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Print ISSN: [3006-2497](#) Online ISSN: [3006-2500](#)Platform & Workflow by: [Open Journal Systems](#)**Impact of Intrinsic Rewards and Extrinsic Rewards on Employee Performance****Syed Kabeer Shah**

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Abstract

This study examines relationships between intrinsic rewards, extrinsic rewards, motivation, and employee performance among public-sector employees, particularly in culturally diverse public-sector organizational settings. Survey data from 154 respondents were analyzed using descriptive statistics, reliability testing, Pearson correlation, and multiple regression. The instrument demonstrated high internal consistency (Cronbach's alpha = .931 across 29 items). Correlation results showed positive, significant associations among intrinsic rewards, extrinsic rewards, motivation, and performance (all $p < .001$). In regression analysis, intrinsic rewards significantly predicted performance ($B = .285$, $\beta = .264$, $p = .007$), while extrinsic rewards also showed a significant positive association ($B = .434$, $\beta = .460$, $p < .001$). Together, the predictors explained 47.3% of the variance in performance ($R^2 = .473$; adjusted $R^2 = .466$), and the overall model was significant, $F(2, 151) = 67.766$, $p < .001$. Extrinsic rewards had the larger standardized coefficient. These findings suggest that psychological and material rewards are relevant to employee performance. The study recommends balanced, flexible reward systems that reflect employees' diverse preferences and backgrounds, involve employees in reward design, and regularly evaluate effectiveness

Introduction

Motivation of an employee plays an important role in enhancing his or her productivity in an organization & fostering his or her performance. When the rewards system is just & properly organized it positively influences employee motivation ([Shafiq & Naseem, 2011.](#)). Employees perform significantly better when they are highly motivated & employees tend to be more motivated when they receive recognition from their management ([Tehseen & Hadi, 2015](#)).

Intrinsic rewards has gained significant amount of attention in fields such as organizational behavior & human resource management. It is one of the fundamental aspect which motivates employees & acts as a catalyst for success. Intrinsic rewards come from intrinsic fulfillment & satisfaction contrary to extrinsic rewards which is made up of materialistic things such as pay & compensation.

Intrinsic rewards play an important role in motivating employees & fostering their performance, it aligns closely with the principles of self-determination theory. According to SDT theory individuals have psychological demands such as autonomy which is the desire that they should have control over their actions & should have free will to make choices & stand by it, second need is competence which is the basic need to feel competent & capable to seek opportunities which may develop their skills & they may foster in their respective field, lastly is relatedness which is the desire to feel connected & be cared for by other individuals in the work setting or any place as human is a social animal it strives for recognition & thrives on positive relationships. These psychological needs are fundamental to who they are & it greatly influences their intrinsic motivation when such demands are met.

Intrinsic rewards are such rewards which do not have physical existence we can only feel them, such rewards have an utmost important impact on the behavior of the employees of an organization. Intrinsic rewards may include sense of achievement, praise or recognition from the management, advancement, autonomy, freedom & responsibility which has been delegated from the upper management. Intrinsic rewards tend to have a long-lasting effect than fiscal rewards ([Yousaf, Latif, Aslam, & Saddiqui, 2014](#)).

In the contemporary era employees are looking for job security & having a suitable working environment which would make them feel motivated. There has been a trend for matrix organization in which organizations now focus more on intrinsic rewards to motivate their employees to make sure that organizational goals are accomplished & they are able to compete in the global market ([Yusoff & Kian, 2013](#)). There are certain companies which have incorporated intrinsic rewards into their workplace culture such as google which encourages its employees to spend 20% of their work time on the projects of their choice, the projects which they are most interested in this would foster autonomy & creativity which would later on satisfy their psychological needs.

There have been numerous studies which have suggested that the employees who are driven by intrinsic motivation usually demonstrate higher level of job satisfaction, creativity. Such employees tend to have great resilience & are more likely to experience sense of accomplishment from the work that they have done. Reward system is very important to the organizations as it has become in controlling employee's performance. Over the past 25 years, other elements have evolved to give employers with a vast scope of reward, and thus, it motivates the employees. The reward systems are either directly or indirectly involved in the mission and vision of the organization that yields logic to employee that a reward system will provide benefit to both parties. A study conducted by Latham (2012) to keep employees motivated and motivation is an important element of human resources and management in the organization. Reward systems have a large impact on organizations to maintain and motivate the employees and as a result of achieving higher levels of performance (Barber and Bretz, 2000). Thus, organizations must develop incentive programs such as reward systems to meet employees' necessities and motivate them to work.

Many of the organizations have issues to make the right reward system and that reward system should suit the most employees. A properly managed system of rewards can yield quality performance. If the organization does not operate under a proper reward systems, it will make path to problems such as low employee morale, the low performance of the employees, or it could lead to a high turnover rate of employees (Wilson, 2004). Edward and Christopher (2006) have mentioned that a larger number of employees will not automatically get motivated to work, continue to work or work hard for the organization. A latest study by Anitha (2013) explained employee performance as an indicator of financial or other result of the employee which has direct relation with the performance of the organization as well as its

achievements. The organization needs high performing employees to achieve its goals, products and services and to meet competitive advantage in the market (Ojeleye, 2016). Performance is vital, just like reward system because when employees meet high level of performance, they also want an appropriate reward in return. If they cannot meet desired goal and demonstrate low performance in the organization, it may result in dissatisfaction (Ojeleye, 2016).

A motivated person will show good performance as the employee knows there is a reward waiting at the end of the every month. Reward systems have larger impact on organizations in keeping employees and pushing them to work in the organization as a result of achieving higher level of performance (Barber and Bretz, 2000). Reward strategy and systems are competitive elements which can make employee perform well and motivate them to work in the organization.

As an outcome of huge competitive environment organizations try their best to attain competitive edge and develop their items, overall operational activities and management system in business. Organizations utter focus is to reach set plan and targeted goals (Nisar Et al., 2014) to achieve their vision and mission organization motive their employees through two ways intrinsically and extrinsically (Kapelner & Chandler, 2010; Harter, 1981). A developing organization always pays attention to make its employees satisfied and enhanced their performance through rewarding then on their achievement, rewarding system is a best strategy to boost performance and satisfaction of its human resources.

Research Questions

1. To what extent, are there variations in the perceived effectiveness of intrinsic & extrinsic rewards across different diverse groups or individuals?

Literature Review

Intrinsic rewards refer to internal or psychological factors which the employees derive from within their organization, it can be in the form of recognition & respect from supervisors, it's not just limited to these categories but its rewards are a vast subject as well. In recent years, researchers have delved into understanding the interplay between rewards & employee performance (Hussain & Durrani, 2026).

Intrinsic rewards tend to bring out positive emotions while it keeps the employee happy & motivated & encourages people to keep doing better & maintaining this positive behavior for the long term ([Ryan and Deci, 2020](#)). Once the work is done, the feeling of inner-satisfaction arises & this feeling which tingles inside an employee motivates him or her to complete her tasks with integrity just so they can feel the bliss of positive emotions again & again. Furthermore, the intrinsic rewards complement it. [Tymon Jr et al. \(2010\)](#) state that Intrinsic rewards are very crucial if you want to retain the employee in the organization, maintain their satisfaction level within the organization & lead the organization & career to success (Ali, Hussain, & Sarwar, 2026).

There have been major studies to maintain the organization efficiency & effectiveness in the contemporary world. [Stump et al. \(2013\)](#) undertook a study to reduce dissatisfaction within the organization & reduce the rate of turnovers, his study found a positive correlation between intrinsic rewards & employee satisfaction within the organization (Hussain, Ali, Hassan, & Khan, 2026).

[Devaro et al. \(2017\)](#) conducted a research where they examined training & internal motivation in both profit & non-profit organizations, here they found that non-profit organizations tend to invest more in training than for-profit organizations, if looking at wages then non-profit organizations tend to pay less (Hussain, Shah, Durrani, & Hassan, 2023).

The reciprocal of dissatisfaction & withdrawal are satisfaction & rewards, so to further decrease dissatisfaction the manager has to increase the amount of intrinsic rewards given. According to [Bassett-Jones & Lloyd \(2005\)](#) intrinsic rewards are far more important than money and bonuses while, [Ajila and Abiola \(2004\)](#) state that although intrinsic rewards have a significant impact on the performance of the employees but if it is compared to extrinsic rewards such as pay, bonuses & promotions, it is less influential ([Hussain, Hassan, Khan, & Khan, 2026](#)).

Lack of rewards may create an un-pleasant environment, lack of rewards may hinder performance. As individuals would not put in all of their efforts into the job because they know they will not be recognized & there will be no rewards even if they work overtime or perform better than the benchmark. Although the main purpose of rewards are to keep the employees attracted towards the organization & make them bring the best version of themselves out. Motivation acts as a drive to allow employees to achieve their goals ([Kleinginna & Kleinginna, 1981](#)). Motivation can be gained after looking at an inspirational leader or after the employee has completed his task & has gained acknowledgement for it.

Social cognitive theory claims that if the manager or anyone with higher authority rewards the employee after his completion of a challenging task, it would result in high motivation drive within the employee.

([Schunk, 1989; Netz & Raviv, 2004](#)).

[Stringer et al. \(2011\)](#) delved into relationship between intrinsic & extrinsic rewards with employee motivation. The result of the study provided insight that Intrinsic motivation was positively associated with job satisfaction, while extrinsic motivation was negatively associated with job satisfaction. It is clear that the impact of intrinsic rewards on motivation appears to be different across different industries & organizations. These are influential factors which shape the employee behavior & their engagement within the organization ([Hussain, Hassan, Khan, & Khan, 2025](#)).

There are certain elements of intrinsic rewards the first one is recognition which is the appreciation of employees' efforts to achieve the set goal of the organization or the accomplishment of their assigned task or responsibilities ([Baskar & Prakash Rajkumar, 2015](#)). Certain behaviors are reinforced when the individual is recognized for their efforts as it allows employees to realize that they are valued & appreciated in the organization. According to Neslon (1994) Recognition improves self esteem & confidence which furthermore increases their interest in the job ([Hussain et al., 2025](#)).

Training is a methodical & systematic process which is considered to enhance employees' attitudes & skills in the organization so they can perform their tasks more precisely ([Armstrong & Brown, 2006](#)). Training usually plays a crucial role in motivating employees positively just so their work skills matches with the tasks they are about to get assigned to or for the position which will be vacant in the near future. While development is the overall growth of an employee to perform their current tasks better & they can fill the potential vacancies in future. T&D is conducted to boost the competence of individual & of organization which would lead to improved employee performance & career advancement in the long run ([Waheedullah, Hussain, & Raz](#)).

Third element is the work environment in which the employees operate, work environment includes physical settings & the facilities which are provided by the work. Work environment also comprises of interactions at the work place ([Halbesleben & Wheeler, 2007](#)). If the work environment has a positive impact it fosters employees' willingness to work while a negative working environment can deter motivation even when the employee has potential ([Ahmed, Rehman, & Hussain, 2024](#)).

When an individual seems capable there is decentralization of power, employee participation in decision making means that inputs are taken from the employees & their point of view is taken into consideration for various organizational matters (Wagner III,1994). Employee participation encourages employees to give their point of views & come up with something efficient this diminishes the gap between the management & the employees of the organization. Participation in decision making results in employees being more committed toward the organization & the goals of the organization (Ford & Myron,1995).

Lastly another element is the flexibility of the workplace which is another way to provide intrinsic reward to the employee. It allows employees to choose their working hour, tasks (Bal & De Lange, 2014). This workplace flexibility is useful for employees to balance their work life & personal life, due to this they can give considerate amount of time to their families & the work. This allows employees to feel motivated & feel empowered, another advantage of this element is that it attracts & retains employees in the long run (Zlate,2004).

Employee performance as defined and explained by academics, it relies on the kind of reward procedure placed in the organization (Bari, Arif and Shoaib, (2013). A research by Anitha (2013) proved that employee performance is an signal of financial or other results that have direct relation with the outcome of the organization as well as its achievement. Employees in management such as higher, lower furthermore middle management plays a significant part in outcome (Xanthopoulou et al, 2009). Recruiters noticed that it is critical to understand the attitude of employees and how to catch the interest, keep and encourage them for a longer period of in the organization as their behavior is not constant.

In a firm's perspective of outcome, employee outcome is measured as the extent to which a firm's member takes part in obtaining the goals of firm. Employee outcome is crucial to a firm as they play as a substantial mechanism that lead to the success of a firm. Most firms can estimate employee outcome through the quantity of fruit, quality of fruit, timeliness of fruit and labor productivity (George, 2015). The individual's performance will affect the image of the firm. The flourishing employee supervision, creation and empowerment are vital basis of firm's performance (Christensen, 2011). That is why, performance achieved by the employee could be measured by using index that can describe employee's pattern of outcome over the time (Ying, 2012).

In conformity with Agburu (2012), salaries and wages are prominent and also he argued that wages must show a few elements of equity instead of focusing on wages. This is because a reasonable salary will provide satisfaction and improve their outcome in a firm. An individual in a firm wants to earn income either in the form of financial or non-financial. Previous, studies by Kanzunnudin (2007) indicated the amount of wages paid to the employee must be reasonable to meet their needs in daily life. Fringe benefits and nature of the working work environment are the important factors that influence employee outcome (Edirisooriya, 2014). A positive fluctuation in salary by the employer such as salary increment or increasing the size of the present salary of the employee will push them to better their performance in the organization. A study done by Edirisooriya (2014) claimed that there is strong certain relationship between employee performance and financial rewards such as salary and wages.

Data Analysis & Results**Frequency Analysis****Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	116	75.3	75.3	75.3
Female	38	24.7	24.7	100.0
Total	154	100.0	100.0	

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 16-25	26	16.9	16.9	16.9
26-35	80	51.9	51.9	68.8
36-45	40	26.0	26.0	94.8
46 and above	8	5.2	5.2	100.0
Total	154	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Masters	110	71.4	71.4	71.4
Bachelors	42	27.3	27.3	98.7
Phd	2	1.3	1.3	100.0
Total	154	100.0	100.0	

Gender Interpretation: The majority of the respondents are male as they comprise 75.3% of the total sample while females represent the 24.7% of the total sample. This indicates a greater gender imbalance in the respondent pool, With higher number of males.

Age Distribution Interpretation: The majority of the respondents fall within the 26-35 age group, which are contributing to the 51.9% of the total sample, while the second largest group are those of who are aged 36-

45, contributing to the 26.0% of the total sample. Respondents aged 16-25 & 46 above constitute 16.9% & 5.2% respectively of the sample. This proposes that sample is mostly composed of younger to middle aged participants.

Education Distribution Interpretation: The majority of the respondents who were part of the sample hold a master's degree as they account for 71.4% of the total sample. While those who hold a Bachelor's degree make up 27.3% of the sample while those who hold a Phd account for 1.3% of the sample. This indicates highly educated respondent pool as most individuals have completed postgraduate education.

Reliability Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
.931	29

Interpretation of Reliability: Cronbach's Alpha is a way of assessing reliability by comparing amount of shared covariance. It also presents internal consistency indicated how closely related a set of items are in the group. The value 0.931 suggests a lofty level of internal consistency. As Cronbach's Alpha value which is above 0.7 is considered acceptable & above 0.9 is considered to be perfect. Therefore the measurement scales which were used in the study are highly reliable.

Regression

Model Summary Table				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.473	.466	.51574

ANOVA Table						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.050	2	18.025	67.766	.000 ^b
	Residual	40.164	151	.266		
	Total	76.214	153			

Coefficients Table						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.966	.231		4.190	.000
	Intrinsic	.285	.103	.264	2.757	.007
	Extrinsic	.434	.090	.460	4.798	.000

Interpretation: in Model Summary, **R**. Refers to the correlation coefficient, which quantifies the strength of the relationship between intrinsic and extrinsic predictors and the performance outcome variable. In this situation, it's 0.688, which refers to moderate to strong correlation.

R Square. Is the proportion of variance explained by the predictors, which is 0.473, means about 47.3% of changes in performance can be predicted by Intrinsic and extrinsic.

Adjusted R Square. An adjusted version of R square counts the number of predictors. That is 0.466, which is same like R square but imposed for having number of predictors.

Std. Error of the Estimate. The average gap between observed and predicted values of performance. That is 0.51574, showing intermediate percentage of error in predicting performance.

ANOVA Interpretation: Sum of squares. All variation showed by the predictor is 36.050 and the unpredictable variation is 40.164. **Degrees of freedom**, that is the independent pieces of information utilized to predict the variance. **Mean Square.** The average of the Sum of Squares, used to calculate the F statistic. **F**. Is the statistic, that refers to the ratio of mean square value. Which is 67.766, showing that predictors essentially explaining the variation in performance. **Sig.** It is indicating that the relationship is statistically significant.

Coefficients Interpretation: Unstandardized Coefficients (B). A one unit increment in intrinsic is connected with a 0.285 increase in performance. **Standardized Coefficients (Beta).** A one unit change in intrinsic is associated with a 0.264 standard deviation increase in performance. **t.** the t statistic, it is utilized to measure p-value (Sig.). **Sig.** The p-value, is to observe if the hypothesis is null, that is no relationship were there. This analysis shows that both intrinsic and extrinsic elements have statistically significant relation with Performance, showing about 47.3% of its variation.

Correlation Table

Correlations		Intrinsic	Extrinsic	Motivation	Performance
Intrinsic	Pearson Correlation	1	.788**	.661**	.627**
	Sig. (2-tailed)		.000	.000	.000
	N	154	154	154	154
Extrinsic	Pearson Correlation	.788**	1	.788**	.668**
	Sig. (2-tailed)	.000		.000	.000
	N	154	154	154	154
Motivation	Pearson Correlation	.661**	.788**	1	.732**
	Sig. (2-tailed)	.000	.000		.000
	N	154	154	154	154
Performance	Pearson Correlation	.627**	.668**	.732**	1
	Sig. (2-tailed)	.000	.000	.000	

Interpretation: The correlation analysis reveals that all examined variables are positively and statistically significantly associated with one another. Intrinsic motivation is positively correlated with extrinsic motivation ($r = .788$, $p < .001$) and performance ($r = .627$, $p < .001$). Similarly, extrinsic motivation demonstrates a positive relationship with performance ($r = .668$, $p < .001$). Furthermore, overall motivation is strongly associated with performance ($r = .732$, $p < .001$). These findings suggest that higher levels of intrinsic and extrinsic motivation are associated with higher overall motivation and better performance. Overall motivation exhibits the strongest correlation with performance among the reported variables. However, these results establish associations rather than causal relationships. Further regression analysis may be conducted to determine whether intrinsic and extrinsic motivation significantly predict performance when considered simultaneously (Hussain, Hassan, Khan, & Khan, 2024).

Conclusions & Recommendations

Given that there are differences in perception of rewards due to cultural & individual backgrounds, it can be tackled by the government of Pakistan if handled efficiently & effectively. There are certain

recommendations to effectively enhance employee performance of each individual whether they belong from different cultures or not & each individual can improve equally & efficiently.

1: Customization of reward systems, public sector should develop flexible reward systems that can be tailored to cultural diverse backgrounds & the individual preferences of employees. In an organization there are different sectors, employees should be allowed to choose those rewards which align with their values & motivations

2: Cultural sensitivity training, before designing intrinsic & extrinsic rewards there should be training programs for management & HR Personnel to increase awareness of cultural differences in reward perception.

3: Balanced Reward strategy: Organizations should aim for a balance approach in both intrinsic & extrinsic rewards. Although intrinsic rewards are usually valued in every organization. Extrinsic rewards should not be neglected.

4: Employee Involvement in Reward Design: Engage employees in creating reward system by using surveys and focus group. This involvement can help organizations understand what kind of rewards does the employees prefer and then they can build more effective reward strategies

5: Regular Feedback: Continuously gather feedback from employees about the effectiveness of the new reward system and be open to make adjustments. This regular feedback process ensures that the reward system remains relevant and effective over time, adapting to evolving employee needs and other dynamics.

6: Recognition of Diverse Motivations: Acknowledge that employees may have different motivations based on their cultural background and personal experiences. Organizations should aim to know and reward a wide range of achievements and contributions, not just those traditionally and typically valued by the dominant culture

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