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A Conceptual Framework for the Mediating Effects of Psychological Ownership on Intrinsic Motivation Factors and Employees' Work Performance : A Research on Banking Sectors in Malaysia

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Abstract

Aim: The study aim to propose a conceptual framework to investigate the influences of intrinsic motivation factors with the effects of psychological ownership towards enhancing the work performance of employees. This research also emphasized the importance of the mediating role of psychological ownership on the relationship between intrinsic motivation factors and work performance among the employees in the banking sectors, Malaysia. This study was carried out to determine issues related to employees' work performance based on poor service quality, poor employee retention, work related stress, inflexibility and lack of commitment in Malaysian banking sectors. Hence, this study approach to new solution on the employees' work performance related issues which create awareness for the banks to improve intrinsic motivation factors to enhance employees' work performance through psychological ownership. Banks are experiencing critical situation related to poor employees' performance which indirectly influence the overall organizational performance thus banks need to provide serious attention towards the related issues. Work performance of this research consisted four dimensions namely as quality of work, creativeness, job knowledge and initiatives. Employee motivation includes the recognition, achievement, work itself, personal growth. A conceptual framework was formulated based on identified research gap through the literature review and Herzberg's Theory motivator as predictor of motivation. It is expected that effects of psychological ownership will have significance influence on intrinsic motivation and work performance and the result of study would help bank management to develop effective strategies towards improving the employees' work performance which is essential for business advancement.

INTRODUCTION

Work performance is an essential aspect for every organization which leads to initiative of management to take efforts by supporting the employees to complete their tasks and duties effectively. Thus, employees able to change their behavior in positive manner when motivation factors placed as important and required by organizations. Managers can monitor importance achievement in their organizations when they sustain motivated employees in their workplace. Internal motivation refers as action process where internally motivated employees will perform their task due to satisfaction and pleasure. People will try to perform to the best of work when they have this internal motivation (Yusefi & Ahmadi, 2013). In general, intrinsic motivation known as passion and positive emotions perceived from their work which strengthen and increases the employees' efforts towards self-management and leads to high work performance. Work performance is an essential aspect introduced by organizations throughout the world and has attracted interest among scholars and professionals. Many studies on work performance involving different perspectives has been carried out in the aspect of employees' work performance. Thus, work performance is important for an organization development and administration. In today's competitive world, organizations need to retain motivated and committed employees through developing positive organizational behavior for the benefits of organization. A sustainable and highly successful business can be achieved by developing the employees' psychological ownership to increases the individual work performance.

There are some issues occurred in the banking sectors of Malaysia. The banking sector in Malaysia has become more integrated due to the deregulation, liberalization and technology advancement. This condition leads to more competitive environment for the banking sectors. Furthermore, the banking industry emphasizes on the demand of meeting customers' needs who is expecting for a greater changes in the industry. Hence, bank employees experiencing occupational diseases due to the changing of work condition affected by new technology which leads to sicknesses because the process of work nature (Silva & Navarro, 2012). Workers' complaints related to tension, stress and pressure increases due to the changes in work environment. Banks known to be in the category of high turnover rate due to heavy workload and the need of adaptation towards strict time limits compared to other sectors (Rubiah, 2012). Furthermore, Malaysian banks are known as highly regulated body and sensitive towards risk and confidentiality issues. Thus, the strictness of work process and legacy system has hinder the empowerment wished by the young bankers (Hussain, Yunus Ishak & Daud, 2013). This situation leads to low engagement which affects the work performance as well.

Another issues related to poor service quality provided by banks has been highlighted. It has been reported that employees are more emphasizes towards talking and making personal calls which leads to the failure of providing service to customers (Mansori, Tyng & Ismail, 2014). Hence, customers are not satisfied with the way of customer service employees handles their customers by provides slow feedback. The employees perform poorly in their work due to complaints which leads to dissatisfaction among customers towards the service providers. Banks are given roles and responsibilities because of the rules, policies and procedures implemented accordance to BAFIA act (1989). Hence, banks are not encouraged to practice flexibility due to the stringent daily operation of banks (Daud, et.al 2013). Thus, employees experienced issues related to long hours of work in office despite of normal working hours.

Hence, this study emphasized on crucial investigation of this literature gap this paper is to conduct a critical examination of this literature gap which stressed on the mediating effects of psychological ownership on the intrinsic motivation factors and employees' work performance in banking sectors in Malaysia. The findings of this research have implications for practitioners. Therefore, the purpose of this paper to conduct further examination on work performance of employees' through reviewing the literature review related to work performance, and critically analyze the intrinsic motivation factors that were proved to be studies against work performance. The research gap has been determined via critical analysis of the previous literature review based on the result. Moreover, new conceptual framework developed to assist banks with thoughts to understand the strategies to motivate employees intrinsically and evolved psychological ownership that have significant influence on their work performance. This research concludes that conceptual framework act as guidance to provide clear that the conceptual framework assists to provide clear information towards intrinsic motivation factors and develop psychological ownership among employees which increases employees' work performance.

LITERATURE REVIEW

This part is emphasizes in assessing the academic literature for the purpose of examining the topic under research which is the mediating effects of psychological ownership on intrinsic motivation factors and employees' work performance. Furthermore, conceptual framework for this study discussed in detail. The

relationship between intrinsic motivation factors, psychological ownership and employees' work performance analyzed critically in this chapter. Besides, this part focuses on the definitions of key variables, examining about underlying theories, and hypothesis. Moreover, this part provide readers on the current state of knowledge based on the comparison with previous studies

Work Performance

Several studies has been carried out related to work performance as dependent variable for the success of an organization. However, researchers stressed out various explanation for work performance which has been introduced in today's literature. Work performance is one of the important aspect which represents the goal and means of organization to achieve the efficiency or exceed the needed stage of performance. According to Campbell (1990), work performance normally linked to organizational goals based on individuals behavior and action. Thus, an organization able to optimize its human resource capabilities through identifying the factors that influences employee work performance for the success of business. Hence, employees' behavior and action work performance is an overall objective need to be achieved by all employees based on their behavior and action.

Work performance also can be assess based on individual behavior towards the services and goods produced by the organization. The overall performance of organization depends on the importance of employee work performance. The efforts and ability of employees' to achieve the organization objective are the essential key result of performance. Thus, all the private, public, profitable or non-profitable organization have their own goals and objective which need to be achieved with the presence of employees' behavior. The employee work performance outcome in this study is quality of work which refer to the degree of satisfaction, involvement, commitment and motivation of employees who attached to the workplace (Shankar, 2014). It is the level of which the employees are keen to satisfy their needs while they are in workplace. Moreover, it is also refers to the improvement of employment condition and the workers lives in performing tasks through the implementation of QWL as activities in companies. Quality of work basically intend to instill the feelings of security, pride, fairness, internal democracy, autonomy, ownership, flexibility and responsibility among the employees (Shankar, 2014). QWL refer as multidimensional since each of the dimensions being developed based on different base which makes the construct to be complicated and complex to measure. Therefore, there is no identification of specific meaning of QWL due to the changing construct which have been developed based on management perspective which can be seen through several factors namely as physical, social and psychological, and technological factors that impacts the organizational culture and its environment. So, it is the way of workers and productivity affected by QWL (Aketch, Odera, Chepkuto, & Okaka, 2012). Thus, QWL is a program that emphasized on strategies to improve the quality life of an employee through providing a better performance. Moreover, QWL is essential for every organization in order to perform a smooth operation based on the employees' loyalty and commitment which created optimum potential for the efficiency of business.

Creativity basically created through the mind of the individual employees by alone or with others when performing the daily duties of workplace and it is not only produced from the company overall strategy and access to the resources. Creativity refer as creation of new ideas ; employees who have the creativity able to expressed new suggestions or ideas for the services to be implemented, the communication and understanding expressed in the same way which influence the employees' work to be performed on working hours period. (Amabile, 1988). Thus, creativity knows as pattern in which the work related issues are solved in proper way through the employees' innovative designation with stages of procedures. Moreover, some researchers stated as the individual ability to find out the ways to develop effective solutions to face the challenges and overcome the issues by individually. Therefore, expression of creativity is essential for organization because it is not only help the organization become more efficient and responsive towards chances but also support the organization to familiar with changes, develop and compete in the global market. Hence, creative outcomes efforts generated based on employees' utilization of their capabilities, knowledge and skills.

Poor work performance likely happens when the employees' show their negligence and unable to make good decisions due to lack of understanding about the way their job linked into overall image of the organization. Job knowledge required for a particular job based on specialized information, facts and process (Hunter, 1993; Schmidt, Hunter, & Outerbridge, 1986). It has been confirmed that talented employees who possessed capabilities, knowledge and skills are the main influence of competitive advantage in global market. Furthermore, knowledge based on peoples' skills, competencies , ideas, motivation and intuition through obtaining from detail information and data. Cognitive ability has been determined as effective predictor of performance for every jobs. Hunter (1986) has identified the connection between cognitive ability and job knowledge and performance. Employees are able to increases their knowledge related work through the importance of training methods. Hence, employees' performance improved through an effective training

programs which intensify the knowledge, skills, attitudes and behavior. Thus, effective training improved the performance of employees through enhances the knowledge, skills, attitudes and behavior of the particular individual in organization.

Employees who are able and take initiatives to engage issues or potential issues in workplace through self direction and motivation brings benefits to the organization. Employee initiative is become high importance in contemporary job performance and it is focus on accomplishing constant improvement in operational work procedures. According to Frese & Fay (2001) employee initiative defined as self-starting, proactive, continual and pro-company behavior perceived by individual employee. Initiative of an individual employee normally engaging in workplace behaviors through activities which leads to the success of an organization. Furthermore, employees who have proactive behavior is known as self-initiated which the individual behavior of action performed without being speak out or without demand for instructions. It is also emphasized towards future centered which means this behavior manage the expected issues or opportunities based long term focus. Thus, employees with self initiative are more likely search information and create ideas automatically toward essential changes in their work condition. Moreover, proactive employees with self drive approach towards resolving the organizational issues and make efforts to prevent the issues from repeating in future through implementing self-defined methods (Parker et al., 2006). Hence, employees willing to take initiative to fulfill the responsibilities in solving issues and changing the present condition beyond their work based task. Employees also more likely to take initiative to uphold mutually beneficial and loyalty towards their organization when they acquire benefit from the organization itself. Furthermore, employees willing to provide feedback by performing their work and even beyond the expected performance when these employees satisfied with favourable policies and practices implemented in the organization. Moreover, employee initiative has been linked to performance since this proactive behavior helps to generate creative ideas that deal with the changing environments.

Intrinsic Motivation

Organization that understand what suppose to be done through its workforce will increases high level of work performance in organization. Motivation is basically emphasized towards alteration of behavior which forces the individual towards direction of objective. Moreover, motivation known as psychological process that drive intentional acts based objective oriented through inspiration and determination (Kinicki and Kreitner, 2006). Intrinsic motivation means stimulation from outside factors is not involved but each individual has the mechanism to perform something. Hence, intrinsic motivation evolved based on the individual willingness which suppose to be develop within an individual without encouragement or interest from others. It is important for organization to encourage intrinsic motivation among their employees as this will force the employees who are searching for opportunities to perform work well and gain success. Intrinsically motivated employees are willing to face challenging situation due to their interest towards activities related beyond the work duties which encourages them to perform best towards their work even in critical condition.

There are four dimensions of employee motivation measured in this study namely as recognition, achievement, work itself, personal growth. Recognition provided by organization as appreciation towards employees for their high work performance and efforts of success which leads to the achievement of goal. Organization need to recognize individual who are willing to share their success with others as a motivation tool. Moreover, the needs of employees are only can be satisfied by an excellent motivator. Further, employees' will have less expectations and satisfied with the rewards provided when the employers are emphasizing towards rewards which recognizes the influence and success. This will develop productive employees' who are willing to improve their performance, enhance loyalty and promote collaboration. Hence, workplace that provided an effective recognition developed pleasing working environment which encourages employees to be committed towards their work and leads to high level of performance.

Driven employees who are focuses towards success and result oriented bring the improvement to the organization since successful term is not only extracted through work. Competent and responsible employees who bring the meaningful to the work normally helps organization to achieve performance, effectiveness, success and productivity. Employees' with high achievement motivation is one of the main factor of organizational success. Achievement can be explained as the instinct that encourages people to perform certain duties in workplace. It has been verified that employees' with strong instinct towards accomplishing individual and organization success, focus on result based, making differences, high determination and being firm are perceived through high achievement motivation (Epstein and Harackiewicz, 1992). Several studies have stated that an individual who have high achievement are become more creative and show the willingness to take risks and are more determine to carried out difficult tasks. Employees' achievement motivation influences by the behavior based on Workers achievement motivation behavior is based on accomplishing success and gain the aspiration in life. Also, achievement goal influences by the style of an individual performs duties and intend to

show the desire of competence. Furthermore, the achievement motivation also illustrate as tendency to perform well comparative to the level of excellence (McClelland, 1985). For instance, an individual with high achievement motivation incline to be more realistic towards their career desire compared to the individual with low achievement motivation. Besides, an individual with high achievement motivation develop challenging but attainable personal goal whereas those low in achievement motivation normally generate extremely simple or almost impossible goal. Therefore, organization which acknowledge the contribution of employee and motivates them to perform well in future will stimulate the tendency to achieve.

Employee motivation also based on the contribution of work itself. There is a certain condition where the employee feel the work itself completely tedious and lack of challenges even though that employee might definitely love his or her job, satisfied with the salary and has good relationship with working colleagues. It has been proven that a happy employee normally will retain in the organization but the management still need to motivate by creating interesting work condition and help them to engage towards work. This means create strong work cultures, develop creative thinking and innovation, and prevent unhealthy, unfair and ineffective work environments (Landrum 2015). Moreover, work itself also refer to opportunities gained from the job for personal growth and accepting responsibilities. Based on the research carried out by Liden, Wayne and Sparrowe (2000). it was found that preferable job characteristics will increases work satisfaction based on the sample of 377 employees and their supervisors. Individual performance is the main factor of organizational success thus the organization must emphasizes based on the interest of employees towards work situation through preparing a challenging and enjoyable work assignments. Furthermore, employees experience high level of work performance when they are able to practice their skills and abilities through mentally challenging work tasks which contributes to the success of organization.

Personal growth known as desire of an individual to learn and explore new experiences through personal developmental activities such as training sessions, seminars and workshops. As a result, satisfied employees' towards their work will improve the work performance of an individual. Personal growth is one of the motivation factor which leads to the progression of employee based on the possibility to learn new skills or trade within the organization (Ruthankoon, 2003). The lack of opportunity for growth or the employee experience the glass ceiling issues will leads to negative outcome towards satisfaction of employee on the position or job held. Thus, employees represented as important assets of any organization due to their efforts to improve performance for betterment of company through utilization of extensive knowledge, skills and talent. Thus, organization need to maintain those worth human assets through motivation by conducting effective training programme for further development and contribute to the success of company based on their improvement of skills. Apart from that, promotion opportunities for employee is one of the aspect which encourages personal growth and increased the level of responsibilities which contributes to the satisfaction and performance improvement.

Psychological Ownership

In this study, psychological ownership is considered as mediating variable which have positive impact on both intrinsic motivation factors and employee work performance. Psychological ownership is focuses on the feelings of possession. Based on this aspect, PO is different from other cognitive - affective concepts such as commitment and satisfaction. The feeling of possessions only seem to happen as characteristics of an individual in nature. Therefore, psychological ownership can be classified as job or organizational oriented which based on the preferences of individual feels like "Mine"(Mayhew et al., 2007). Ownership is known as the association with sense of responsibility and mutual interest with the other owners to protect the possession. Thus, a sense of possession among the employees directly affects on their pride and motivates them to perform better in their duties. The construct of psychological ownership has been empirically investigated by Pierce et al. (1991). In addition, psychological ownership is a condition which an individual aware that the target depends on his or her control. It has been known that target of ownership can be categorized as material or immaterial in nature. Hence, the targets of an individual probably about the goal of organization, ideas, workplace or entire organization. The attachment encourages employees to display a sense of possessiveness towards organization. This sense of bonding of the employees develop the possessiveness such as "my job" or "our organization". It is an ownership prolongs by the employees despite of any type of legal and financial condition.

The target of the ownership becomes an essential part for an individual to continue their work in the organization, Therefore, employees with sense of ownership should develop positive attitude towards organization and the feelings that they are essential to the organization. . So, this will stimulate the employees to behave accordingly to enhance the effectiveness and performance of organization. A strong relationship between the owner and the ownership target will develop commitment towards organization and their job. Committed employees have perception towards organization as their "home" or a place of comfort and personal space (Redman and Snape, 2005). Employees are attentive towards outcomes of the organization when the

individual develop the sense of ownership. As such, they are willing to provide extra efforts towards their job and this will lead to high work performance standard. A success of organization is believed to be influence by sense of psychological ownership. The statement has been supported by Brown (1989) which has been mentioned that employees with psychological ownership tend to create competitive difference to the organization through increased performance.

There are several similarities between psychological ownership and commitment but some of the aspects can be compared between these two variables. certain aspects can be compared between both variables. Pierce et. al (2001) stated that psychological ownership can be distinguished with commitment aspects regards to the elements of conceptual core, questions or focus, motivational bases, development, types of states, selected consequences, rights and responsibilities as summarized in Table 1.

Table 1
Comparison of Psychological Ownership with Commitment

Dimensions of Distinctiveness	Psychological Ownership	Commitment
Conceptualism	Possessiveness	Desire to remain affiliated
Questions answered for individual	What I do feel is mine?	Should I maintain membership?
Motivational Bases	Efficacy, Self-Identity, Need for Place	Security, Belongings, Beliefs and Values
Development	Active imposition of self in organization	Decision to maintain membership
Types of States	Affective / Cognitive	Affective
Select Consequences	Rights & Responsibilities Promotion of / resistance to change Frustration/ Stress Worker integration	OCB Intent to Leave Attendance
Rights	Right to receive information , Right to voice	None
Responsibilities	Burden sharing Protecting Becoming Informed Active & Responsible voice	None

Source : Pierce et al . (2001, p. 306)

Herzberg's Motivational - Hygiene Theory

The primary purpose of researcher is to understand about the intrinsic factors that motivated employees and how does they motivated. Thus the proposed theoretical framework of this study based on Herzberg's Two Factor theory. There are two factors of motivation that influences of an individual in an organization. The two factors can be classified as hygiene and motivator factors. Hygiene factors known as extrinsic views related to the job condition of the employees which motivates towards the completion of work. Hygiene factors are essential for the employees to execute their work in order to avoid dissatisfaction but does not motivate them since it is not based on intrinsic value such as self-development and growth within the organization. Among the aspects of hygiene factors are working condition, salary, job security, organization policies and quality of supervision. Ineffectiveness and dissatisfaction of organization occurred if these factors are missing or offered limited level to the employees (Herzberg et al., 1959).

Besides, Herzberg theory argues that motivation of an employee leads to job satisfaction when intrinsic job contents factors or also known as motivators are emphasized in the organization. Motivators are developed by modifying the nature of work by encouraging an individual needs for self -actualization and self-realization in the workplace. These factors consisted achievement, work itself, recognition and personal growth which motivated the employees when the organization provided these intrinsic value that makes the employees' to feel

satisfied and rewarded (Herzberg et al., 1959). Apart from that, this theory proposes two step process to motivate employees. Besides the dual factors of motivation, Herzberg's theory suggests a two-step process to motivate employees. Foremost, proper hygiene factors is necessary to be provided by eliminating the dissatisfaction and develop the job satisfaction situation by focusing on motivator related factors towards work. Therefore, attention has to be address in order to meet the needs of individual in the organization for maintain a successful and high performance. Thus, the purpose of this paper is to develop a conceptual framework and suggest a theoretical framework as guidance for researchers in assessing the influence of intrinsic motivating factors on bank employees work performance.

According to Baah & Amaoko (2011), there are some scenarios that can be proved about the coalition of the hygiene and motivating factors. For instance, (1) employees who have high hygiene motivation normally are known as highly motivated employees with less complaints. (2) employees who have high hygiene and low motivation basically are less motivated employees who have less complaints due to the adoption of job as pay check. (3) employees who have low hygiene and high motivation referred as motivated employees who have lots of complaints. It is a condition where the employees still experienced enjoyable and challenging job even though the salary and work environment is not as their expectation. (4) Those employees who have low hygiene and motivation normally feel unmotivated with piles of complaints. This theory helps the management to identify the proper ways of motivating employees based on both factors or either one factor to increases the satisfaction and work performance.

High salary are the needs of employees from their respective organization beyond anything else based on Frederick Taylor, Father of Scientific management. However, today's reality prove that an individual needs satisfaction and meaningful work rather than salary even though financial rewards still essential for humans. In addition, employers who ignore meaningful contribution by an employee towards organization will not get the expected outcome even though people are looking for bonus. Moreover, motivators and hygiene factors are recognized as independent and direction which should be examine undeniably on the scales. Based on the Figure 1, the absence of hygiene and motivator factors does not necessary leads to dissatisfaction but the presence of the factors could motivates employees. The key factors increases work satisfaction as well. Management of an organization can have direct impact especially for the motivator factors since it is about observation towards the performance of employees. Individual intentionally choose a course of action for own self other than one he/she might select in the absence of the influence by motivator factors.

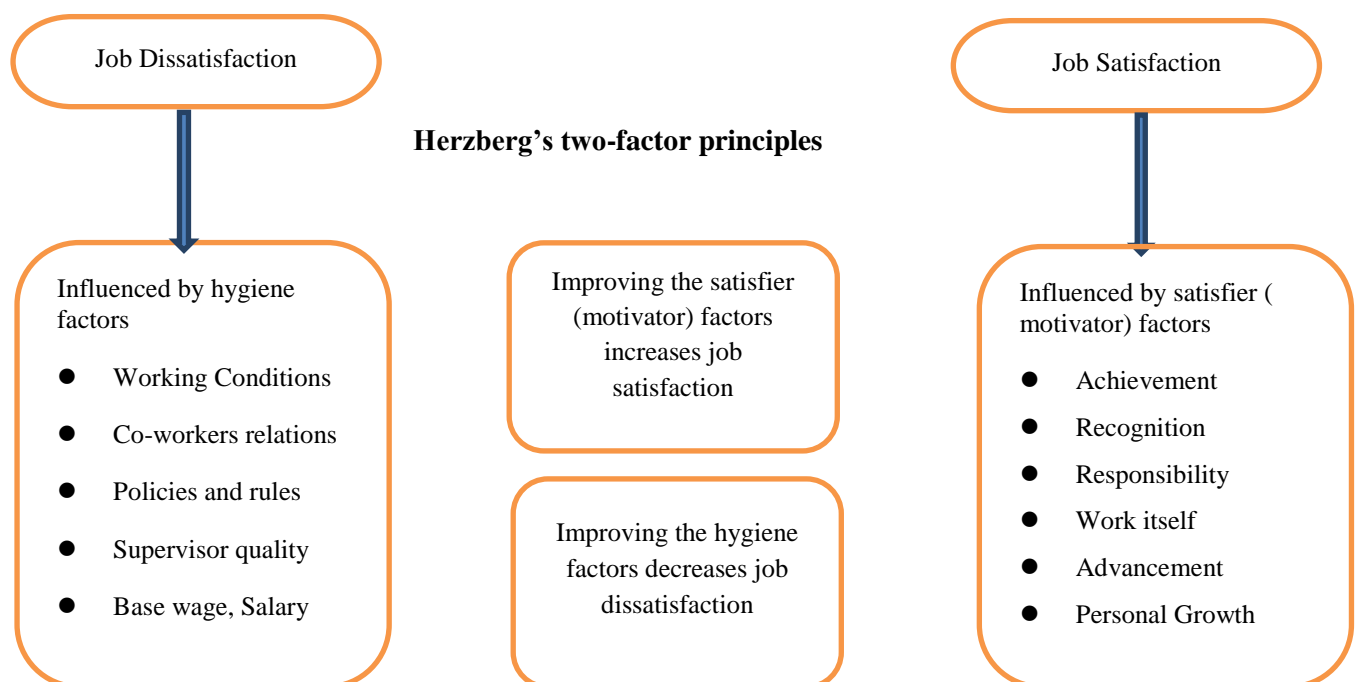


Figure 1 : Herzberg's Two Factors Theory (Source : Schermerhon , et al., 2011)

RESEARCH GAP

Psychological ownership recognized as new conception in the management field. There are limited of studies that analyse the antecedents and consequences of psychological ownership. Thus, this study assists researchers to create curiosity due to lack of empirical research on psychological ownership which this study brings new possibility of research. So, this study expresses related to disparity in the literature review for the relationship between intrinsic motivation factors and employee work performance when psychological ownership acts as mediator. Psychological ownership become an constituent predictor that influences employees' attitudes and behaviors for many researchers. However, lack of attention has been provided for the process by which the employees can develop psychological ownership towards their work and organization (Brown, Pierce, & Crossley, 2014).

Besides, development of extensive research of psychological ownership identified from the early instruments for the context of psychological ownership is limited (Olckers, 2013). Thus, one of the current focus of this study is to determine the gaps by examining the psychological ownership constructs developed by Olckers, C., & Du Plessis, Y. (2012a) and how this psychological ownership context influence the employee work performance. Moreover, limited study has been conducted to confirm the relationship between intrinsic motivation and employee work performance. Hence, this study describes the relationship between intrinsic motivation factors and work performance through the influence of psychological ownership as mediator. This reveal out that intrinsic motivation factors indirectly influences the employee work performance by psychological ownership.

Past studies has been proven that the level of ownership is high in individualistic culture. Thus, this study carried out to investigate the possibility of PO has an effect on employees' work performance since this country rich with collective culture. Moreover, the relationship between intrinsic motivation and work performance seems observable but still there are many issues face by the managers to identify ways to remain motivated employees in an organization. Thus, this study also would like to emphasizes more into the importance of intrinsic motivation factors based on the view of front line employees in banking industry. Furthermore, researchers has been conducted extended attention about two factor theory of Herzberg but produced contrasting results due to the differences of industries. Hence, this study So, this study apply Herzberg's theory motivator factors as predictor of work performance by improving the theory to fit into the banking sectors.

PROPOSED CONCEPTUAL FRAMEWORK AND HYPOTHESES

The following conceptual framework developed based on the research gap discussed in the previous section. The development of the current framework is based on the work of Hee & Kamaludin (2016), Olckers (2013) and Gomes (2003). The theoretical framework created as below in Figure 2 demonstrates about the dimensions of intrinsic motivation factors such as recognition, achievement, work itself and personal growth have significant influence on psychological ownership and employees' work performance. Psychological ownership acts as a mediator which expected to influence intrinsic motivation factors and employees' work performance. Hence, employees' work performance known as a key variable to examine the outcome of quality of work, initiative, creativeness and job knowledge which formulated from the existing study on dependent variable factors

Herzberg Two factor Theory has been used as guideline for the researcher to justify the influence of motivator (intrinsic) factors towards employees' work performance. Thus, this study is emphasized on intrinsic factors that could be influencing the employees' work performance. The intrinsic factors are work itself, achievement, recognition and personal growth. It can be assuming that employees' job satisfaction increases when the organization focuses on intrinsic motivation factors which leads to high work performance among employees. Besides, the role of psychological ownership as mediator is based on the theoretical framework introduced by Olckers & Du Plessis (2012) which is important contribution of this research. It has been expected that intrinsic motivation factors indirectly influences employees' work performance through existence of PO.

Work performance chosen as dependent variable of this study which measures on quality of work, creativeness, initiatives and job knowledge. These dimension chosen for work performance in this study due to the real issues occurred in banking sectors. The measurement of work performance acquire from the theoretical framework proposed by Gomes (2004). The dimensions of intrinsic motivation factors retrieved from Hee & Kamaluddin (2016). Herzberg Theory has been decided as underlying theory by researcher to explain the relationship between intrinsic motivation factors and employees work performance when the role of psychological ownership existed in this study.

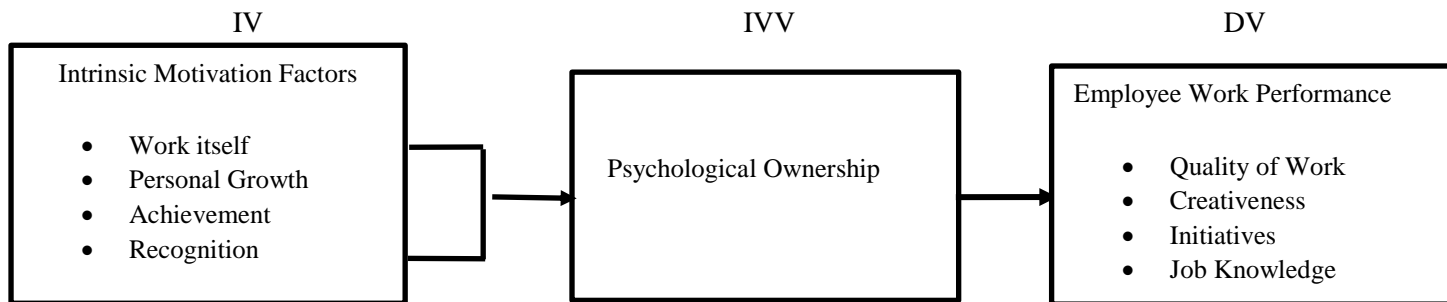


Figure 2 : The Mediating Effects of Psychological Ownership on Intrinsic Motivation Factors and Employees' Work Performance : Adapted from Hee & Kamaludin (2016), Olckers (2013) and Gomes (2003)

HYPOTHESES DEVELOPMENT

Based on conceptual framework, the following hypothesis are formulated:-

Employee motivation remain as vital topic that generate productive employees who contributes to the performance of the company. Thus, employee motivation in this study focusing more on intrinsic value which leads to employee satisfaction and improve work performance and productivity. The hypothesis constructed as following; H1: Intrinsic motivation factors has significant influence on employees' work performance, H2: Work itself has significant influence on employees' work performance, H3: Recognition has significant influence on employees' work performance, H4: Achievement has significant influence on employees' work performance, H5: Personal growth has significant influence on employees' work performance.

There are very limited studies has been carried out to examine the relationship between intrinsic motivation factors and psychological ownership. Thus, this study investigate how the intrinsic motivation factors will influences the psychological ownership. For example, the relationship can be confirmed through their action of behavior based on the intrinsic value. Intrinsic value such as self-esteem of an individual will push the person to provide their continuous efforts which encourages them to be motivated and this will develop their ability to meet their own needs. This shows that employees' tend to improve their work performance when they are intrinsically motivated and express their willingness to put efforts because of the ownership towards organization. . The hypothesis constructed as following; H6: Intrinsic Motivation factors has significant influence on psychological ownership.

There are many studies has been conducted by researchers on the relationship between psychological ownership and job satisfaction (Van Dyne & Pierce, 2004) but limited of research on the relationship between psychological ownership and work performance. Hence, this study would like to examine the influence of psychological ownership on employees' work performance. According to the study conducted by Avey, Avolio, Crossley, and Luthans, (2009), revealed that psychological ownership is known as positive source of performance. It can be described that employees tend to express high satisfaction and interest towards their work and organization as well when they develop the sense of ownership. Furthermore, it can be concluded that when an individual have a greater interest towards their work tend to perform well. Hypothesis constructed as following; H7: There is a significant relationship between psychological ownership and work performance.

There are limited studies has been carried out on the role of psychological ownership as mediator between intrinsic motivation factors and employees' work performance but other constructs has been explored to the relation with psychological ownership. For instance, studies have disclosed that psychological ownership has positive relationship with satisfaction and commitment. A study conducted by Olckers (2012) also expressed the relationship between psychological ownership and retention. Other than that, Avey et.al (2009) mentioned high performance can be formulated when psychological ownership become the measurable tool of the study. So, hypothesis constructed as following; H8 : Psychological ownership mediates the relationship between employee motivation factors and work performance, H9: Psychological ownership mediates the relationship between work itself and employees' work performance, H10: Psychological ownership mediates the relationship between recognition and employee work performance, H11 : Psychological ownership mediates the relationship between achievement and employees' work performance, H12: Psychological ownership mediates the relationship between personal growth and employees' work performance.

IMPLICATION

Firstly, the heuristic research based on the projected conceptual framework will provide further insight of the needs for motivated workforce with a high psychological ownership which leads to effective employees' work performance. Secondly, this study will be assisting the bank managers to determine the issues occurred which contributes to poor work performance by employees. It can be done through a closer investigation about work performance and this might be important for the success of an organization. Employee motivation is a continuous challenges because motivating employees is the most critical aspect for the managers since every individual have different needs. Finally, this study seek to develop ideas on how the intrinsic motivation factors can be reinforced through the mediating effect of psychological ownership by bank managers and officers. Identification of the intrinsic values will definitely motivates the employees and enhance the individual performance as well. Additionally, this study also highlighted that motivated employees with realistic expectations can Further understanding of this study, employees will strive for the bank success when they feel motivated due to realistic expectations. Thus, motivated employees able to put more efforts to help the banks to save cost and this will enhance the productivity of the bank. This study also emphasizes the importance of psychological ownership which has become critical part for organization in order to strengthen the employee job satisfaction and commitment.

CONCLUSION

The purpose of this article is to propose a conceptual framework to investigate the influences of intrinsic motivation factors with the effects of psychological ownership towards enhancing the work performance of employees. Hence , intrinsic motivation factors and psychological ownership plays an essential function towards the thriving performance of banking sectors in Malaysia. The major issues of employees' work performance include lack of recognition, achievement, personal growth and work itself contributes to the poor service quality for the customers and turnover rate among the front line employees of bank are accelerate constantly. Furthermore, the perception that bank must make the customers to be delighted has created stress among the front line employees which indirectly influences the customer satisfaction and bank profitability as well. So, this article proposed that psychological ownership plays a crucial role in mediating the relationship between intrinsic motivation factors and employees' work performance which is essential for organizational performance and persistent development.

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