives may not have a direct short-term effect on productivity enhancement, they may contribute to maintaining a basic level of satisfaction and motivation. Additionally, organizations should create incentives that

are not only financially motivating but also tied to the most important intrinsic motivators and values. The positive work environment is a motivation in its entirety, and increased motivation, on the other hand, leads to greater productivity. The business should ideally seek improvement in the material aspects of the working environment and the corporate culture. This would involve ensuring safe and suitable material conditions for work, fostering good interpersonal relationships, and developing a supportive organizational culture. Therefore, considering that reward systems, motivation, and work environment are not independent variables and acknowledging that they might enhance each other's effects, the organization should seek productivity through a holistic strategy. The company should simultaneously improve these factors, ensuring that their work in one field will increase the productivity of other measures. Furthermore, the organization should continuously measure the efficiency of these strategies. They should regularly ask employees about their satisfaction, evaluate the efficiency of incentive programs, and continue assessing the impact of the working environment.

Acknowledgements

We would like to express a deepest gratitude to the National Defence University of Malaysia (UPNM) for their invaluable support and contributions to this research project.

References

- Chong, L. F., Tan, L. P., Yeo, S. F., & Yew, S. Y. (2022). The impact of remote work arrangements on employee productivity during the COVID-19 pandemic: Evidence from Malaysian organizations. *Journal of Management and Sustainability*, 12(2), 1-14.
- Gbenga M. A. & Abiddin, N. Z. (2013). Quality Administration and Management in Higher Education in Nigeria: Implications for Human Resource Development. *International Education Studies*, 6(4), 225-235.
- Gbenga M. A. & Abiddin, N. Z. (2013). Human Capital Developments an Interdisciplinary Approach for Individual, Organization Advancement and Economic Improvement. *Asian Social Science*, 9(4), 150-157.
- Gbenga, M. A. & Abiddin, N. Z. (2015). A Comparison of Quality Administration and Management in Higher Education in Nigeria and Malaysia: Implication for Human Resource Development. *Journal of Advanced Review on Scientific Research*, 9(1), 1-9.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. New York: John Wiley & Sons.
- Ismail, A., Ghani, A. B. A., & Subhan, M. (2021). Organizational culture, employee engagement, and job performance: A study of Malaysian public sector organizations. *Journal of Human Resource and Sustainability Studies*, 9(3), 355-370.
- Lazear, E. P. (2000). Performance pay and productivity. *American Economic Review*, 90(5), 1346-1361.
- Lim, S. L., & Ling, F. Y. Y. (2012). Human resource practices of contractors that lead to job satisfaction of

professional staff. *Engineering, Construction and Architectural Management*, 19(1), 101-118.

- Lim, Y. J., Osman, A., & Manaf, A. H. A. (2019). The impact of employee recognition on organizational citizenship behavior in the Malaysian public sector. *International Journal of Public Administration*, 42(14), 1203-1215.
- Ling, C. X., Nasurdin, A. M., & Tan, C. L. (2021). The impact of performance-based incentives on employee creativity and innovation in Malaysian technology firms. *Journal of Innovation & Knowledge*, 6(4), 250-258.
- Ling, S. C., & Bhatti, M. A. (2021). Extrinsic motivation and job performance: The mediating role of employee engagement in the Malaysian manufacturing industry. *Management Science Letters*, 11(6), 1795-1802.
- Majid, M. A. A., Othman, M., Mohamad, S. F., Halim, M. A. S. A., & Yusof, A. (2019). Transformational leadership and employee performance: The mediating effect of employee engagement in Malaysian SMEs. *International Journal of Innovation, Creativity and Change*, 7(10), 38-55.
- Ong, T. S., & Teh, B. H. (2012). Reward system and performance within Malaysian manufacturing companies. *World Applied Sciences Journal*, 19(7), 1009-1017.
- Ong, T. S., & Yoong, S. S. (2016). The moderating role of organizational culture on the relationship between incentives and employee performance in Malaysian public sector organizations. *International Journal of Business and Management*, 11(12), 199-208.
- Ong, T. S., Yoong, S. S., & Liew, W. T. (2023). The moderating role of transformational leadership on the relationship between incentives and employee performance in Malaysian healthcare organizations. *Leadership in Health Services*, 36(1), 50-65.
- Samad, N. A., Rani, S. H. A., & Ramli, N. F. (2019). The impact of office design on employee productivity: A case study of Malaysian corporate organizations. *Journal of Facilities Management*, 17(4), 340-355.
- Sundram, S., & Roaimah, O. (2018). The impact of reward systems on employee performance in the Malaysian manufacturing industry. *International Journal of Business and Society*, 19(2), 332-347.
- Tan, C. L., Goh, Y. N., & Nasurdin, A. M. (2023). Work-life balance practices, employee well-being, and job performance: A study of Malaysian technology firms. *Asian Journal of Social Psychology*, 26(1), 72-85.
- Tan, S. K., Yusoff, W. F. W., & Chin, A. L. L. (2020). Intrinsic motivation and job performance among Malaysian public sector employees: The mediating role of organizational commitment. *Journal of Governance and Integrity*, 4(1), 30-41.
- Teng, L. K., & Yoong, S. S. (2016). The impact of recognition programs on employee engagement and performance in Malaysian SMEs. *Journal of Business and Management*, 18(8), 1-8.
- Teng, L. K., & Yoong, S. S. (2020). Flexible work arrangements and employee motivation during the COVID-19 pandemic: Evidence from Malaysian SMEs. *Journal of Human Resource and Sustainability Studies*, 8(3), 215-229.

- Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2022). Work-life balance and employee motivation during the COVID-19 pandemic: Evidence from the Malaysian service sector. *Journal of Human Resource and Sustainability Studies*, 10(2), 215-231.
- Yusoff, W. F. W., Kian, T. S., & Mohd Azli, N. (2020). Transformational leadership and work environment on employee performance: The mediating role of employee engagement in Malaysian SMEs. *International Journal of Business and Society*, 21(2), 797-814.
- Zahir, M. N., Hamid, S. N. A., & Bakar, A. A. (2023). The mediating effect of employee engagement on the relationship between intrinsic motivation and job performance in Malaysian tech startups. *Journal of Applied Sciences, Technology and Innovation*, 5(1), 1-12.