

Descriptive Analysis of Intrinsic Motivation, Job Training and Employee Performance

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ABSTRACT

The purpose of this study is to characterize the intrinsic motivation, job training, and performance levels of workers in Malaysia's Klang Valley. A structured questionnaire was used to gather data from 441 employees from different firms as part of a quantitative research design that used a survey technique. The tools assessed employee performance, job training, and intrinsic motivation. To ascertain each construct's level, data were evaluated using descriptive statistics, specifically mean scores and standard deviations. The results show that workers had a high degree of intrinsic motivation, especially when it came to attitudes about hard work, perseverance, learning, and achievement. The level of job training was also high, reflecting positive perceptions of training effectiveness, relevance, and its contribution to workplace competence. Similarly, employee performance was found to be high, especially in aspects related to initiative, time management, work efficiency, and continuous improvement, while negative work attitudes were reported at a low level. Overall, the findings suggest that employees in Klang Valley possess positive motivational attitudes, favorable perceptions toward job training, and strong work performance. This study provides useful insights for organizations in planning human resource development strategies to support employee growth and enhance workplace effectiveness.

Keywords: intrinsic motivation, job training, employee performance, klang valley, human resource development

INTRODUCTION

Organizational success is largely dependent on employee performance, particularly in fiercely competitive urban locations like the Klang Valley. Intrinsic motivation and job training are commonly acknowledged as important factors among the many factors that determine job performance. An individual's internal urge to carry out tasks for personal fulfillment, curiosity, and career advancement as opposed to external benefits is known as intrinsic motivation (Deci & Ryan, 2020). High intrinsic motivation workers typically exhibit higher levels of involvement, inventiveness, and perseverance at work (Gagné et al., 2022).

Job training is another essential factor that enhances employees' knowledge, skills, and confidence, thereby improving work efficiency and effectiveness (Aguinis & Kraiger, 2021). Conversely, insufficient training may reduce motivation, lower morale, and negatively affect performance outcomes (Salas et al., 2022). Understanding how intrinsic motivation and job training influence job performance is important for organizations aiming to improve productivity and retain skilled employees. Therefore, this study examines the impact of intrinsic motivation and job training on employee job performance in the Klang Valley, Malaysia, and provides insights to support managerial strategies for workforce development and organizational growth.

Research Objective

Determining the levels of intrinsic motivation, job training, and employee performance among workers in Malaysia's Klang Valley is the aim of this study. More precisely, the following goal serves as the basis for this investigation.

RO¹ : To identify the level of intrinsic motivation among employee in Klang Valley Malaysia.

RO² : To identify the level of Job Training among employee in Klang valley Malaysia.

RO³ : To identify the level of Work Performance among employee in Klang Valley Malaysia.

LITERATURE REVIEW

The degree to which workers successfully and efficiently carry out their duties and support organizational objectives is referred to as work performance. It is frequently linked to output quality, productivity, accountability, and the capacity to attain desired outcomes at work. Work performance, according to Kandie and Kipsang (2023), is a multifaceted construct that shows how employees fulfill organizational expectations through their regular activities and behaviors. Furthermore, performance reviews are crucial for assessing employee contributions and for guiding choices about workforce planning, training, and promotions (Eke, 2023). According to goal-setting theory, employees' focus, effort, perseverance, and work completion can all be improved by setting clear and difficult goals (Locke & Latham, 2002; Latham & Locke, 2018). Therefore, work performance can be understood as an important indicator linking individual effort and organizational effectiveness.

Employees can enhance their work performance by gaining job-related information, skills, and competences through an organized procedure called job training. Through formal instruction, hands-on activities, or workplace-based learning, training helps close the gap between present competencies and employment needs (Noe, 2020; Aguinis & Kraiger, 2021). Effective training and development programs are crucial for improving employee capabilities and performance in businesses, according to Salas et al. (2022). Training methods are now more creative and flexible in today's businesses. For example, gamified learning and interactive approaches can improve employee engagement in training contexts (Chen et al., 2023), while virtual reality-based training can strengthen decision-making and practical workplace skills (Anderson et al., 2022). Continuous training also supports performance sustainability and long-term productivity, particularly when employees are equipped with relevant and updated competencies (Khan & Ali, 2023; Sitzmann & Weinhardt, 2023). In the Malaysian context, training has also been shown to contribute positively to employee work effectiveness and performance improvement (Ahmad et al., 2021; Abdul Halim et al., 2023; Abdullah et al., 2023). Thus, job training remains an essential strategy for strengthening employee capability and organizational competitiveness.

The internal drive that propels people to carry out tasks for intrinsic pleasure, interest, fulfillment, and personal development as opposed to benefits from outside sources is known as intrinsic motivation. According to Ryan and Deci (2020), intrinsic motivation is a key component of self-determined behavior, which is the voluntary performance of behaviors due to their enjoyment and significance. In a similar vein, Deci and Ryan (2020) clarified that psychological demands like relatedness, competence, and autonomy are strongly associated with intrinsic motivation. In workplace settings, employees with higher intrinsic motivation are more likely to demonstrate persistence, creativity, and deeper engagement in their work (Howard et al., 2021). Hidi and Renninger (2020) further highlighted that interest and engagement are important drivers of sustained motivation, while Wigfield et al. (2022) emphasized that motivation contributes significantly to both learning and work-related performance. Reeve (2023) also noted that intrinsically motivated individuals tend to show stronger commitment and effort because their actions are guided by internal satisfaction.

Empirical evidence shows that intrinsic motivation is positively associated with employee engagement, job satisfaction, creativity, and contextual performance (Bryan, 2021; Kong et al., 2022; Kumar & Ranjit, 2022; Hoxha & Ramadani, 2024). Therefore, intrinsic motivation can be viewed as a powerful psychological factor that supports employee effectiveness and long-term work performance. Both intrinsic motivation and job

training are important determinants of employee performance. Intrinsic motivation encourages employees to remain engaged, persistent, and committed in carrying out their work tasks, while job training enhances their skills, confidence, and readiness to perform effectively. Adula et al. (2023) found that training is positively associated with employee-related outcomes in service organizations, while Andronicus et al. (2021) highlighted the synergistic role of motivation and training in improving productivity. Similarly, Bappah and Inuwa (2023) reported that training and motivation together contribute to stronger employee performance. In the Malaysian context, Ahmad et al. (2021) and Abdul Halim et al. (2023) also supported the importance of training in strengthening employee effectiveness and improving job outcomes. Based on these findings, intrinsic motivation and job training can be considered complementary factors that support higher levels of work performance and contribute to organizational success.

METHODOLOGY

This study used a survey method as part of a quantitative approach. To describe the levels of intrinsic motivation, job training, and work performance among employees in Malaysia's Klang Valley, a descriptive research approach was used. This approach is suitable for using numerical data and statistical interpretation to understand current circumstances and events in organizational settings. The study's population was made up of workers from different companies in Malaysia's Klang Valley, which includes Kuala Lumpur and Selangor. The study sample consisted of 441 respondents in total. This sample size was deemed sufficient to provide trustworthy descriptive analysis and to accurately reflect the target population.

The research instrument used in this study was a structured questionnaire adapted from established and validated instruments. The questionnaire consisted of several sections and employed a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Intrinsic motivation was measured using a set of items designed to assess employees' internal drive, persistence, self-belief, and attitudes toward achievement. Job training was measured using items that evaluated respondents' perceptions of training effectiveness, relevance, skill development, and workplace applicability. Work performance was measured using items adapted from the Individual Work Performance Questionnaire developed by Koopmans et al. (2015), which includes aspects of task performance, contextual performance, and adaptive work behavior.

Before being distributed, the questionnaire was examined and improved to make sure it was appropriate for the study's setting. The instrument's internal consistency was investigated by reliability analysis, and all constructs had acceptable reliability values. Data were analyzed using descriptive statistical techniques, specifically mean and standard deviation, to determine the level of intrinsic motivation, job training, and work performance among employees in Klang Valley, Malaysia. Each construct was categorized into low, moderate, and high levels using the interpretation of mean scores, as shown in Table 1.

Table 1 Level of Category by Mean Value

Level	Mean Value
Low	1- 2.33
Moderate	2.34 - 3.66
High	3.67 - 5.00

FINDINGS

The findings of this study are presented based on the descriptive analysis of intrinsic motivation, job training, and work performance among employees in Klang Valley, Malaysia. Mean scores were used to determine the level of each construct, namely low, moderate, and high, as shown in Table 2, 3 and 4.

Table 2 Achievement Motivation Questionnaire (N=441)

Item Code	Indicator	Mean	Level
IM1	Self-reliance in achievement	2.37	Moderate
IM2	Work pressure and emotional strain	2.43	Moderate
IM3	Resilience to social criticism	3.77	High
IM4	Frustration from negative judgment	2.27	Low
IM5	Value placed on help from others	1.90	Low
IM6	Work as a source of innovation	4.47	High
IM7	Personal control over destiny	4.27	High
IM8	Work as an intrinsic reward	4.23	High
IM9	Failure as a path to success	4.53	High
IM10	Persistence after failure	4.50	High
IM11	Learning through mistakes	4.70	High
IM12	Belief in success through effort	4.57	High
IM13	Willingness to sacrifice for ambition	3.43	Moderate
IM14	Belief in cause-and-effect relationships	4.38	High
IM15	Preference for recognition over money	2.34	Moderate
IM16	Desire for honour	2.69	Moderate
IM17	Belief that practice leads to mastery	4.59	High
IM18	Belief that nothing is impossible	4.34	High
IM19	Value of knowledge	4.59	High
IM20	Avoidance of gossip	3.86	High
IM21	Negative view of recreation time	2.24	Low
IM22	Task focus until completion	3.76	High

The findings for intrinsic motivation indicate that respondents generally demonstrated a high level of positive achievement-oriented attitudes. As presented in Table 2, most items recorded high mean scores, suggesting that employees possessed strong beliefs related to effort, perseverance, learning, and personal success. The highest mean score was recorded for Item 11, “Only by committing mistakes we learn” (M = 4.70), followed by Item 17, “I have strong belief that practice makes perfection” (M = 4.59), and Item 19, “Knowledge is mightier than sword” (M = 4.59). These findings suggest that respondents strongly value learning through experience, continuous effort, and personal development.

In addition, several items related to resilience and determination also recorded high mean scores. For example, Item 12, “I believe that I can succeed if I go on trying” (M = 4.57), and Item 9, “Failure is the stepping stone to success” (M = 4.53), indicate that respondents tend to view persistence and failure as important elements in achieving success. This pattern reflects a constructive and growth-oriented attitude among employees.

However, some items recorded moderate and low mean scores. Item 13, “I shall risk my life for achieving my ambition” (M = 3.43), Item 16, “I crave for honour” (M = 2.69), and Item 15, “I prefer earning name to earning money” (M = 2.34), were at a moderate level, suggesting that respondents demonstrated balanced views toward ambition, recognition, and personal achievement. Meanwhile, low mean scores were found for Item 5, “I do not attach value to help” (M = 1.90), and Item 21, “I consider spending time on sports and recreation is a sheer waste of time” (M = 2.24). These findings indicate that respondents generally value help from others and do not view recreation negatively. Overall, the results suggest that employees in Klang Valley possess high intrinsic motivation, characterized by positive beliefs toward effort, learning, and perseverance, while showing low agreement with negative attitudes.

Table 3 Job Training Questionnaire (N=441)

Item Code	Indicator	Mean	Level
JT1	Trainer teaching effectiveness	4.17	High
JT2	Trainer industry knowledge	4.13	High
JT3	Workplace relevance of training materials	4.10	High
JT4	Overall satisfaction with training	4.13	High
JT5	Willingness to recommend training	4.20	High
JT6	Realism of assessment activities	4.27	High
JT7	Recognition of existing skills and knowledge	4.17	High
JT8	Appropriateness of assessment standard	4.23	High
JT9	Relevance of training skills	4.31	High
JT10	Training preparation for work	4.41	High
JT11	Balance of theory and practice	4.31	High
JT12	Willingness to recommend training provider	4.24	High
JT13	Training as a worthwhile investment	4.31	High
JT14	Alignment with current practice	4.45	High
JT15	Integration of training into organisation	4.24	High
JT16	Skill gains from training	4.17	High
JT17	Interpersonal support from training	4.34	High
JT18	Building on existing knowledge and skills	4.45	High

JT19	Knowledge gains from training	4.41	High
JT20	Preparation for work demands	4.59	High
JT21	Use of up-to-date facilities and materials	4.38	High
JT22	Suitability of training resources	4.41	High
JT23	Condition of resources and equipment	4.41	High
JT24	Response to employer feedback	4.34	High
JT25	Development of customised programmes	4.41	High
JT26	Fairness of skill and knowledge assessment	4.28	High
JT27	Organisational flexibility in meeting needs	4.45	High
JT28	Handling of issues and complaints	4.24	High
JT29	Support for workplace training and assessment	4.28	High
JT30	Clarity of employer expectations	4.28	High

The results for job training, as shown in Table 3, indicate that respondents thought highly of job training. The high mean ratings for all items, which ranged from 4.10 to 4.59, showed that workers typically thought their companies' training was useful, pertinent, and improved their performance at work. Item 20, "The training prepared our employees for the demands of work," had the highest mean score (M = 4.59). This implies that respondents firmly felt that training had given workers the skills they needed to fulfill expectations at work.

Item 14, "The training reflected current practice" (M = 4.45), Item 18, "The training helped employees identify how to build on their current knowledge and skills" (M = 4.45), and Item 27, "The training organization was flexible enough to meet our needs" (M = 4.45), were additional items with high mean scores. These findings show that respondents thought training was applicable, current, and sensitive to the needs of the company and its employees. The idea that training enhances employee preparation and skill development is further supported by Items 10, "The training prepared employees well for work" (M = 4.41), and 19, "Our employees gained the knowledge they needed from this training" (M = 4.41).

All of the items received high ratings, but Item 3, "Trainers were able to relate material to the workplace" (M = 4.10), Item 2, "Trainers had good knowledge and experience of the industry" (M = 4.13), and Item 4, "Overall, we are satisfied with the training" (M = 4.13), had the lowest mean scores. Despite the fact that these scores are still high, they can indicate that more work needs to be done to better match employee expectations and industry reality with training delivery. Overall, the results show that Klang Valley workers have high levels of job training, which reflects favorable opinions of the training's quality, applicability, and usefulness in the workplace.

Table 4 Individual Work Performance Questionnaire (N=441)

Item Code	Indicator	Mean	Level
WP1	Work completed on time	4.27	High
WP2	Focus on intended work outcomes	4.38	High
WP3	Ability to set priorities	4.21	High

WP4	Work efficiency	4.34	High
WP5	Time management	4.14	High
WP6	Initiative in starting new tasks	4.41	High
WP7	Willingness to take challenging tasks	4.34	High
WP8	Updating job-related knowledge	4.31	High
WP9	Updating work-related skills	4.38	High
WP10	Creativity in solving new problems	4.34	High
WP11	Willingness to take extra responsibility	4.34	High
WP12	Seeking new work challenges	4.34	High
WP13	Active participation in meetings or consultations	4.21	High
WP14	Exaggerating workplace problems	1.90	Low
WP15	Focus on negative aspects of work	1.52	Low
WP16	Discussing negative work aspects with colleagues	1.66	Low
WP17	Discussing negative work aspects outside the organisation	1.55	Low

Respondents showed a high degree of positive work behavior, according to the job performance results shown in Table 4. The majority of items, especially those pertaining to work planning, time management, initiative, skill development, and proactive engagement in office duties, had high mean scores. Item 6, "On my own initiative, I started new tasks when my old tasks were completed," had the highest mean score ($M = 4.41$). This implies that the respondents were proactive in fulfilling their work obligations and showed a high degree of self-initiative.

Items 2, "I kept in mind the work result I needed to achieve" ($M = 4.38$), Item 9, "I worked on keeping my work skills up-to-date" ($M = 4.38$), and Items 4, 7, 10, 11, and 12 all had mean scores of 4.34. According to these findings, respondents generally shown a great dedication to meeting goals, upholding the caliber of their work, updating their abilities, and accepting new tasks and responsibilities. These results show a responsible and positive approach to work performance.

On the other hand, the negative work attitude items had low mean values. Item 15, "I focused on the negative aspects of situation at work instead of the positive aspects," had the lowest mean score ($M = 1.52$), followed by Item 17, "I talked to people outside the organization about the negative aspects of my work" ($M = 1.55$), and Item 16, "I talked to colleagues about the negative aspects of my work" ($M = 1.66$). These results show that most respondents disapproved of unfavorable and ineffective workplace practices. Overall, the findings imply that Klang Valley workers do well at work, as seen by their positive work behaviors and low levels of negative work attitudes.

DISCUSSION & CONCLUSION

The findings of this study indicate that employees in Klang Valley, Malaysia generally demonstrate high levels of intrinsic motivation, job training, and work performance. For intrinsic motivation, the results show that most respondents possess strong positive beliefs related to effort, persistence, learning, and personal achievement. High mean scores were recorded for items such as learning through mistakes, believing in continuous effort, and

viewing failure as a stepping stone to success. These findings suggest that employees tend to have a positive achievement-oriented attitude and a strong internal drive toward self-improvement and success. At the same time, low mean scores for negative statements indicate that respondents generally do not hold maladaptive attitudes such as rejecting help or viewing recreation negatively.

In terms of job training, the findings reveal that respondents perceived training at a high level. Employees generally viewed the training provided by their organizations as effective, relevant, and beneficial to their work performance. High mean scores across the training items indicate that respondents were satisfied with the training content, delivery, practical value, and organizational support. This suggests that training plays an important role in strengthening employees' skills, knowledge, and readiness to meet workplace demands. Overall, the results reflect positive perceptions toward workplace training and indicate that employees see training as a valuable component of professional development.

The study also found that employee work performance was at a high level. Respondents reported positive work behaviors in areas such as planning, time management, initiative, responsibility, and continuous skill improvement. At the same time, low mean scores for negative work attitudes indicate that employees generally avoided unproductive behaviors such as exaggerating workplace problems or focusing excessively on negative aspects of work. These findings suggest that employees in Klang Valley demonstrate constructive and professional work behaviors, which reflect a strong commitment to fulfilling job responsibilities effectively.

Overall, the results show that Klang Valley workers have high levels of work performance, excellent motivated attitudes, and positive opinions of job training. This pattern emphasizes how crucial it is to uphold supportive workplace policies that foster employee development, bolster work-related competencies, and preserve positive work behavior. To sum up, this study offers firms valuable insights for developing strategies for human resource development that can further improve employee capabilities and workplace performance.

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