



Employee Motivation and Job Performance of Millennials Employed in Metro Manila, Philippines, Private Companies

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Abstract

Employee motivation plays a crucial role in influencing job performance, particularly among millennial employees who value growth, meaningful work, and organizational support. This study examined the relationship between motivational practices and the job performance of millennial employees in selected private-sector companies in Metro Manila, Philippines. Using a quantitative descriptive–correlational design, data were collected from 250 respondents via a validated, researcher-developed questionnaire. Descriptive statistics assessed the levels of motivation practices and job performance, while Spearman’s rank correlation tested the relationships between variables. Results showed strong implementation of intrinsic and extrinsic motivation practices and high levels of job performance across work efficiency, quality of work, timeliness, and commitment. Statistical findings revealed significant moderate positive relationships between motivation practices and all job performance dimensions, leading to the rejection of the null hypothesis. Based on these results, the study recommends strengthening training initiatives, feedback and recognition systems, reward mechanisms, and supportive leadership practices to enhance performance outcomes further. The findings support Campbell’s Theory of Job Performance and provide managerial guidance for developing integrated strategies that improve employee engagement, productivity, and organizational effectiveness.

Keywords: *Employee Motivation Practices, Extrinsic Motivation, Intrinsic Motivation, Job Performance, Metro Manila, Philippines, Millennial Employees of the Private Sector Companies, Workplace Commitment*

INTRODUCTION

Millennials, also known as Generation Y or digital natives, are individuals born between 1981 and 1996 who grew up during a period of rapid technological advancement (Firdaus et al., 2024). In the Philippines, this demographic represents 47.1% of the workforce, serving as the primary talent pool for the private sector—a critical economic driver that accounts for 93% of the national GDP and 92% of total employment (Zaldarriaga, 2024). Given that organizational success is fundamentally rooted in individual performance and the quality of human capital (Tamam & Sophiah, 2022), enterprises must adopt inclusive motivational frameworks that strategically balance intrinsic growth, such as autonomy, with extrinsic incentives, such as compensation and job security (Roslinda & Andias, 2025).

Fostering such motivation is essential for strengthening organizational performance, productivity, and employee satisfaction (Boadi et al., 2025). Understanding the confluence between these diverse motivational drivers and the unique attributes of the millennial workforce is

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therefore vital to maintaining the operational excellence and economic resilience of the Philippine private sector.

Global studies consistently emphasize employee motivation as a foundational driver of job performance and organizational effectiveness, shaping the focus of this study. Prior studies highlight its dual role in sustaining effort and aligning individual goals with organizational objectives (Iqbal et al., 2023; Layek & Koodamara, 2024). Effective motivational practices balance personal needs with organizational aims, fostering sustained performance (Akiki, 2024). For millennials, motivation is particularly shaped by job enjoyment, satisfaction, and valued factors such as fair compensation, collaboration, work–life balance, and transparent advancement (Indrayani et al., 2023; Elenov et al., 2024).

Compensation and benefits enhance performance through motivation (Prihantoko & Ferijani, 2021), while job characteristics and hedonic well-being drive creativity (Zhang & Zhao, 2021). However, monetary rewards alone are insufficient, as millennials also seek supportive relationships, flexibility, and recognition (Seqhobane & Koko, 2021). Collectively, these findings underscore motivation as a multidimensional construct shaped by financial and non-financial factors, thereby informing this study's focus on compensation, job characteristics, and relational workplace dynamics in private-sector firms.

Studies across the Philippine private sector show that multidimensional motivational practices strongly enhance productivity within the country's collectivist culture. In BPO hubs, both intrinsic and extrinsic motivators are essential to sustaining performance under pressure (Cole & Castro, 2023; Estebal et al., 2024; Ariola, 2017), while job security and competitive pay remain central in education and industry (Fajardo, 2024; Medallon, 2020). However, long-term loyalty depends on relational factors such as supervisory support and work–life integration (Malasig & Canoy Jr., 2025; Abun et al., 2020). Research further underscores that sustainable productivity emerges only when recognition, career growth, and psychological needs are integrated into holistic HR strategies (Baluarte et al., 2023; Dano et al., 2025; Talamayan et al., 2024).

Despite the breadth of existing literature on employee engagement, a significant empirical gap remains regarding the relationship between integrated corporate motivational practices and the measurable work performance of millennials in the specific urban landscape of Metro Manila. Current studies are largely focused on specific sub-sectors, such as IT-BPO (Ariola, 2017; Cole & Castro, 2023; Estebal et al., 2024), retail (Baluarte et al., 2023), and education (Fajardo, 2024), which may not accurately reflect the cross-industry dynamics of the broader private sector. While it is established that extrinsic factors like compensation are secondary to intrinsic drivers like professional development and work-life balance for long-term retention (Malasig & Canoy Jr., 2025; Medallon, 2020; Dano et al., 2025; Talamayan et al., 2024), there is a lack of evidence detailing how these motivators translate into actual output in high-pressure corporate environments.

Most existing research focuses on psychological outcomes such as job satisfaction or retention (Abun et al., 2020; Medallon, 2020), rather than quantifiable performance metrics. Based on the researchers' knowledge, there is a notable scarcity of integrated, cross-industry studies examining the causal relationship between contemporary corporate motivational practices and the actual work performance of millennials within the private sector of Manila.

Millennial employees working in private companies across Metro Manila represent a vital workforce that supports organizational competitiveness and economic growth. However, private organizations continue to face challenges in sustaining employee motivation amid evolving millennial expectations for meaningful work, continuous development, and supportive work environments. Misaligned or inadequate motivation practices may negatively affect job performance across efficiency, quality of work, timeliness, and work commitment.

Within Metro Manila's highly competitive and fast-paced business environment, organizations must implement effective motivation strategies that address both intrinsic and extrinsic needs to maintain productivity and reduce turnover (Guinto & Magallanes, 2020). Examining these dynamics is therefore timely and relevant, as it provides practical insights for improving workforce performance and organizational effectiveness.

This study examined the relationship between employee motivation practices and the job performance of millennial employees in private companies in Metro Manila, Philippines. Specifically, it described the demographic profile of millennial employees by company location and classification, age, gender, highest educational attainment, years of service, and monthly salary range. It also assessed the employee motivation practices implemented by private companies in relation to intrinsic and extrinsic factors. It evaluated the job performance of millennial employees based on efficiency, quality of work, timeliness, and commitment to work.

In addition, the study examined the extent to which employee motivation practices were related to job performance. Furthermore, based on the study's findings, the researchers proposed strategies to enhance employee motivation and improve job performance. In line with these objectives, the study addressed the following research questions:

1. What is the demographic profile of millennial employees in private companies in Metro Manila?
2. What intrinsic and extrinsic motivational practices are implemented by private companies?
3. How do millennial employees perform in terms of efficiency, quality, timeliness, and work commitment?
4. What is the strength and direction of the relationship between employee motivation practices and the job performance of millennial employees?
5. What strategies may be recommended to strengthen employee motivation and job performance in private companies?

The study contributes to motivation–performance literature by providing empirical evidence on the motivational dynamics of millennial employees within the Philippine private sector. The findings also offer practical insights for organizational leaders and human resource practitioners to develop and implement effective motivation strategies that improve employee performance, engagement, and overall organizational effectiveness.

LITERATURE REVIEW

This study was systematically developed based on the research objectives, ensuring that each section directly supports the investigation of employee motivation practices and their effects on the job performance of millennial employees in private-sector companies in Metro Manila. Guided by the study's general and specific objectives, the review of related literature integrates theoretical foundations, empirical studies, and contextual literature to establish a clear and coherent background for the research.

Theory of Job Performance

Anchoring this study in Campbell's Theory of Job Performance is strongly justified because the theory provides a precise behavioral lens through which the relationship between motivation practices and job performance can be examined. Campbell's framework defines performance not as outcomes—which may be distorted by external factors such as market conditions or organizational resources—but as observable behaviors like task proficiency, effort, teamwork, and communication (Curren & Gomes, 2022; Sandall et al., 2022). This distinction is crucial to the study, as it enables a direct assessment of how motivational practices such as recognition, pay, feedback, and development influence the actual work behaviors of millennial employees in Metro Manila's

private sector.

Moreover, Campbell's model explicitly identifies motivation as a determinant of effort, persistence, and task orientation, thereby offering a theoretical foundation for linking motivational practices to performance behaviors (Marshall et al., 2024). Recent studies affirm that when employees are motivated, they can effectively convert their knowledge and abilities into visible performance behaviors, underscoring the centrality of motivation in the performance system. Practices such as recognition, fair treatment, and supportive leadership have been shown to strengthen internal motivational mechanisms, which in turn enhance job-related activities and outcomes (Jo & Shin, 2025; Huang et al., 2023).

By situating the study within Campbell's Theory, the research gains a robust framework that not only clarifies how motivation translates into observable behaviors but also aligns with the generational preferences of millennials, who value feedback, growth, and meaningful support. This anchoring ensures that the study avoids conflating performance with external results and instead focuses on the behavioral dimensions most directly shaped by motivation. Ultimately, Campbell's Theory provides the conceptual rigor needed to investigate how motivation practices drive measurable, behavior-based performance outcomes in the specific context of Metro Manila's private-sector organizations.

Employee Motivation Practices Relative to Intrinsic and Extrinsic Factors

The reviewed literature demonstrates that employee motivation is best understood as a dynamic balance between extrinsic and intrinsic factors. Studies highlight the importance of extrinsic motivators such as salary, rewards, recognition, advancement, and job security (AlKhalifa et al., 2024; Alonzo et al., 2023), but also emphasize that intrinsic motivators—purpose, autonomy, feedback, and development—are equally critical. Almendras et al. (2025) and Arendon et al. (2023) argue that these motivators are most effective when embedded within equitable management practices, supportive work environments, and clear accountability structures.

In the Philippine context, particularly among millennials in Metro Manila, career development opportunities and workplace support have been shown to strengthen engagement and serve as mechanisms through which motivation translates into improved job performance (Canopin, 2025; Corral, 2024). At the same time, extrinsic practices such as financial incentives and performance-based rewards remain influential, provided they are administered transparently, fairly, and directly tied to performance outcomes (Larroza et al., 2024). Research further suggests that the most effective strategies combine well-designed extrinsic rewards with intrinsic techniques that align with developmental needs and the pursuit of meaningful work (Figueiredo et al., 2025; Van den Broeck et al., 2021).

Taken together, these findings reveal clear patterns, tensions, and implications. The pattern is the consistent interplay of extrinsic and intrinsic motivators, both of which are necessary but insufficient in isolation. The tension lies in balancing standardized organizational practices with the need for individualized approaches, especially given millennials' distinct expectations compared to earlier generations.

Another tension emerges between the immediate impact of extrinsic rewards and the deeper, long-term engagement fostered by intrinsic motivators. The implication is that organizations—particularly private-sector firms in Metro Manila—must adopt hybrid, context-sensitive motivation strategies that are equitable, transparent, and responsive to generational shifts. Ultimately, motivation is not simply about employee satisfaction; it is a strategic driver of performance, requiring adaptive systems that integrate fairness, career development, and meaningful work into the organizational culture.

Job Performance

Job performance in the private sector is commonly assessed through efficiency, quality, and timeliness. However, research emphasizes that it is shaped not only by technical skills but also by motivation, job satisfaction, quality of work life, and especially work commitment—expressed through loyalty, dedication, and engagement—which becomes increasingly critical in remote or hybrid settings (Wijayanti & Sari, 2023; Abebe & Assemie, 2023; Celestino et al., 2025; Maravilla & Tuble, 2025; Silva & Briones, 2022; Wang et al., 2022).

In Metro Manila's private sector, particularly in BPO and service industries, motivation practices have been identified as major drivers of job performance among millennial employees by enhancing affective and continuance commitment (Estebal et al., 2024). Motivation strengthens psychological attachment and a sense of obligation, which in turn improves efficiency, output quality, and timeliness, while commitment mediates engagement and loyalty and reduces turnover. Evidence further shows that motivation and commitment jointly contribute to higher productivity and workforce stability (Estebal et al., 2024; Caubang et al., 2025; Maravilla & Tuble, 2025). Despite these established links, research remains limited on how these variables interact within private companies in Metro Manila.

Synthesizing across these studies, several patterns, tensions, and implications emerge. The pattern is clear: job performance is multidimensional, shaped by both behavioral and attitudinal factors, with motivation and commitment consistently reinforcing one another. The tension lies in the evolving workplace context—remote and hybrid arrangements heighten the importance of commitment and engagement. However, organizations often continue to emphasize technical skills or standardized reward systems.

Another source of tension is generational: millennial employees in Metro Manila have distinct expectations for career development and meaningful work, challenging traditional performance management frameworks. The implication is that organizations must design integrated strategies that go beyond technical training to cultivate motivation and commitment, embedding fairness, transparency, and developmental opportunities into performance systems. For Metro Manila's private sector, this means recognizing that motivation and commitment are not peripheral but central drivers of productivity and stability, and that they require context-specific approaches that adapt to generational values and workplace transformations.

Relationship between Employee Motivation and Job Performance

Employee motivation, encompassing intrinsic factors such as personal growth and meaningful work, and extrinsic factors such as rewards and recognition, is a key driver of job performance in private-sector organizations. Empirical evidence indicates that combining both forms of motivation enhances outcomes, improving productivity, efficiency, quality, and timeliness (Baluarte et al., 2023; Putri et al., 2025). In the Philippine context, intrinsic motivators such as fairness, autonomy, and development opportunities, alongside extrinsic incentives like performance-based rewards and safe working conditions, have been shown to strengthen engagement, satisfaction, and performance (Cayabyab et al., 2023; Sanchez, 2023; Dharmanto & Rony, 2023).

While intrinsic motivation often sustains long-term commitment more effectively than extrinsic incentives alone (Sari & Nugroho, 2023), integrating both forms fosters consistent engagement, creativity, and workforce stability (Nusraningrum et al., 2024). These findings underscore the importance of designing employee motivation programs that address both short-term performance and long-term developmental needs, particularly in the competitive private-sector environment of Metro Manila, Philippines.

However, the translation of these motivational practices into measurable job performance

among millennial employees is influenced by generational expectations, organizational culture, and alignment of strategies with individual needs (Ibrahim et al., 2022; Evangelista et al., 2025). Consequently, while motivation aims to shape work behaviors aligned with organizational goals, outcomes may vary across contexts, highlighting the need for context-sensitive, integrated approaches. In view of these considerations, the following null hypothesis was formulated:

H₀: There is no significant relationship between employee motivation practices and the job performance of millennial employees.

To test this hypothesis, the study employed Spearman's Rank Correlation, with employee motivation (measured using intrinsic and extrinsic factors) as the independent variable and job performance (measured using work efficiency, quality of work, timeliness, and work commitment) as the dependent variable.

RESEARCH METHOD

This study used a quantitative, descriptive–correlational research design to investigate the relationship between employee motivation strategies and millennial workers' job performance in private-sector organizations. The descriptive-correlational design enabled evaluation of current workplace conditions and relationships between variables without manipulation, while the quantitative approach facilitated objective measurement, statistical analysis, and generalizability of results (Curtis et al., 2016). Non-probability purposive sampling was used to select millennial employees aged 28 to 43 with relevant experience in organizational motivation practices.

To ensure relevance to the study's goals, this sampling technique was employed to select respondents who were millennials, currently employed, and had sufficient organizational experience to assess both motivational practices and job performance (Etikan et al., 2015). The study focused on private-sector workers in Quezon City, Mandaluyong City, San Juan City, Valenzuela City, and Caloocan City. These cities were selected for their diverse workforces, strategic business districts, and high concentration of private businesses.

Despite Metro Manila's 16 cities, these locations were chosen for their accessibility and their representativeness of private-sector employment patterns, making them suitable for studying job performance dynamics and employee motivation (Mapa, 2023). A survey of 250 millennial workers in private-sector companies was conducted to evaluate the research instrument's clarity and reliability. According to recent recommendations, a sample size of 200 or more respondents is sufficient for quantitative correlational studies to guarantee adequate statistical power (Hair Jr. et al., 2021).

A researcher-developed questionnaire, based on the studies by Obuba (2023) and Briones et al. (2025) on job performance and employee motivation, was used to gather data. In accordance with the study's theoretical framework, the instrument comprised an informed consent section as well as three main sections: Part I collected the demographic profile of the respondents (company location, classification, age, gender, education, years of service, and monthly salary range); Part II measured organizational practices that support intrinsic and extrinsic motivation; and Part III evaluated job performance in terms of work efficiency, quality, timeliness, and commitment.

A four-point Likert scale, spanning from Strongly Agree to Disagree Strongly, was used to record responses for Parts II and III (Koo & Yang, 2025). To ensure content validity, the questionnaire was assessed by subject-matter experts who verified that the items accurately reflected the constructs of job performance and employee motivation practices. This process is comparable to recent validation studies in which expert review ensures sufficient coverage of pertinent dimensions in organizational research instruments (Rokeman & Kob, 2024).

For consistency and comparability, the questionnaire was improved in terms of clarity, reliability, and suitability for the target population, based on pilot test feedback (Hair Jr. et al.,

2021). To evaluate the research instrument's dependability and clarity, a pilot study with 25 participants was carried out; however, these pilot respondents were excluded from the actual study sample to avoid bias and ensure the validity of the results. With Cronbach's alpha values ranging from 0.878 to 0.947 across all subscales, the results indicated that the questionnaire had good to excellent internal consistency, making it a reliable tool for assessing job performance and employee motivation practices (Yusuf, 2021).

Table 1. Reliability Analysis

Dimensions	Cronbach's Alpha	No. Of Items
Company Practices Supporting Employee Motivation		
a. Intrinsic Motivation Factors	0.893	7
b. Extrinsic Motivation Factors	0.878	5
Average	0.886	
Job Performance of Employees		
a. Work Efficiency	0.932	5
b. Quality of Work	0.947	5
c. Timeliness	0.917	5
d. Work Commitment	0.929	5
Average	0.931	

An informed consent form outlining the goal of the study, the respondents' right to voluntary participation, and the measures taken to protect the privacy and anonymity of their responses regarding work performance and employee motivation was provided to all respondents. The validated questionnaire was distributed on January 19, 2026, through online survey platforms (Google Forms) and direct messaging via company emails and professional networking groups to millennial employees working in private sector companies in the targeted cities of Metro Manila. Only respondents who gave their informed consent were allowed to participate in the study. The retrieval and completion of all survey responses were concluded on February 04, 2026.

In accordance with the Data Privacy Act of 2012, the study strictly followed ethical research guidelines. Data gathered from the survey questionnaires were analyzed using weighted means to describe motivation practices and job performance, while frequency and percentage distributions were used for demographic variables. The relationship between motivation practices and job performance was analyzed using Spearman's Rank Correlation. Prior to conducting the correlation analysis, assumption checks on normality, linearity, homoscedasticity, and the absence of significant outliers were performed to ensure the appropriateness of the data for inferential statistical testing. These diagnostic procedures are necessary to produce valid and reliable results (Fosu et al., 2023).

FINDINGS AND DISCUSSION

This section presents the study's findings on the motivation practices and job performance of millennial employees in private companies. It discusses the results regarding the influence of intrinsic and extrinsic motivational factors on employee efficiency, work quality, timeliness, and commitment. The findings are organized into several tables, providing a clear overview of respondents' perceptions and the significant relationships between motivational practices and job performance.

Demographic Profile of the Respondents

The study's respondents were millennial employees working in private companies in selected cities in Metro Manila. Their demographic profile is summarized in Table 2.

Table 2. Demographic Profile of the Respondents

Demographic Profile	Frequency (n = 250)	Percentage
Company Location		
Caloocan City	50	20.0
Mandaluyong City	50	20.0
Quezon City	50	20.0
San Juan City	50	20.0
Valenzuela City	50	20.0
Total	250	100.0
Company Classification		
Manufacturing	64	25.6
Merchandising	61	24.4
Service	125	50.0
Total	250	100.0
Age		
28-32	193	77.2
33-37	42	16.8
38-43	15	6.0
Total	250	100.0
Gender		
Male	82	32.8
Female	149	59.6
Non-Binary	19	7.6
Total	250	100.0
Educational Attainment		
High School Graduate	33	13.2
Vocational Graduate	20	8.0
College Graduate	173	69.2
Master's Degree	23	9.2
Doctoral Degree	1	0.4
Total	250	100.0
Years of Service		
Less than 1 year	62	24.8
1-5 years	134	53.6
6-10 years	41	16.4
11-15 years	12	4.8
16-20 years	0	0.0
More than 20 years	1	0.4
Total	250	100.0
Monthly Salary Range		
Below ₱20,000	102	40.8
₱20,000–₱40,000	100	40.0

₱40,000–₱60,000	37	14.8
₱60,000–₱80,000	4	1.6
₱80,000–₱100,000	3	1.2
Above ₱100,000	4	1.6
Total	250	100.0

The study involved 250 millennial employees from private companies across five Metro Manila cities—Caloocan, Mandaluyong, Quezon City, San Juan, and Valenzuela—with equal representation from each area, and findings showed that majority of the respondents were early-career millennials aged 28–32, predominantly employed in service-oriented companies, college graduates, earning below ₱40,000 monthly, and having one to five years of work experience, with more female respondents than male respondents. Overall, this profile indicates a young, educated, and developing urban workforce for whom motivation and management practices are crucial. This finding aligns with [Areola et al. \(2023\)](#), who reported that millennial employees, particularly those in early career stages, require tailored management and motivational strategies to enhance job satisfaction and organizational commitment.

Motivation Practices

Employee motivation practices are organizational strategies, policies, and managerial approaches designed to stimulate employees' intrinsic and extrinsic motivation to perform tasks effectively and achieve organizational goals. These practices include intrinsic factors such as empowerment, recognition, and meaningful work, as well as extrinsic factors such as compensation, incentives, and career development opportunities.

Effective motivation practices are essential for sustaining employee engagement, creativity, and commitment, and they significantly influence job satisfaction and organizational performance. [Afriyie et al. \(2024\)](#) emphasized that motivation directs and sustains employee effort toward achieving both personal and organizational objectives, making it a crucial determinant of workforce productivity and retention. Table 3 summarizes organizational practices that support employee motivation, categorized into intrinsic and extrinsic factors.

Table 3. Motivation Practices

Dimension	Mean	Descriptive Rating
Practices Supporting Intrinsic Motivation Factors	3.47	Strongly Agree
Practices Supporting Extrinsic Motivation Factors	3.33	Strongly Agree
Mean of Means	3.40	Strongly Agree

The results indicate that employees strongly perceive their organizations as fostering supportive motivational practices that encourage flexibility, autonomy, training opportunities, constructive feedback, supportive work environments, goal alignment, and open communication. These practices, which likewise promote employee engagement, are consistent with the findings of [AlKhalifa et al. \(2024\)](#) that autonomy and meaningful work enhance millennial job performance.

Likewise, organizations were perceived to consistently provide external motivators such as fair compensation, performance-based recognition, promotion opportunities, job security, and clearly implemented policies. These structural supports reinforce performance expectations and align with prior research showing that rewards and incentives are positively associated with employee productivity and performance in private-sector settings ([Baluarte et al., 2023](#)).

Overall, respondents strongly agreed that effective motivational practices are implemented.

Intrinsic motivation practices are more strongly supported than extrinsic ones because they foster sustainable engagement, creativity, and long-term performance. In contrast, extrinsic motivators often provide only short-term gains and can diminish if perceived as unfair or disconnected from meaningful work. Intrinsic practices align with employees' psychological needs and generational expectations, particularly among millennials who prioritize feedback, development, and meaningful work (Jo & Shin, 2025).

Thus, while extrinsic motivators remain relevant, intrinsic motivation practices are more strongly supported by the millennial employees as the foundation for sustainable job performance and engagement. This interpretation is supported by evidence linking the satisfaction of psychological needs with higher motivation, engagement, and performance outcomes (Van den Broeck et al., 2021).

Job Performance

Job performance refers to the level of effectiveness and efficiency with which employees accomplish assigned duties and contribute to organizational objectives. It includes dimensions such as work efficiency, quality of work, timeliness, and work commitment, which collectively reflect an employee's productivity and professional behavior in the workplace. Table 4 presents employees' job performance across these four dimensions.

Table 4. Job Performance

Dimension	Mean	Descriptive Rating
Work Efficiency	3.57	Strongly Agree
Quality of Work	3.54	Strongly Agree
Timeliness	3.47	Strongly Agree
Work Commitment	3.49	Strongly Agree
Mean of Means	3.52	Strongly Agree

Employees demonstrated a high level of work efficiency, indicating their ability to complete tasks with minimal supervision, handle multiple responsibilities, and maintain consistent performance. Both intrinsic and extrinsic motivational practices likely support these behaviors, demonstrating the link between employee engagement and productivity (Van den Broeck et al., 2021). Similarly, the quality of work was rated highly, suggesting that millennial employees consistently produce accurate outputs. Motivational practices promote autonomy, recognition, and constructive feedback, which appear to enhance work quality, highlighting the connection between engagement and performance outcomes (Indrayani et al., 2023).

Timeliness was also rated strongly, demonstrating effective time management and punctuality. Employees consistently meet deadlines, manage work hours effectively, and prioritize tasks. Intrinsic and extrinsic motivational practices contribute to these outcomes, supporting research linking well-designed reward systems to enhanced task completion, organizational efficiency, and timeliness (Figueiredo et al., 2025). Moreover, employees reported high levels of work commitment reflecting strong engagement and organizational loyalty.

Motivation practices, including meaningful work, recognition, and supportive environments, reinforce commitment, leading to sustained performance and reduced turnover (Jo & Shin, 2025). Overall, the results indicate that employees perceive themselves as highly performing across efficiency, quality, timeliness, and commitment. This finding aligns with previous studies (Baluarte et al., 2023; Faller et al., 2025), which emphasize the importance of effective motivational practices in improving organizational effectiveness and sustaining workforce performance.

Relationship between Motivation Practices and Job Performance of Millennial Employees

The diagnostic tests were conducted to verify that the assumptions required for correlation analysis were satisfied when examining the relationship between employee motivation practices and the job performance of millennial employees in private companies. Assumptions relevant to Spearman Rank Correlation were assessed using descriptive and visual diagnostics, as the method is non-parametric and does not require parametric assumption testing (Yu & Hutson, 2024). Table 5 presents the assumption checks for using Spearman's Rank Correlation to assess the significant relationship between motivation practices and job performance.

Table 5. Assumption Checks for Correlation Analysis Between Motivation Practices and Job Performance

Assumption	Method	Evidence	Result
Level of measurement	Survey scale	4-point Likert (ordinal)	Met
Independence of observations	Study design	n=250 unique respondents	Met
Monotonic relationship	Scatterplot	Consistent rank ordering observed	Met
Extreme Outliers	Boxplot	No isolated extreme ranks	Met

With all the assumptions satisfied, the null hypothesis (H_0), which states that there is no significant relationship between intrinsic and extrinsic motivation and the job performance of millennial employees, was tested using the Spearman Rank Correlation to determine the association between motivation practices and job performance. The results of this analysis are presented in Table 6.

Table 6. Relationship between Motivation Practices and Job Performance

Relationship of the following to Job Performance	Spearman Rank	p-value	Interpretation	Decision	Remarks
Intrinsic Motivation Factors					
A. Work Efficiency	0.582	< 0.001	Moderate Positive	Reject H_0	Significant
B. Quality of Work	0.574	< 0.001	Moderate Positive	Reject H_0	Significant
C. Timeliness	0.562	< 0.001	Moderate Positive	Reject H_0	Significant
D. Work Commitment	0.542	< 0.001	Moderate Positive	Reject H_0	Significant
Extrinsic Motivation Factors					
A. Work Efficiency	0.535	< 0.001	Moderate Positive	Reject H_0	Significant
B. Quality of Work	0.575	< 0.001	Moderate Positive	Reject H_0	Significant
C. Timeliness	0.553	< 0.001	Moderate Positive	Reject H_0	Significant
D. Work Commitment	0.585	< 0.001	Moderate Positive	Reject H_0	Significant

The findings indicate that both intrinsic and extrinsic motivation have statistically significant,

moderately positive relationships with the job performance dimensions of millennial employees—work efficiency, quality of work, timeliness, and work commitment—as shown in Table 6. Since all computed p-values were below the 0.05 significance level, the null hypothesis was rejected, indicating that motivation practices are significantly associated with job performance outcomes. This suggests that employees with higher intrinsic motivation, such as personal growth and job satisfaction, and extrinsic motivation, such as rewards and recognition, are more likely to demonstrate stronger performance across key work dimensions. These results align with prior studies (Putri et al., 2025; Briones et al., 2025), which identified motivation as a significant predictor of employee performance, where both intrinsic and extrinsic factors contribute positively to work outcomes.

Moreover, the findings support the Theory of Job Performance, which posits that performance is influenced by motivation, ability, and opportunity, with motivation shaping effort, persistence, and task engagement, which translate into measurable workplace behaviors (Curral & Gomes, 2022). Within this framework, intrinsically motivated employees often exhibit greater commitment and higher-quality work due to intrinsic satisfaction. In contrast, extrinsically motivated employees tend to perform better when reinforced by external incentives such as compensation and recognition. Therefore, the significant positive relationships observed reinforce the theoretical assumption that motivation is a key determinant of effective job performance and organizational success.

While the findings demonstrate a significant positive relationship, the correlation coefficients range from 0.535 to 0.585, indicating a moderate rather than a strong association. This suggests that while intrinsic and extrinsic rewards are vital, they do not account for the entirety of millennial job performance. This moderate result may be attributed to millennial burnout, often observed in high-density urban centers such as Metro Manila. According to Harvey (2024), this is a significant public health concern that adversely affects the mental and physical well-being of millennial employees.

Despite high intrinsic motivation, factors such as heavy traffic/commute times, a high cost of living (as evidenced by 40.8% of respondents earning below ₱20,000), and external economic pressures may act as "hygiene factor" barriers that limit the impact of organizational motivation on overall performance. Furthermore, the relatively low correlations between "Work Commitment" (0.542) and "Work Efficiency" (0.582) for intrinsic motivation suggest that millennials may perform efficiently in their daily tasks even as their long-term psychological commitment to the specific private firm is still developing. This aligns with the "job-hopping" tendency often associated with this demographic, which seeks rapid career progression (Utami et al., 2025).

Proposed Strategies to Enhance Intrinsic and Extrinsic Motivation and Improve Job Performance

Table 7 presents the proposed strategies for enhancing intrinsic and extrinsic motivation, thereby further improving employees' job performance. These proposed strategies were based on certain areas that may indicate opportunities for enhancement. These areas were prioritized and grouped according to the identified motivation dimensions to ensure alignment with the study results.

Since motivation demonstrated a significant, moderate positive relationship with work efficiency, quality of work, timeliness, and commitment, strengthening these aspects is expected to improve overall employee performance further. The proposed interventions, therefore, focus on career development, continuous feedback, fair reward systems, flexible work arrangements, and supportive leadership practices grounded in the study's empirical findings.

Table 7. Proposed Strategies

Area for Enhancement	Proposed Strategies	Expected Outcomes
Skill Development and Career Growth	Implement structured training workshops, mentoring programs, and career development plans for millennial employees.	As a result of structured developmental programs, employees are expected to demonstrate enhanced competencies, improved task efficiency, and sustained long-term commitment (Wijayanti & Sari, 2023).
Feedback and Recognition	Establish continuous performance feedback sessions and employee recognition programs to reinforce motivation and engagement.	With consistent feedback and recognition systems in place, employees are likely to exhibit higher morale, stronger intrinsic engagement, and improved work efficiency (Jo & Shin, 2025).
Compensation and Incentives	Review and enhance compensation packages, and provide performance-based incentives that align with employee expectations.	When fair and performance-based compensation systems are effectively implemented, employees are expected to achieve greater job satisfaction, increased motivation, and reduced turnover intentions (Prihantoko & Ferijani, 2021).
Supportive Work Environment and Job Security	Promote supportive leadership practices, inclusive work culture, and work-life balance initiatives.	Through strengthened external support systems and organizational fairness, employees are likely to demonstrate stronger organizational loyalty, sustained engagement, and increased work commitment (Abebe & Assemie, 2023).

By enhancing both intrinsic drivers (e.g., development, feedback, recognition) and extrinsic drivers (e.g., compensation, job security, supportive leadership), private-sector organizations may further elevate employee performance across efficiency, quality, timeliness, and commitment. Previous studies from the Philippine context and other international literature support these strategies: structured training and mentoring programs improve employee competencies and productivity (Baluarte et al., 2023; Estreller et al., 2025; Wijayanti & Sari, 2023); regular feedback and recognition increase motivation and efficiency (Jo & Shin, 2025; Abun et al., 2020); fair compensation and performance-based incentives enhance satisfaction and reduce turnover (Putri et al., 2025; Prihantoko & Ferijani, 2021); and supportive leadership and inclusive culture strengthen organizational commitment and sustained engagement (Jo & Shin, 2025; Abebe & Assemie, 2023). Overall, these strategies are expected to improve the job performance of millennial employees.

CONCLUSIONS

This study examined the motivational practices and job performance of millennial employees in private-sector companies across selected cities in Metro Manila, Philippines. Findings showed that companies generally implement effective intrinsic and extrinsic motivation practices, including autonomy, flexibility, training opportunities, constructive feedback, recognition, fair compensation, career advancement, and job security. These practices were reflected in high levels of job performance, particularly in work efficiency, quality of work, timeliness, and work commitment, with stronger outcomes evident when motivational factors were adequately addressed.

Spearman's Rank Correlation analysis revealed statistically significant, moderate positive relationships between intrinsic and extrinsic motivation practices and job performance. This confirms that both internal and external motivational factors play important roles in enhancing employee performance and supporting the achievement of organizational goals. Intrinsic motivation strengthened employees' task engagement, while extrinsic motivation reinforced performance expectations, highlighting the complementary influence of both types of motivation on measurable work outcomes. Based on these findings, the researchers proposed strategies to enhance job performance further, strengthen employee engagement, and improve long-term organizational effectiveness.

The study contributes to theory by supporting Campbell's Theory of Job Performance, which posits that the interaction among motivation, skills, and knowledge shapes performance. In this study, motivation emerged as a key enabling factor that allows millennial employees to apply their competencies effectively and achieve expected performance standards. Thus, this study offers practical guidance for managers and human resource practitioners seeking to sustain productivity and organizational success.

LIMITATION & FURTHER RESEARCH

Despite the significant findings of this study, certain limitations must be acknowledged. The sample was confined to selected cities within the north quadrant of Metro Manila (Caloocan City, Quezon City, Valenzuela City, San Juan City, and Mandaluyong City), which limits the generalizability of the results to the broader private sector across Metro Manila, particularly in the west, east, and south quadrants where organizational practices and workforce conditions may vary. In addition, the study did not classify respondents by industry, which may have limited the precision and applicability of the results to specific business sectors.

Furthermore, reliance on self-reported survey data may have introduced response and social desirability biases, potentially affecting the accuracy of reported motivation practices and job performance. Moreover, the quantitative, cross-sectional design limited the ability to establish causal relationships. It did not account for other relevant factors, such as organizational culture, leadership style, or work-life balance, that may also influence performance outcomes.

Future research is encouraged to broaden geographic coverage by including other quadrants of Metro Manila or undertaking comparative regional analyses to strengthen external validity. Incorporating industry-specific classifications, employing probability sampling or longitudinal and mixed-methods designs such as interviews, focus group discussions, and integrating objective performance measures and comparative generational analyses are also recommended to generate more precise, robust, and sector-relevant findings.

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