



Exploring The Impact of Motivation on Employee Efficiency in Malaysian Ngo Work Culture

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Abstract:

The objective of this study was to investigate the significant part that motivation plays in determining the level of productivity that was achieved by workers. The work culture of non-governmental organizations (NGOs) in Malaysia, which is distinguished by its one-of-a-kind work culture, is the subject of emphasis in this particular research. Both intrinsic and extrinsic motivating factors have the potential to have a significant impact on the performance of staff members and the overall output of the business. NGOs, which are frequently driven by humanitarian missions rather than profit, produce a one-of-a-kind organizational environment in which both of these types of motivating factors have the potential to significantly influence the performance of staff members. For the purpose of conducting research into the connection between various motivational strategies, such as recognition, purpose-driven work, professional development, and financial incentives, and employee engagement, satisfaction, and efficiency, the objective of this study is to investigate the interaction between these various management strategies. This study's objective is to gather information by means of completing an analysis of qualitative and quantitative data that was collected from a variety of NGOs in Malaysia. The findings highlight important motivating characteristics that contribute to improved performance and provide tactics that are culturally acceptable for leaders of NGOs who want to develop a workforce that is more engaged and productive. This study not only makes a contribution to the expanding body of information concerning human resource practices in the field of non-profit organizations, but it also provides insights that can be utilized in order to improve the efficiency of organizations that are operating within the framework of Malaysia to achieve their goals.

1. Introduction

Regarding the running of a company, worker motivation is among the most crucial elements determining its performance. This especially applies to non-governmental organizations (NGOs) functioning in Malaysia. Usually lacking financial means, many businesses find it quite crucial to use

non-financial incentives to raise the performance of their specific staff members. Current studies show that numerous factors affect the performance of Malaysian non-governmental organizations in different ways. Work-life balance, career progression, and job satisfaction rank three most significant elements impacting employee performance in the service sector—which include

NGRs—according to Hafit et al., 2024. Learning to find a decent balance between employment and personal life is also rather vital. By underlining the requirement of these attributes in the process of building a motivated workforce inside NGOs, the findings of their research clear the relevance of these features.

Moreover, research by Rahman et al., 2025. underline the significance of employee loyalty in maintaining economic sustainability and enhancing organizational performance in Malaysian firms, particularly NGOs. Malaysia conducted this investigation. This study suggests that supporting a team committed to the business might result in not just sustainable development but also more output. With an emphasis on the part psychological empowerment plays as a mediator in this connection, this study aimed to assess how leadership style affected the degree of job satisfaction experienced by people employed for NGRs. According to the findings of this study, job happiness and, thus, professional achievement might rise from leadership styles that provide staff members more degrees of autonomy. The results of these studies taken together indicate that in order to raise employee productivity within the unique work environment of Malaysian NGRs, a multidimensional approach to motivation—which combines intrinsic and extrinsic elements—must be used. This is meant to help to reach the target of higher staff output. This paper aims to explore these elements in more detail so that NGOs may improve their organizational performance by motivating their staff members. NGOs are groups free from government affiliation.

2. Background of the Study

Recent years have seen a lot of attention paid to the part employee motivation plays in improving the performance of a company. This focus has gone toward the purpose employee motivation serves. This focus has allowed groups classed as NGRs in Malaysia particular attention. Research indicates that the most important factors influencing employee performance in Malaysian NGOs are work-life balance, job satisfaction, career development, and motivation. Other significant elements include motivation and professional development. Based on the results of this study—which comprised 170 people in total who answered the survey—the above described qualities together help to greatly increase staff efficiency. The insights this study offers would be much appreciated by NGRs trying to improve their operational performance. Moreover, a lot of research has been done recently on the subject of how leadership influences staff motivation. Ismail et al., 2023. investigated in a Malaysian public sector

company the links among leaders' support, organizational commitment, and job motivation. Examining the matter from the perspective of the organizational leaders, the researchers considered their results show that job motivation increases significantly in line with supportive leadership; organizational commitment acts as a mediator in this association.

In addition, the researcher investigated the association between leadership styles and job satisfaction among employees of NGOs in Malaysia. Specifically, the research focused on their experiences in the workplace. A particular emphasis of the research was placed on the function that psychological empowerment plays as a mediator in the link between the two variables. Transformational leadership has been found to have a beneficial impact on the amount of satisfaction that an individual experiences in their job, as indicated by the findings of the research. As a result of this research, it is abundantly evident that the leadership strategy plays a big part in the process of establishing a workforce that is emotionally motivated. The conclusion that can be inferred from the findings of these research throws light on the varied nature of employee motivation and the crucial role that it plays in boosting the success of NGOs in Malaysia. This conclusion can be reached from the findings of these studies. NGOs have the opportunity to establish an atmosphere that has the potential to inspire motivation and ultimately result in enhanced organizational performance. This may be accomplished by addressing variables such as work-life balance, leadership support, and empowerment. By taking into consideration the aforementioned factors, it is possible to achieve this goal [6].

3. Purpose of the Research

This study's purpose was to explore the impact that motivation has on the efficiency of employees within the framework of the work culture of Malaysian NGOs. Specifically, the study was focused on the Malaysian situation. Specifically, the objective of the study is to investigate the ways in which motivational variables, both intrinsic and extrinsic, influence the capacity of employees to carry out tasks in an effective manner, while also taking into account the moderating effect of the distinctive organizational culture that is prevalent in Malaysian non-governmental organizations. This is the specific purpose of the study. The objective of this study is to provide insights into the ways in which motivational approaches may be successfully connected with the cultural values, institutions, and challenges that are present in the non-governmental organization (NGO) sector through the means of

doing research on this relationship. Those who are trying to enhance performance and sustainability in an environment with limited resources, such as leaders of NGOs and practitioners of human resource management, would find this research to be particularly relevant. In the end, it is anticipated that the findings was contributed to a more in-depth knowledge of the motivational factors that impact efficiency, as well as to inspire practical techniques for developing a workforce that is more productive and engaged within Malaysia's enterprises that are motivated by their purpose. In addition, it is anticipated that the findings was bring about a greater understanding of the factors that influence efficiency.

4. Literature Review

According to research conducted on the subject of employee motivation in Malaysian NGOs, it has been shown that motivation has a significant influence not only on the performance of individuals but also on the overall efficiency of the organization. According to the findings of a study that was carried out, the performance of employees working for NGRs in Malaysia has a good link with aspects of work-life balance, career progression, and job satisfaction. The fact that this is the case makes it abundantly clear that the overall well-being of employees is becoming an increasingly important factor in enhancing the success of the company. The authors Johar et al., 2024., highlighted the importance of activities that improve possibilities and natural motivation. These activities are analogous in nature. These endeavours are directed by the (AMO) paradigm, which stands for ability, motivation, and opportunity. There are a number of extremely important actions that need to be taken in order to successfully engage staff members in the Malaysian service industry. According to the findings of their study, if businesses make available to their employees the tools and resources that they require, there is a possibility that employee engagement was grown, which in turn may lead to an improvement in employee performance. In addition, Mustaffa et al., 2022., conducted research to determine the influence that communication, training, and transformational leadership had on employee engagement in Malaysia during the COVID-19 outbreak. Based on the findings of the study, it was determined that these characteristics had a positive impact on employee engagement. The findings of this study highlight the importance of organizational support and leadership in the process of maintaining drive in the face of challenging conditions. When taken as a whole, the findings of these studies indicate that in order to boost employee

productivity in Malaysian NGOs, it is essential to use a comprehensive strategy that takes into account both intrinsic and extrinsic motivational elements. Consequently, this is the case since the findings of these research demonstrate that the strategy that is now being utilized is inadequate.

5. RESEARCH QUESTIONS

- What is the impact of motivation on employee efficiency with regard to Malaysian NGO work culture?

6. RESEARCH METHODOLOGY

a. Research design:

Quantitative data analysis was performed with SPSS version 25. The integration of the odds ratio and the 95% confidence interval elucidated the characteristics and progression of this statistical connection. The p-value was established at below 0.05 as the threshold for statistical significance. The data was evaluated descriptively to get a thorough comprehension of its fundamental attributes. Quantitative methodologies are defined by their reliance on computational tools for data processing and their use of mathematical, arithmetic, or statistical analysis to objectively evaluate responses to surveys, polls, or questionnaires.

b. Sampling:

A straightforward sampling method was used for the investigation. The study used questionnaires to collect its data. The Rao-soft software calculated a sample size of 1500. A total of 1,600 questionnaires were disseminated; 1,563 were returned, and 63 were removed owing to incompleteness. A total of 1500 questionnaires were used for the investigation.

c. Data and Measurement:

Questionnaire surveys were the main tool for collecting data for studies. Part A asked for basic demographic information, while Part B used a 5-point Likert scale to assess how important certain channels were, both online and off. To gather the required data, a variety of secondary sources were searched, including online databases.

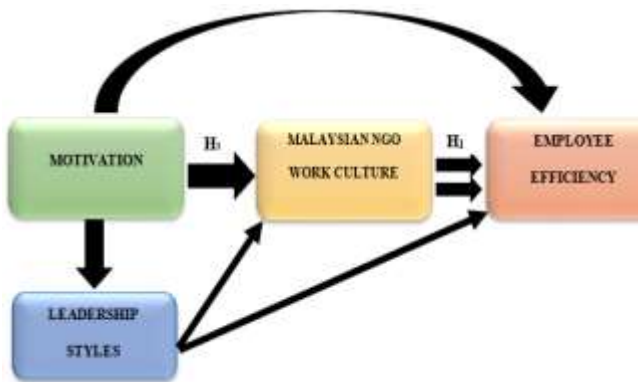
6.4 Statistical Software:

The statistical analysis was conducted using SPSS 25 and MS-Excel.

6.5 Statistical Tools:

To grasp the fundamental character of the data, descriptive analysis was used. The researcher is required to analyse the data using ANOVA.

7. Conceptual Framework



8. Result

Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough. These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69
Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.
They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .919

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000

This establishes the validity of assertions made only for the purpose of sampling. To ensure the relevance

of the correlation matrices, researchers used Bartlett's Test of Sphericity. Kaiser-Meyer-Olkin states that a result of 0.919 indicates that the sample is adequate. The p-value is 0.00, as per Bartlett's sphericity test. A favourable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

Table: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.919
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

Bartlett's Test of Sphericity also validated the overall significance of the correlation matrices. A suitable value for the Kaiser-Meyer-Olkin sampling measure is 0.919. The researchers obtained a p-value of 0.00 via Bartlett's sphericity test. The correlation matrix was shown to not be a correlation matrix by a significant outcome from Bartlett's sphericity test.

Independent Variable

Motivation

The internal process that starts, drives, and maintains goal-oriented activities might be seen as motivation. This definition covers the idea of drive sufficiently broadly. In many different contexts—including both personal and professional ones—the idea of motivation is important. Motive might be either extrinsic—driven by external rewards like money or recognition—or intrinsic—driven by internal incentives like satisfaction and curiosity. Whereas extrinsic motivation is motivated by outside rewards, intrinsic motivation is motivated by internal incentives. In the framework of organizational environments, elements like motivation and employee engagement, productivity, and retention are quite closely related. Modern scholars stress strongly the dynamic character of motivation, claiming that it is shaped by a confluence of human beliefs, emotional states, individual ambitions, and environmental circumstances in which people have to live. Furthermore accepted is the fact that motivation is a multifaceted concept influenced by psychological empowerment, leadership styles, and job design. When employees feel that their responsibilities provide them with autonomy, competency, and relatedness, for example, their intrinsic motivation often rises. This is so because workers often have great connection to their jobs. Consequently, this finally leads to an improvement

in general enjoyment with one's work as well as performance. This leads to the typical modern organizational methods seeking the creation of conditions favourable for the development of both intrinsic and extrinsic motivators. This is done in respect of the connection between the two as a balanced approach results in continuous employee productivity and well-being. Particularly in NGRs, motivation is crucial in the Malaysian context for the preservation of strong worker morale in spite of few resources. This occurrence emphasizes the need of leadership and human resource policies supporting the emergence of intrinsic motivation driving factors[1].

Mediating Variable

Malaysian Ngo Work Culture

A lot of elements affect the development of a unique work culture shown by NGOs in Malaysia: cultural values of the country, organizational structures, and sector-specific dynamics of the nation. Reflecting the larger cultural values that are evident across Malaysia, this society gives collectivism, communal involvement, and ethical behaviour a great concentration. A fundamental aspect of the society is this one. Research results show that the effectiveness of NGOs in Malaysia is largely influenced by their organizational culture. Furthermore, the study focused on the important function information exchange serves as a mediator between performance and organizational culture. Building a culture that promotes honest communication and teamwork was helped to raise the success of operational activities. This emphasizes the need of creating such a society. Moreover, the study discovered that main drivers of employee performance in Malaysian NGRs include elements like work-life balance, career development, and motivation. The researcher made this clear. The results of this study show that a working environment that is both motivating and oriented on personal growth is very essential for the running of any company. These results would suggest that the work culture of NGRs in Malaysia is defined by a mix of conventional values and modern organizational strategies. The aim of this culture is to create surroundings that support workers' health and pleasure as well as the achievements of the company[5].

Dependent Variable

Employee efficiency

What they mean when they discuss employee efficiency is the ability of a worker to perform tasks and responsibilities in a timely, accurate, and resource-conscious way while keeping high standards of quality. It emphasizes optimizing both the effort and the results instead than merely doing chores in a certain period of time to ensure that work is done in a smart and effective way. Effective time management is displayed by efficient employees who also help to minimize non-essential tasks and provide desired results without compromising the calibre of their employment. Personal ability, motivation, work happiness, organizational support, the availability of suitable technology, and a thorough grasp of job duties influence employee productivity among other aspects. An efficient individual also is proactive, attentive, and flexible. They often foresee difficulties and find workable answers to such problems. From the standpoint of a business, excellent human efficiency adds to general production, cost reductions, higher customer satisfaction, and a competitive advantage. Employee productivity usually rises when businesses provide a working environment that supports employees to exercise their autonomy, presents them with continuous feedback, and offers possibilities for professional growth. In the fast-paced work environments of today, especially in sectors like NGRs, where resources are sometimes limited, maximizing employee productivity is becoming more and more vital. Apart from making sure that goals are successfully achieved, it also assures that the staff keeps being strong, efficient, and in keeping with the mission and values of the company[9].

Relationship Between Motivation and Employee Efficiency through Malaysian NGO Work Culture

As a result of the work culture of Malaysian NGOs, the non-profit sector in Malaysia is distinguished by its own unique set of beliefs, issues, and goals. This, in turn, defines the connection between employee motivation and efficiency. There is a significant amount of complexity involved in this interaction. Employee motivation is an important driver of efficiency and effectiveness in Malaysian NGOs, which usually operate under budget restrictions and have high expectations for the social impact they have. In Malaysia, NGOs are a big driver of efficiency and effectiveness. It is more probable that employees who are driven in these sorts of circumstances was continued to be dedicated to their profession, to make optimal use of resources, and to maintain high levels of productivity despite the fact that they get only limited financial incentives. It is common for NGOs in Malaysia to have a work

culture that is defined by collectivism, an orientation toward community service, and missions that are motivated by values. The function that extrinsic incentives such as money play is subjugated to the role that intrinsic motivation plays within the setting of this cultural paradigm for the purpose of achieving the desired outcome. Individuals who have a personal commitment to societal concerns, a sense of purpose, and job happiness are all examples of employees who are intrinsically motivated. There is a clear correlation between the ability of NGOs to allow its employees to grow their intrinsic motivation and the effectiveness of the organization. This is accomplished by providing employees with meaningful work, leadership that is supportive, and opportunities for promotion. When compared to their counterparts who are less motivated, employees that are motivated have a stronger inclination to better manage their time, cooperate more efficiently, and generate outcomes with less resources[8]. Based on the above discussion, the researcher generated the following hypothesis to examine the link between Motivation and Employee Efficiency through Malaysian NGO Work Culture.

“H₀₁: There is no significant relationship Motivation and Employee Efficiency through Malaysian NGO Work Culture.”

“H₁: There is a significant relationship between Motivation and Employee Efficiency through Malaysian NGO Work Culture.”

Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	549	5385.319	1,030.721	.000
Within Groups	492.770	950	5.225		
Total	40081.390	1499			

In this study, the result will significant. The value of F is 1,030.721, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the ***“H₁: There is a significant relationship between Motivation and Employee Efficiency through Malaysian NGO Work Culture.”*** is accepted and the null hypothesis is rejected.

9. Discussion

Within the framework of the work culture of Malaysian NGRs, the main focus of this study is on the intricate relationship that exists between the degrees of productivity and motivation that employees display in their different jobs. As the results show, both intrinsic and extrinsic motivation

are rather important in deciding how well people fulfill their obligations to their different companies. Two types exist for extrinsic motivation—that which comes from recognition and chances for promotion from the company—as well as from intrinsic motivation—that which results from personal fulfillment and connection with the goals of the company. One kind of incentive from outside the business is extrinsic motivation. Sometimes collectivist ideas, limited resources, and mission-driven aspirations describe these NGRs found in Malaysia. On the other hand, the unique cultural dynamics of these companies largely define this effect and it is not linear. The results of the research clearly show that motivating strategies linked to the culture of the company, which stresses open communication, supportive language, and shared purpose, are able to drastically raise the workforce productivity. Conversely, a lack of cultural congruence might lower the effectiveness of inspiring projects, which would therefore lower worker participation and hence output. This is why the work culture of Malaysian NGRs serves as a necessary filter, turning inspiration into successful performance. Considering these results, leaders of NGRs have to make investments in activities that increase motivation not only but also make sure that these strategies fit the cultural values and the pragmatic reality of their particular companies. With the aim of attaining successful and sustainable performance, this thorough awareness helps the management of human resources in the non-profit sector to create more efficient plans.

10. Conclusion

The results of this study, which were reported in conclusion, throw light on the important influence that motivation has on the output of employees inside the framework of the work environment of Malaysian NGOs. The results show that motivated people are more likely to perform their responsibilities in an efficient way and to maximize the resources at their disposal. This is particularly true in cases when the basic values and culture of the company where workers work define the expectations placed on them to become more motivated. The work culture of Malaysian non-governmental organizations (NGOs), which is distinguished by its emphasis on mission-driven labour, communal values, and often restricted resources, plays a major mediating role. Determining the connection between efficiency and motivation depends much on this culture. The cultural backdrop may either strengthen or weaken this link depending on how much motivating strategies are changed to fit the expectations

expressed by the employees and the standards of the company. The degree of cultural environment modification determines this was of will. Further using generic incentive strategies, NGRs must go further to improve staff productivity in a way that is sustainable by using culturally relevant ways that advance purpose, involvement, and shared values. They must so reach their objective of raising staff output by means of this. Apart from adding to the increasing corpus of knowledge on organizational behaviour in the non-profit sector, this study offers insightful analysis that can be applied by leaders of

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NGRs and human resource professionals (HR managers) to create strongly rooted motivation-driven strategies firmly ingrained in the unique cultural fabric of their respective companies. These techniques can inspire staff members to reach their objectives and put more effort on their job.

Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.