



**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF INTRINSIC MOTIVATION ON EMPLOYEES'  
PERFORMANCE IN NOT FOR PROFIT ORGANIZATION (THE CASE  
OF SELAM CHILDREN VILLAGE IN ETHIOPIA)**

**BY**

**Netsanet Mengesha**

**ID number: SGS0021/2004A**

**June, 2018**

**ADDIS ABABA, ETHIOPIA**

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**June, 2018**

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**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

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## **Declaration**

I, Netsanet Mengesha, hereby declare that the thesis entitled **The Effect of Intrinsic Motivation on Employees' Performance in Not for Profit Organization (The Case of Selam Children Village in Ethiopia)** is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the requirement for the Master of Business Administration (MBA) program.

Name: **Netsanet Mengesha**

*Signature* \_\_\_\_\_

**St. Mary's University, Addis Ababa**

**June, 2018**

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

**Solomon Markos (PhD)**

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Advisor

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Signature

**St. Mary's University, Addis Ababa**

**June 2018**

## Table of Contents

Acknowledgement.....	IX
List of Abbreviations and Acronyms.....	X
List of Tables .....	XI
Figure .....	XI
Abstract .....	XII
CHAPTER ONE: INTRODUCTION .....	1
1. Background of the Study .....	1
2. Statement of the problem.....	2
3. Basic Research Questions.....	4
4. Objectives of the study .....	5
4.1 General objective.....	5
4.2 Specific objectives.....	5
5. Significance of the study .....	5
6. Definition of terms.....	6
8. Organization of the study .....	7
CHAPTER TWO: LITERATURE REVIEW .....	9
2.1 Theoretical Review .....	9
2.1.1 Introduction .....	9
2.1.2 The concept of motivation.....	9
2.1.3 Effect of Motivation on Performance.....	10
2.1.4 Intrinsic Motivation .....	11
2.1.5 Intrinsic motivations and the non-profit sector.....	11

2.1.6	Intrinsic motivation theories .....	12
2.2	Empirical review.....	14
2.2.1	Intrinsic factors of motivation .....	17
2.2.1.1	The work itself .....	18
2.2.1.2	Achievement .....	18
2.2.1.3	Autonomy ( responsibility).....	19
2.2.1.4	Growth or advancement.....	20
2.2.1.5	Organizational settings.....	20
2.1.3.6	Self-leadership .....	21
CHAPTER THREE: RESEARCH METHODOLOGY .....		23
3.1	Research Approach.....	23
3.2	Research Design .....	24
3.3	Research Methods.....	24
3.3.1	Population, sampling frame and sampling technique.....	24
3.3.1.1	Sample size .....	25
3.3.2	Data collection techniques and procedures .....	26
3.3.3	Methods of Data Analysis .....	27
3.4	Ethical Consideration .....	28
3.5	Reliability .....	28
3.5.1	Reliability Analysis .....	28
3.5.2	Validly Analysis .....	30
3.6	Exploratory factor analysis.....	30
CHAPTER FOUR: RESULTS AND DISCUSSION.....		33

4.1	Introduction .....	33
4.2	Description of Sample .....	33
4.4	Level of employees and managers intrinsic motivation dimensions .....	35
4.4.1	Relationship between Intrinsic Motivation Variable on Employee Performance.....	36
4.4.1.1	Correlation Analysis .....	36
4.4.1.2	Hypothesis Testing.....	39
4.4.2	Association between variables.....	39
4.4.2.1	Stepwise Regression Analysis .....	40
4.4.2.2	Interpretation of regression results.....	42
4.5	Discussion on the result.....	43
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION.		
	46	
5.1	Introduction.....	46
5.1	Summary of Findings .....	46
5.2	Conclusion.....	47
5.3	Recommendations .....	48
	References.....	50
	Appendix-A Questioner Distributed to Selam Children Village employees and managers .....	55
	Annex A Item-Reliability Statistics .....	65
	Annex -B Total Variance Explained.....	67
	Annex -C- Correlations.....	69
	Annex D Regression Models .....	70
	Annex E-Scatter plot and Histogram of dependent variable .....	72



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## **List of Abbreviations and Acronyms**

**NPOs** - Non-Profit Organizations

**SDT**- Self-Determination Theory

**SCV**- Selam Children Village

**JCM**-Job Characteristics Model

**SDT**-Self-Determination Theory

**CET**-cognitive evaluation theory

## List of Tables

Table 3.3.1-1 Sample size.....	26
Table 4.5.1-1 Reliability of the intrinsic motivation dimensions Questionnaire ( Cronbach's Alpha) .....	29
Table 4.5.2-1 KMO and Bartlett's Test.....	30
Table 4.5.2-2 Total Variance Explained.....	32
Table 3.3.3-1Demographic profile of the respondents .....	34
Table 3.3.3-1 Descriptive Statistics (Level of employees and managers intrinsic motivation dimensions).....	36
Table 4.5.4.1-1 Correlations .....	37
Table 4.5.4.1-2 Hypothesis Testing.....	39
Table 4.5.5-1 Model Summary .....	41
Table 4.5.5-2 Relationship between Employee Performance and Intrinsic motivation variables	41
Table 4.5.5-3 Coefficients <sup>a</sup> .....	42
Table 4.5.5-4 Excluded Variables <sup>a</sup> .....	42

## Figure

Figure 2.3-1 the theoretical framework of the study.....	22
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## Abstract

*In a constantly changing environment, intrinsic motivation in NPOs (not-for-profit organizations) has drawn major attention over the past few decades. This paper aims to investigate the effect of intrinsic motivation (motivation that comes from inside an individual) on employees' performance in not for profit organization (the case of Selam Children Village in Ethiopia). The data were collected using simple random sampling via self-administered questionnaire. From a total of 220 copies of survey questionnaires, 180 responses were collected and retained for analysis. The collected data was analyzed using descriptive statistics and inferential statistics correlation and regression).The findings revealed that the variables achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings change in the same direction ( having a positive relationship) with employee performance statistically significant respectively at the 0.01 level implicating a 99 degree of confidence. As seen in the result of regression analysis effect of the independent factors varies having organizational settings the highest positive impact while self-leadership and the work itself registering respectively a large size positive impact on employee performance, while achievement were found to be negatively impacting employee performance. On the other hand, responsibility (autonomy) and growth or advancement variables of intrinsic motivation found to be having no effect on employee performance. The three variables (organizational settings, self-leadership and work itself) respectively found to be having a positive impact on employee performance accordingly Selam Village management should focus on strengthening these intrinsic motivation variables so that to increase employees performance*

**Keywords:** Intrinsic Motivation intrinsic rewards, not-for-profit organization, employee performance, self-determination theory, cognitive evaluation theory, Selam Village Center.

# CHAPTER ONE: INTRODUCTION

## 1. Background of the Study

Organizations which want to excel employees' performance need some factors that contribute to achieve organization's goal. The most important factor in any organization is work force. Any organization can develop itself by motivating so that enhancing the performance of their employee by implementing some sort of motivation techniques. Motivation is the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Robbins, & Judge, 2013). The key elements in this definition are intensity, direction and persistence. Person + Good Job Fit = Intrinsic Motivation (Hunt, Osborn, & Ubl-Bien, 2002).

According to Calvert & Stiles, (2010) as cited by Renard, & Snelgar, (2016) in order to improve the strength of an organization's value exchange for its employees, organizations should develop reward systems that emphasize both extrinsic and intrinsic rewards. Extrinsic rewards are tangible, transactional rewards provided to employees for undertaking work within the context of employment (Perkins & White, 2009), such as salaries, bonuses and benefits. On the other hand, intrinsic rewards are personal, internal, psychological responses to one's work that employees receive from doing work that is meaningful, and performing such work well (Thomas, 2009; Tippet & Kluvers, 2007). They are self-administered rewards that are associated with the job itself (Meyer & Kirsten, 2012; World at Work, 2007), as opposed to being provided by an external source such as management. Therefore, intrinsic rewards are self-granted and internally experienced payoffs, such as a sense of accomplishment, self-esteem, and self-actualization and they're related to performing the job (Gibson, *et.al.* 2012).

Intrinsic motivation factors can be expressed in terms of feeling of achievement, recognition, work itself, increased responsibility, advancement and growth. These are the job content which leads the employees to increase intrinsic motivation (Robbins, & Judge 2013). The literature indicated that there are five key intrinsic motivation factors that are intrinsic to the job: achievement, recognition for achievement, the work itself, responsibility (autonomy) and growth or advancement (Armstrong, 2007). Several specific features of the work environment can influence intrinsic motivation and creativity; these are challenge, autonomy, work group

supports, supervisory encouragement, and organizational encouragement (Locke, 2003). Intrinsic motivators that can arise from the work itself and the working environment may have a deeper and longer-lasting effect (Armstrong, 2007).

As per Gibson, Ivancevich, Donnely, and Konopaske, (2012) intrinsic motivation can be used to motivate job performance and the motivational synergy is most likely to occur when people start out highly intrinsically motivated to do their work (Locke, 2003). Intrinsic motivation are influenced both by a person's basic interest in a particular kind of work and by the work environment surrounding the person.

Employees are more motivated and satisfied when their intrinsic work tasks are engaging (Robbins & Judge, 2013). As said by Herzberg people are turned on and motivated by high content jobs that are rich in intrinsic rewards. Furthermore, as indicated by Schermerhorn, Hunt & Osborn (2002), when the individual experiences intrinsic rewards for work performance, motivation will be directly and positively affected moreover critical psychological status like experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of actual results of the work created high intrinsic work motivation which leads to high quality work performance. Accordingly, this particular study will focus on the effect of intrinsic motivation on employees' performance in the case of Selam Children Village (SCV) in Addis Ababa, Ethiopia which is one of humanitarian domestic non-governmental organization which was established in 1986 with the vision enable orphans and destitute community children to improve their lives and holistically develop as citizens. Currently SCV's program focus to work on the area of Children Development & Youth Support; Health Center; Poor Community Support; Education & Vocational Training; Technology Transfer through its Manufacturing & Agriculture (IGA) Division as well by financing mainly from Switzerland & German donors and locally income generating.

## **2. Statement of the problem**

According to Deckiop and Cirka, (20000); Theuvsen, (2004); Kluvers and Tippet, (2009); Mulvaney, McKinney and Grodsky, (2012) as cited by Nathalie & Mehrnaz (2015). Over the past four decades, organizations, and not-for-profit organizations (NPOs) are not an exception, experience major changes that are caused by globalization and internationalization of

competition. In order to adapt to a constantly changing environment, for-profits and NPOs are having to rethink their structure and management. NPOs often encounter difficulty in introducing performance related pay or performance measurement systems or processes because of the nature of their work whereby intrinsic motivation plays a great role especially in humanitarian work. Although there has been an increasing interest in using performance measurement and extrinsic rewards in NPOs, enabling the latter to also adapt to a turbulent climate, to date there has been little agreement on the positive effects of these practices in NPOs and such, debate continues about the best strategies that facilitate intrinsic motivation without undermining it.

Kluvers and Tippet (2009) argue that although performance measurement associated with financial incentives might play the role of motivational driver in for-profit organizations, any attempt to measure performance in NPOs might not yield identical results and in fact could prove ineffective, particularly in public services. Accordingly the study by Cohen (2010) in United States of America, highlighted that full-time employees working within non-profit organizations (NPOs) are paid less than their private sector or government counterparts, particularly in higher-level and management jobs, and NPO employees generally receive fewer bonuses and equity than private sector employees. Furthermore, a similar trend is apparent within south Africa context according to Ryder, (2008); Renard, M., & Snelgar, R.J (2016) study where indicated that employees working for independent non-governmental organizations in South Africa earn, on average, 40.37% less than employees in the private sector in South Africa, and 22.06% less than those working for international non-governmental organization, supporting the theory of Kluvers and Tippet (2009) that it is logical to infer that extrinsic rewards will not necessarily be the primary source of reward for such NPO employees.

In light of the above, it is important for NPOs to take account of the inadequacy of extrinsic rewards and as such strive to develop strategies that foster intrinsic motivation without undermining it. Similarly SCV as a not-for-profit organization in Ethiopia it needs to include strategies to increase intrinsic motivation system that will have effects on employees' motivation in the human resource management process. Also, confirming this, Schepers et al. (2005) provide evidence indicating that intrinsic rewards, as opposed to extrinsic rewards such as money, motivate employees working in NPOs. Furthermore, Selden and Sowa (2011) found

in their study of 22 human service organizations' that none relied on performance-based monetary rewards and incentives, but instead depended on their employees being satisfied with the intrinsic rewards provided by their work. Such intrinsic reward NPO literature is limited where Grant (2008); Luthans and Stajkovic (1999) study attempted to explain this special form of motivation aims at 'expending effort to the benefit of other people' resulting in having employees engaged and committed, and thereby intrinsically motivated Based on the self-determination theory (SDT). Also Gagné (2003 cited in Tremblay *et al.*, 2009, p. 215) and Battistelli et al. (2013) emphasize the positive correlation between self-determined and pro-social behaviors leading to intrinsic motivation, job satisfaction, and well-being. However, this implied that further investigation is required in order to understand what factors might intrinsically reward NPO employees performance in African NPO context.

In addition, there is a lack of empirical studies focusing on intrinsic rewards that have been conducted within Ethiopia moreover, previous studies done by Nujjoo and Meyer (2012) revealed that the satisfaction derived by employees from their intrinsic job characteristics, such as the extent to which their tasks are appealing, is more important for intrinsic motivation than extrinsic rewards such as monetary benefits, while Jacobs, Renard and Snelgar (2014) showed that the provision of intrinsic rewards to retail employees is positively correlated with levels of work engagement, particularly between meaningfulness (an intrinsic reward) and dedication (a dimension of work engagement).Nevertheless the current study will try to assess the effect of intrinsic motivation on employees' performance in Ethiopia NPO context specifically focusing on intrinsic motivation dimensions (achievement, the work itself, autonomy, growth or advancement, self-leadership, and organizational settings) that has never been considered before in previous studies in Ethiopian NPO context.

### **3. Basic Research Questions**

Following the problem of the study, the research questions under this study will be as follows;

- I. What is the perception level of employees and managers towards intrinsic motivation at Selam Children Village?
- II. What is the level of employees' performance at Selam Children Village?



III. Which intrinsic motivation predictor motivates employees and managers most at Selam Children Village?

#### **4. Objectives of the study**

Based on the above research question the objective of the study is stated as follows

##### **4.1 General objective**

The general objective of this study will be to examine the effect of intrinsic motivation on employees' performance at Selam Children Village, which is a local non-governmental organization Ethiopia.

##### **4.2 Specific objectives**

- a) To assess the perception level of employees and managers towards intrinsic motivation in Selam Children Village
- b) To evaluate which intrinsic motivation dimension motivates employees and managers most at Selam Children Village
- c) To investigate the level of employees' performance at Selam Children Village

#### **5. Significance of the study**

These findings are expected to shed some light for the management of SCV employees. Managing the characteristics of NPO jobs lies at the heart of job design and in order for managers to begin the process of job redesign, subsets of job characteristics needs to be understood that this can be tied with effective goal setting so that SCV employees know what they are working towards, which will in turn foster a sense of responsibility. Furthermore the study may assist SCV management that by associating the important implications of intrinsic rewards for the design of performance management systems so that it can be used as a base form of reward that is offered to every SCV employee at the start of employment and continued for the duration of their tenure, unlike instead of relying on traditional extrinsic manners of motivating performance, so that NPO performance could be driven by managers tapping into the higher-order desires of their employees, which include their desires to improve the human condition and serve others.

Similarly the study will be expected to be useful for SCV employees so that they know what is expected of them and understand the vision, mission, and goals and operating model of the organization, as well as by facilitating their self-management, they will be able to adjust their efforts in order to meet the needs of the organization.

## **6. Definition of terms**

**Employee motivation** is defined as an inner force that moves employees to improve performance to achieve personal and organizational goals (Dubin, 2002).

**Employee performance** is operationally defined as a job related activity carried out by employees of an organization and how well the employees execute the activities (Ren and Knoke, 2014).

**Extrinsic Factor** is defined as “a construct that pertains whenever an activity is done in order to attain some separable outcomes” (Ryan &Deci, 2000). It is experienced when employees give off their high effort to perform as a result of rewards received from external factors.

**Intrinsic factor** is defined as the driving force that impels employees to perform “because it is inherently interesting or enjoyable...rather than for some separable consequence” (Ryan &Deci, 2000).

**Completion-** The ability to start and finish a project or job is important to some individuals. These people value task completion. The effect that completing a task has on them is a form of self-reward. Opportunities that allow such people to complete tasks can have a powerful motivating effect (Ren and Knoke, 2014).

**Achievement-** is a self-administered reward derived from reaching a challenging goal. Some individuals seek challenging goals, while other seek moderate or low goals. Individual differences must be considered before reaching conclusions about the importance of achievement rewards (Besley and Ghatak (2005).

**Autonomy-** Some people want jobs providing the right to make decisions; they want to operate without being closely supervised. A feeling of autonomy could result from the freedom to do what the employee considers best in a particular situation. In jobs that are highly structured and

controlled by management, it's difficult to create tasks that lead to a feeling of autonomy Besley and Ghatak (2005).

**Personal Growth**-The personal growth of any individual is unique. Individuals experiencing such growth can sense their development and see how their capabilities are being expanded. By expanding their capabilities, employees can maximize or at least satisfy skill potential. Some become dissatisfied with their jobs and organizations if not allowed or encouraged to develop their skills (Besley and Ghatak (2005).

## **7. Scope of the study**

The study will be focus the effect of intrinsic motivation on employees' performance at selam children village, which is a domestic non-governmental organization Ethiopia specifically focusing on intrinsic motivation dimensions (achievement, the work itself, autonomy, growth or advancement, self-leadership, and organizational settings). Survey instrument will be used for the purposes of comparison, evaluation, and generalization. Disadvantages of survey research include the inability to gather anything more than superficial data without much depth; the demands on time, energy, and money; subjectivity to sampling error; and the requirement of knowledge concerning both survey methodology and research. Many of the disadvantages can be improved through careful consideration of the design of the research; however, one major disadvantage still stands and that is that survey research may be classified as a one group design where the instrument will be collected at a single point in time only incorporates assessing the various departments within SCV limited to management staffs and selected employees who are not part of managerial decision making process.

## **8. Organization of the study**

This study will be structured to provide relevant information regarding employee intrinsic motivation and performance. The study chapters are organized as follows:

**Chapter One:** Will deal with the **introduction**, giving the background to the study along with the statement of the problem. The chapter also outlines the research objectives together with the research questions, research scope, limitations and significance of the study, and organization of the study.

**Chapter Two: Review of related literature** regarding many aspects of intrinsic motivation, performance and job satisfaction which includes a definition on motivation and performance, the various theories of motivation, how intrinsic motivation affects performance, effects of intrinsic motivation on performance and job satisfaction as well as types of rewards.

**Chapter Three:** Presents the **research design and methodology** and focuses on research design and methods as well as the justification of choices and uses. In addition, the study population and area, sampling and sample size determination, data collection activities and data analysis methods.

**Chapter Four:** Presents the **data analysis and interpretation**, which will be subsequently interpreted and analyzed in relation to the research objectives and questions, and discussion of findings of the study;

**Chapter Five:** Provides **findings, conclusions and recommendations** that presents a summary to the entire study, draws conclusions and also recommendations will be made.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Theoretical Review**

#### **2.1.1 Introduction**

NPOs do face the challenge of continuously adapting to a fast-moving environment. A key aspect of this challenge lies in the extent to which intrinsic motivation correlates with NPOs versus for-profit organizations whereby the difference between both types of organizations emanates in their approach toward extrinsic rewards and the level of wages. For example, Becchetti, Castriota and Tortia (2013) found that wages are generally lower in NPOs than in for-profit organizations, though valid reasons explain this discrepancy such as the dependency of NPOs upon contributions from governments. By depending on these contributions, NPOs do not enjoy the use of their funds as freely as for-profit organizations.

While the past two decades have seen a rapid growth of NPOs in an increasingly globalized world, research to date has tended to consider NPOs like for-profit organizations (Becker, Antuar and Everett, 2011; Chen, Ren and Knoke, 2014). As such, studies on this subject have striven to focus on compensating the loss of intrinsic motivation with external rewards rather than looking beyond to seek out solutions that specifically suit the nonprofit world (Becchetti, Castriota and Tortia, 2013). Without inducing that extrinsic rewards are unnecessary, these external motivators eventually jeopardize the very fundamental nature and values that constitute NPOs. According to Frey (2012), the need for external motivators is likely to produce crowding-out effects on intrinsic motivation.

#### **2.1.2 The concept of motivation**

According to Robbins & Judge (2013) motivation is the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. The key elements in this definition are intensity, direction and persistence. Intensity describes how hard a person tries. Direction is the effort towards the benefits of the organization's goal. Persistence measures how long a person can maintain effort. According to Dubin (2002), 'Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated'. Motivation refers to the way a person is enthused at work to intensify his desire and willingness

to use his energy for the achievement of organization's objectives. It is something that moves a person into action and continues him in the course of action enthusiastically.

There are two types of motivation as originally identified by Herzberg *et al* (1957). These are intrinsic and extrinsic motivation and they both have a part to play (Armstrong, 2007) however the current study focuses on only related to intrinsic motivation, intrinsic motivations may be especially relevant in social service, particularly in teaching and healthcare, both traditionally described as vocations. Delfgauw and Dur (2008), Prendergast (2007) and Francois (2000) have shown that intrinsically motivated public service providers exert more effort and require fewer extrinsic incentives than self-interested providers. Besley and Ghatak (2005) propose an alternative perspective in which both workers and organizations vary with respect to their *missions*; one sector of an economy might be oriented towards standard profit maximization, another towards philanthropic endeavors, a third towards social efficiency and functionality, a fourth towards beauty and the arts, and so on. Besley and Ghatak (2005) show that mission diversity within a society enhances productivity through the matching of employers and employees with intrinsic motivational missions.

### **2.1.3 Effect of Motivation on Performance**

Organizational practice that is highly related to performance is gaining high commitment of the employees (Taylor & Taylor, 2011). In discussing performance, a distinction can be made of in role (or task) performance and extra-role (or contextual) performance. Task performance is a performance relating to an individual employee's assigned role and constitutes part of the job description (Lyons, Duxbury, & Higgins, 2006). Extra-role or contextual performance is related to the employee's activities in supporting or in cooperation with other employees in the same organization to help Intrinsic motivation prove the overall job performance of the organization (Gyamfi, 2012). Both extrinsic and intrinsic rewards are vital for the motivation of employees in any sector to intrinsic motivation prove upon performance (Qureshi, Shanu, & Kashif, 2009).

A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel *et al.*, 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees

towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

#### **2.1.4 Intrinsic Motivation**

As said by Armstrong (2007) intrinsic motivation takes place when people feel that the work they do is intrinsically interesting, challenging and Intrinsic motivation important and involves the exercise of responsibility (having control over one's own resources), autonomy or freedom to act, scope to use and develop skills and abilities and opportunities for advancement and growth. The author further alleges that intrinsic motivation is the self-generated factors that influence people to behave in a particular way or to move in a particular direction. Sansone, & Harackiewicz, (2000) describe intrinsic motivation involves performing an activity for its own sake rather than as a means to an end. They additionally affirms that a major structural antecedent of intrinsic motivation is the degree of association between activity and goal attainment.

#### **2.1.5 Intrinsic motivations and the non-profit sector**

There are three important institutional differences between non-profit and forprofit firms: 1) non-profit firms need donations for their initial equity capital, 2) they cannot distribute revenues in the form of cash dividends, and 3) they cannot be liquidated for proceeds to be paid to the firms' owners (Pauly, 1987). The exclusion of profit-maximization from the objectives of non-profit firms raises questions about why they exist and why the sector has grown so rapidly in both developed and developing countries.

Ackerman (1996) suggests three possible answers: *trust*, *generosity* and *ideology*. *Trust* and *generosity* come into play when customers and donors have imperfect information about service quality: in these settings, knowledge of the inability of the owners to expropriate revenues may drive customers and donors towards the non-profit sector. Ideology refers to non-profit entrepreneurs who have a *mission* other than profit-maximization and want to operate without being held accountable to profit-seeking investors. However, non-profit entrepreneurs do not need to be ideologically motivated; if they are not, ex-ante soft incentives may lead to ex-post

opportunistic behavior, resulting in “for-profits in disguise”. While the non-profit sector does not require a pro-social or philanthropic mission in order to exist, a subsector, namely the NGO sector, does (.Danila et.al, 2010).

The John Hopkins Center for Civil Society Studies has documented the NGO sectors of several high income countries. NGOs in developing countries, especially in Africa, have received less attention, although Leonard (2002) reports on the wide diffusion of NGO health providers in Ghana, Tanzania and Zimbabwe. In Zimbabwe, for instance, 95 percent of the NGOs facilities are located in rural areas, suggesting a strong commitment to reach those most in need. Reinnika and Svensson (2008) analyze the role of intrinsic motivations to serve the poor among religious non-profit organizations providers in Uganda.

### **2.1.6 Intrinsic motivation theories**

According to Latham and Ernest (2006) as cited by Seniwoliba & Nchorbono (2013) motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20<sup>th</sup> century that to motivate employees, there are more factors than just money. In their view, employees’ satisfaction with their job is an important indicator for a good job performance and happy employees are productive. To them, motivation is a psychological factor and is affected by the workers’ mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled. If these needs are lacking, a person’s self-esteem and self-actualization cannot develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation.

Theory relating to intrinsic rewards is grounded in the work of Herzberg (1966, 1968), Hackman and Oldham (1980) and Ryan and Deci (2000), who all highlight that well designed work content is intrinsically rewarding, and leads to intrinsic motivation and satisfaction. Herzberg’s (1966, 1968) Two- Factor Theory states that work-related factors that produce job satisfaction (which he named ‘motivators’) are distinct from those factors leading to job dissatisfaction and unhappiness at work (which he named ‘hygiene factors’). He found that hygiene factors are extrinsic to employees’ jobs and are found in the job environment, including the salary paid to employees; however, motivators are intrinsic to employees’ jobs and are



found within their job content, such as their work itself. According to this theory, paying employees a high salary will not cause them to be intrinsically motivated, but will simply prevent dissatisfaction; yet the work itself that employees perform holds the potential to motivate them.

Herzberg's (1966, 1968) theory, however, does not specify what specific elements of a job are intrinsically rewarding, a gap which is bridged by Hackman and Oldham (1980), and Ryan and Deci (2000). Hackman and Oldham's (1980), Job Characteristics Model (JCM) promotes the enrichment of jobs through designing them in such a way as to create conditions for high levels of work performance. They specify that five core job characteristics (namely, skill variety, task identity, task significance, autonomy and job feedback) lead to three critical psychological states (namely, the experienced meaningfulness of work; experienced responsibility for the work's outcomes; and knowledge of the work's actual results being produced), which in turn will result in positive outcomes for individuals and organizations' (including higher levels of job satisfaction and intrinsic motivation).

As noted by Hackman and Oldham (1980), motivation at work has more to do with how tasks are designed and managed than with the personal dispositions of those who perform them. Additionally, Ryan and Deci's (2000) Self-Determination Theory (SDT) highlights that intrinsic motivation is enhanced when an employee's three innate psychological needs of competence, autonomy and relatedness are satisfied. The researchers note that this involves employees being given opportunities to master their tasks, operate independently, initiate their own work schedules, be free to make decisions without external approval, and be connected to others at work. Drawing from the latter two theories, the researchers note that an employee's work should be purposeful (JCM) and autonomous (JCM; SDT), as well as provide opportunities for mastery (SDT) and variety (JCM) in order for it to intrinsically reward employees.

Although a number of studies has attempted to shed light on the subject grounded on different theories, there is still insufficient data for the achievement and sustainability of intrinsic motivation in NPOs based on the self-determination theory (SDT) and the cognitive evaluation theory (CET). While SDT refers to the satisfaction of the psychological needs for autonomy,

competence, and relatedness in addition to the physiological needs, CET looks at the factors of the social environment that either foster or undermine intrinsic motivation (Gagné and Deci, 2005).

Through the lenses of SDT and CET, the theoretical framework puts emphasis on the individual, on the society, and on the individual within the society in a constantly changing environment. Deci and Ryan (2008, p. 18) demonstrate the positive relationship and its resultant importance between intrinsic motivation and the individual's 'psychological needs for autonomy, competence, and relatedness', thereby suggesting a negative relationship between these needs and extrinsic rewards. According to Nathalie & Mehraz (2015), one of the most salient issues arising from the relationship between intrinsic motivation and above-mentioned psychological needs lies in the unlikely coexistence of autonomy and control. While the devolution of autonomy helps individuals gain confidence and intrinsic motivation, exerting control in turn diminishes intrinsic motivation.

## **2.2 Empirical review**

By looking at the issue of Intrinsic motivation in public services, Ankli and Palliam (2012) caution the potential lack of engagement from employees in attempting to accomplish tasks in a meaningful manner caused by employees' avoidance of risks allowed by a higher job security in such services. A serious weakness with this argument, however, is that despite the recentness of Ankli and Palliam's (2012) article, and though the aim is not to treat both public and private sector symmetrically, each of them detaining its own prerogatives, Ankli and Palliam's argument fails to take account of the decreasing level of job security in public services. The decrease in job security is due to a turbulent climate that does not exclude public services and even less NPOs, which for the majority of them depend on contributions of governments, the latter exerting an increasing pressure on these organizations.

However, research to date has tended to focus on job security and higher wages as outlined by Benz (2005) rather than on the growing trend of job insecurity in the sector. In this regard, little discussion about the effects of downsizing over the last decade in the sector of NPOs has emerged. As rightly outlined by Reychav and Sharkie (2010), it is of crucial importance to understand that under such work environment marked by successive financial crises, job

insecurity affects all types of organizations. Nevertheless, Ankli and Palliam (2012) and Van den Broeck et al. (2014) contend that HR (Human Resource) professionals should recognize the potential of the self-determination theory (SDT) and, through this theory, recognize the higher performance achieved by employees when the latter are motivated.

Intrinsic motivation can be used to motivated job performance (Gibson, et.al., 2012). Critical psychological status like experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of actual results of the work created high intrinsic work motivation which leads to high quality work performance (Schermerborn et.al.2012). OB research suggests that people who pursue work goals for intrinsic reasons are more stratified with their jobs, feel they fit into their organizations better, and may perform better (Robbins & Judge, 2013).

As stated by Gibson, et.al, (2012) high performers must receive significantly more intrinsic rewards than low performers. They further describe that an intrinsic performance is an object or event that follows from the worker's own efforts and doesn't require the involvement of any other person. Besides, they point out that contemporary job design theory defines intrinsic motivation in terms of employee's "empowerment" to achieve outcomes from application of individual ability and talent. Such outcomes involve feelings of responsibility, challenge, and recognition; they result from such job characteristics as variety, autonomy, identity, and significance.

As stated by Locke (2003) when individuals repeatedly perform narrow and specialized tasks, they are unlikely to see their work as very challenging or intrinsically motivating. On the other hand he highlight that intrinsic motivation appeared to influence creativity primarily intrinsic motivation because it influenced depth of involvement in the task. Additionally he affirms that the motivational synergy is most likely to occur when people start out highly intrinsically motivated to do their work. He suggests that managers can directly affect employees' intrinsic motivation and creativity by the ways in which they construct assignments, teams, and work environments. Besides, he emphasize that it is intrinsic motivation important to select people not only on the basis of their skills but also on the basis of their interest. He verifies that intrinsic motivation are influenced both by a person's basic interest in a particular kind of work

and by the work environment surrounding the person. Intrinsic motivations are essential in intrinsic motivation improving the job performance. Job performance can be influenced by intrinsic motivations. Intrinsic motivation leads to higher job satisfaction. The intrinsic motivations are identified as the predictor for job performance and satisfaction (Bahrulmaziet.al, 2013).

As per the results of the study revealed by Rizwan Qaiser Danish et.al, (2015) that intrinsic motivation significantly mediate the relationship between intrinsic rewards and task performance while job satisfaction in this regard partially mediates this relationship. The mediation value was also significant. Their study also presented an attempt to find the relationship between an aspect of reward management system (intrinsic rewards), key determinants of motivation (intrinsic motivation and extrinsic motivation), and task performance. Accordingly they indicated that intrinsic rewards moderately correlated with task performance and there was a full mediation of intrinsic motivation and slightly low mediation of job satisfaction with the dependent and independent variables of the study. Besides, they presented that employees struggle when their organization appreciate their work, reward them, respect them and consider them as a vital part of the organization. The employees efficiently do their jobs, behave effectively in the organization, and remain loyal to their organization.

Based on the study mad bay Arooj Makki & Momina Abid, (2017) intrinsic motivation is positively correlated with task performance. Thus study supports the result that there is a significant positive relationship between employees' task performance and intrinsic motivation. This can be proved by previous study which states that when individuals are intrinsically motivated, they practice activities for the interest and enjoyment those activities provide (Csikszentmihalyi, 1975).

As per the finding of Maryam, Ashique A. and Sameena, (2017) when ignored the importance of intrinsic motivation this might cause poor performance. According to their findings of this study, it can be easily observed that intrinsic motivation are important and employers need to design reward schemes matching the magnitude of the task and hard work of employees put in place. From their study results it is also observed that intrinsic motivation (achievement,

appreciations, good behavior, and friendly environment) employers can motivate their employees for higher performance and drive organizational commitment which might reduce expenditures on unnecessary attrition.

Similarly Emma and Melanie García, (2016), concluded in their study that intrinsic motivational factors that is internal to the employee, generally have a larger influence on the psychological aspects of employee engagement. Employees must feel psychologically safe and comfortable at work in order to be able to openly communicate with their coworkers and superiors. This open communication in turn will lead to meaningful interactions and connections, and the development of personal relationships. Despite the perceived intrinsic motivation of personal relationships on employee engagement, in order to feel psychologically safe at work it is also necessary for managers to clearly outline the professional expectations they have on employees and the abilities and boundaries that each employee has.

### **2.2.1 Intrinsic factors of motivation**

As per Robbins & Judge (2013) intrinsic motivation factors can be expressed in terms of feeling of achievement, recognition, work itself, increased responsibility, advancement and growth. These are the job content which leads the employees to increase intrinsic motivation. They additionally points out that the most Intrinsic motivational thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting

As explained by Armstrong (2007) there are five key intrinsic motivation factors that are intrinsic to the job: *achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings*. He further elaborated that intrinsic motivation factors include responsibility (feeling that the work is Intrinsic motivation and having control over one's own resource), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. Accordingly, he assert that intrinsic non-financial rewards related to responsibility, achievement and the work itself may have a longer-term and deeper Intrinsic motivation on motivation.

Sansone, & Harackiewicz (2000) describe that the origins of intrinsic motivation were explained by various factors such as individuals experiencing pleasure by overcoming

challenges and achieving competence, or their need to exercise control over their environment. Employees are more motivated and satisfied when their intrinsic work tasks are engaging (Robbins & Judge, 2013). Locke (2003) describe clear intrinsic motivational goals for the work can support intrinsic motivation by providing a structure for focusing creative efforts. He further explained that several specific features of the work environment can influence intrinsic motivation and creativity. These are challenge, autonomy, work group supports, supervisory encouragement, and organizational encouragement. There are elaborated as follows:

### **2.2.1.1 The work itself**

It related to a sense of having to work hard on personally intrinsic motivation, enriched, and meaningful tasks. Herzberg (1966) defines as the characteristics of psychological growth, including growing knowledge in relation to other related pieces of information; continuing to know more; being capable of exhibiting creativity; being effective in situations that are ambiguous; growing within oneself; and developing one's individuality especially when faced with group pressure. Furthermore, Herzberg also recommended that the job should have sufficient challenges to utilize the full ability of the employee. If the job is not sufficiently challenging enough and not used for an employee's full abilities, the company should replace the employee with the one who has a lower level of skill to do the job (Shah and Shah, 2007). Similarly Renard & Snelgar, (2016) study result in south Africa NPOs indicated that individuals who have a need to be self-determined and competent will seek out situations that provide a reasonable challenge to them Moreover, the researchers noted that the emotional demands placed on some NPO employees may serve to challenge them not only psychologically, but in a particularly powerful affective manner as well. Accordingly the study hypothesized that **H1.** There is a significant and positive relationship between the intrinsic motivation dimension work itself and employee performance at Selam Village Center.

### **2.2.1.2 Achievement**

A worker with high achievement needs seeks to excel in their work and appreciates recognition of their efforts. They tend to avoid situations where there is only a small gain while also avoiding high risk situations where failure is a possibility. High affiliation need workers are more concerned about social relationships. They would rather fit in than stand out. Finally, high power need individuals desire to control others for the achievement of goals. They are less

concerned with recognition or approval from others. Achievement is a self-administered reward derived from reaching a challenging goal. Some individuals seek challenging goals, while others seek moderate or low goals. Individual differences must be considered before reaching conclusions about the intrinsic motivation of achievement rewards (Seniwoliba & Nchorbono, 2013)

Robbins & Judge (2013) explained that a feeling of achievement after completing a particularly challenging task in a job designed with a good person-job fit. People are turned on and motivated by high content jobs that are rich in intrinsic rewards. They further explained that camaraderie is one kind of intrinsic reward that employees can receive from teamwork. Feeling of accomplishment and achievement is also another kind of intrinsic reward.

**H2.** There is a significant and positive relationship between the intrinsic motivation dimension achievement and employee performance at Selam Village Center.

### **2.2.1.3 Autonomy (responsibility)**

is about a sense of freedom in how to carry out one's work where individuals must feel that they have a high degree of self-control over setting their own goals and defining the paths to these goals. Some people want jobs providing the right to make decisions; they want to operate without being closely supervised. A feeling of autonomy could result from the freedom to do what the employee considers best in a particular situation. In jobs that are highly structured and controlled by management, it's difficult to create tasks that lead to a feeling of autonomy.

Such autonomy, a part of SDT, is defined by Deci and Ryan (2008, p. 7) as 'acting with the experience of choice', implying that individuals can be autonomous even while relying on others, because they act independently of others. This data pertaining to the flexible nature of many NPO employees' work is in line with Speckbacher's (2003) argument that NPO employees may need less monitoring than employees outside the NPO context, because they are more committed to their organizations' missions. This implies that allowing NPO employees to manage their own tasks and techniques in an autonomous manner may be an effective strategy for managers to consider within this sector.

**H3.** There is a significant and positive relationship between the intrinsic motivation dimension autonomy and employee performance at Selam Village Center.

#### **2.2.1.4 Growth or advancement**

The personal growth of any individual is unique. Individuals experiencing such growth can sense their development and see how their capabilities are being expanded. By expanding their capabilities, employees can maximize intrinsic motivation or at least satisfy skill potential. Some become dissatisfied with their jobs and organizations if not allowed or encouraged to develop their skills. Employees feel that their organization should provide them more opportunities for personal growth and advancement (Ameer et al 2014).

Herzberg also identifies the motivational factors to include achievement, recognition, advancement, work itself and possibility of growth. There appears to be a great similarity between Herzberg's and Maslow's models. A careful examination of Herzberg's model indicates that what he actually says is that some employees may have achieved a level of social and economic progress in the society and for them higher level needs of Maslow (esteem and self-actualization) are the primary motivators (Chhabra 2010; Seniwoliba & Nchorbono, 2013) Consequently the study hypothesized that ;

**H4.** There is a significant and positive relationship between the intrinsic motivation dimensions Growth or advancement and employee performance at Selam Village Center

#### **2.2.1.5 Organizational settings**

Positive work environments might influence intrinsic motivation in part by influencing how happy people feel about their work. Locke (2003) on the other hand emphasized that organizational intrinsic motivation can have negative effects on intrinsic motivation and creativity; these include political problems within an organization, extremely negative criticism of new ideas, and an emphasis on maintain the status quo. Armstrong (2007) verify that intrinsic motivation is provided when jobs are well designed. This is the case when the job has Autonomy, discretion, self-control and responsibility; Variety; Availability of constructive feedback; and Belief that the work is significant. Armstrong (2007) affirms that the intrinsic motivators that can arise from the work itself and the working environment may have a deeper and longer-lasting effect.

Gagné and Deci's (2005) research findings revealed the need for trust and for a trustful work



environment, greater management support, and more accessible management so that employees felt more confident about their work and consequently about gaining more autonomy. It was found that, regardless of the scale size of the organization, respondents predominantly were in favor of introducing management practices that better enshrined in today's work environment. Similarly Nathalie & Mehrnaz (2015). Study the findings suggested the necessity to address organizational inertia of large-scale NPOs. The imperative for the organization to instill a "deep culture of trust" to address the problem of hierarchy and bureaucracy arose as a major finding of the study in order for employees to gain autonomy to the detriment of control. Subsequently the study hypothesized that;

**H5.** There is a significant and positive relationship between the intrinsic motivation dimension work environment and employee performance at Selam Village Center

#### **2.1.3.6 Self-leadership**

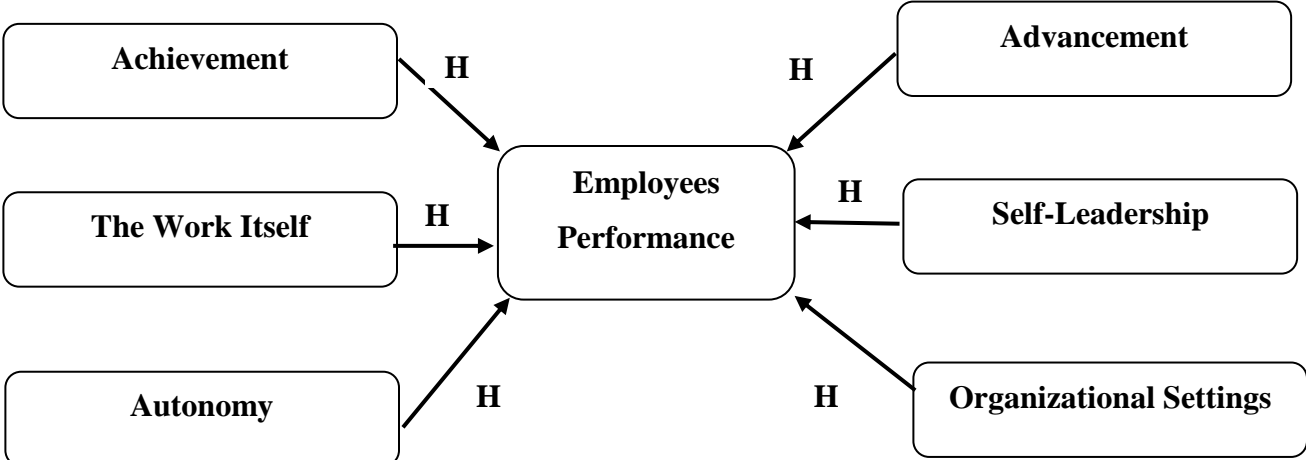
Individuals ought to be given a certain degree of autonomy in order to be able to assess their own strengths and weaknesses, and as a result, to set their own goals. In this regard, Wilson (2011) opines that the more employees are nurtured with psychological empowerment, the more they are willing to engage in self-leadership strategies such as natural reward strategies that go beyond the purpose of work performance and productivity. Not only do these strategies strive to lead to higher performance, but according to Neck, Ashcraft and VanSandt (1998), they also commonly encompass enhanced behavioral, thinking, and cognitive abilities in NPOs. Thus the study hypothesized that;

**H6.** There is a significant and positive relationship between the intrinsic motivation dimension Self-leadership and employee performance at Selam Village Center

As indicated by Schermerhorn, Hunt & Osborn (2002) when the individual experiences intrinsic rewards for work performance, motivation will be directly and positively affected. They additionally explain that motivation can also occur when job satisfactions results from intrinsic rewards that are felt to be equitable allocated. They point out that the Intrinsic motivation of various intrinsic rewards may well differ across cultures, as may the aspects of performance that are highly valued. Accordingly managers need to develop intrinsic reward systems that focus on personal intrinsic motivation or self-esteem to integrate individual and organizational goals and to design challenging jobs (Gibson et.al, 2012). Reward systems emphasize a mix of intrinsic

rewards-such as sense of achievement from completing a challenging task (Schermerborn et.al, 2012). Figure 1 is the theoretical framework for intrinsic motivation in NPOs. Grounded on SDT and CET, Figure 1 shows the hypothesized positive relationship between intrinsic motivation in NPOs and the five predictor variables benefitting employees, teams/units, and the organization as a whole.

**Figure 2.2-1 The theoretical framework of the study**



*Source; Compiled by the researcher*

## **CHAPTER THREE: RESEARCH METHODOLOGY**

This chapter discusses the processes and techniques used in carrying out the study. It also gives a description of the respondents including information on the study population, the number of respondents and how they were selected. It also provides an outline of research design and the instruments for data collection. The methods adopted in the administration of the research instrument, data collection procedure, data analysis and measures used to ensure validity of the instrument used.

### **3.1 Research Approach**

The study follows Sequential Mixed research philosophy where more of quantitative in nature which is generally associated with positivism, especially since it will be used with predetermined and highly structured data collection techniques under this study. However, a distinction needs to be drawn between data about the attributes of people, organizations or other things and data based on opinions, sometimes referred to as 'qualitative' numbers. Quantitative research examines relationships between variables, which are measured numerically and analyzed using a range of statistical and graphical techniques. It often incorporates controls to ensure the validity of data, as in an experimental design. Because data are collected in a standard manner, it is important to ensure that questions are expressed clearly so they are understood in the same way by each participant. This methodology often uses probability sampling techniques to ensure generalizability and the researcher is seen as independent from those being researched, who are usually called respondents.

Thus, the study used explanatory sequential mixed methods approach as a design in mixed methods that involves a two-phase project in which the researcher collects quantitative data in the first phase, analyzes the results, and then uses the results to plan (or build on to) the second, qualitative phase. The quantitative results typically inform the types of participants to be purposefully selected for the qualitative phase and the types of questions that will be asked of the participants. The overall intent of this design was to have the qualitative data help explain in more detail the initial quantitative results. A typical procedure might involve collecting survey data in the first phase, analyzing the data, and then following up with qualitative interpretation to help explain the survey responses.

The study will be quantitative where survey research is followed since it provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population that includes a cross-sectional study using survey questionnaires for data collection with the intent of generalizing from a sample to a population (Fowler, 2008) consequently, a cross-sectional research is applied since this enables the researcher to compare two or more groups once and represent a snapshot of one point in time .

### **3.2 Research Design**

Research design as Burns & Bush (2002) stated, can be used for three purposes. These are descriptive, exploratory, and explanatory. Causal research primarily explains why events occur by defining the cause-and-effect relationships amongst variables and suitable when the research problem is already well documented (Zikmund 2003). Descriptive research ‘paint a picture’ using words or numbers and present a profile, a classification of types, or an outline of steps to answer questions such as who, when, where and how (Neuman 2006, p. 35). While exploratory studies are common in the initial stages to gain a better understanding of the problem with in-depth investigation by breaking down a broad problem into smaller and well-defined sub-problems. (Wong, 1999).

Accordingly the study used a casual research design since Causal studies helps the researcher to seek to discover the effect that a variable(s) has on another (or others) or why certain outcomes are obtained furthermore the concept of causality is grounded in the logic of hypothesis testing, which, in turn, produces inductive conclusions though such conclusions are probabilistic and thus can never be demonstrated with certainty (Cooper, 2014).

### **3.3 Research Methods**

#### **3.3.1 Population, sampling frame and sampling technique**

Subsequent to the justification of the research methodology, a sample design will be chosen to collect relevant information for the research problem. In selecting a valid sample employees of Selam children Village in Addis Ababa, definition of the target population, selection of sampling method, and determination of sample size is essential

Population is described as a group of elements or cases, whether individuals, objects, or events,

that conform to specific criteria and to which we intend to generalize the result of the research (McMillan and Schumacher, 2001). For the present study, the target population will comprises of 409 employees that includes managerial, supervisory and clerical workers employees at Head Office of SCV in Addis Ababa. In order to assess the employee turnover intension in SCV and determine the factors that trigger the turnover intention of employee's questionnaire items will be directed at employees of SCV at head quarter and selected branch offices in Addis Ababa. The study will be conducted at selam children village in Addis Ababa where they constitute a total employees of 390 employees plus the respective managers and supervisors (a total number of 19) at head quarter.

For the purpose of this study both probability and non-probability design will be used. Probability sampling in the form of stratified sampling will be used since this method enables the researcher to segregate the populations of the study into several mutually exclusive sub populations, or strata while non-probability design in the form of convenience sampling will be used since this enables the researcher to have the freedom to choose to pick managers and supervisors at head quarter, moreover, it is also the only feasible alternative sampling method as a result that the total population (of CSV employees ) may not be available for this study. However, the selected sampling design is associated shortcoming relates to its restricted generalizability, particularly in terms of the higher chances of sampling errors (Sekaran, 2003) and to overcome restrictions with respect to generalizability, maintains that it is advisable to use larger samples.

### **3.3.1.1 Sample size**

If a universe from which a sample is to be drawn does not constitute a homogeneous group stratified sampling technique is to be applied to obtain representation sample. That is to obtain representative sample. Since we have to get representative sample from the employees and managerial roles will be used as a measure population divided in to two strata that individually be more homogeneous than the total population and then select item from each stratum. The total population for this study is estimated to be around 409 and the sample size, taking the rational discussed earlier will be 150. Following With, 90% confidence interval and 0.05 the confidence interval (also called margin of error) sample determination of calculation done as follows.

$$n = N / (1 + Ne^2)$$

Where:

n = no. of sample

N = total population (409)

e = error margin / margin of error with a confidence level of 90 percent (giving a margin error of 0.1),

$$n = 409 / (1 + 409 * 0.05^2)$$

$$n = 409 / (1 +) n = 202 \text{ samplings}$$

In determining, the sample size from total population used is about 409 proportional allocation under which the size of the samples from the different strata will be kept proportional to the size of the strata. A sample size n = 202 will be drawn from a population of size N = 409 which will be divided into seven strata of size as indicated below.

**Table 3.3.1-1 Sample size**

N	Category of Staff	Population size (2018)	Proportion	Samples taken
1	Supervisors and managers	19	19/409	0.046454768 X 202 = 9
2	Junior and Senior employees	390	390/409	0.953545232 X 202 = 193
	<b>Total</b>	<b>409</b>		<b>202</b>

### 3.3.2 Data collection techniques and procedures

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer the stated research questions, test hypotheses, and evaluate out comes. A survey questionnaire is from study of Armstrong (2007) (self-administered and emailed questionnaire) to obtain primary data that enables the researcher to measure the relevant constructs in a quantitative manner through the use of statistical techniques (correlation and t tests) to analyze the respondents' level of agreement or disagreement in the differences between the variables employed in the study and the factors affecting employees turnover intentions (Creswell, 2014) and the questionnaire uses a five-point Likert scale to measure the variables employed to obtain quantitative data.

The questionnaire will have two parts; the first part of the questionnaire will ask the respondents for their demographic information (gender, age, Academic qualification. Job title and years of experience). The second part of the questionnaire will measure the relevant constructs of interest to this study that includes series of 34 statements that covered (*achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings* ) to measure the employees perception related to intrinsic motivation dimensions. The constructs are measured on a five point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Scales to measure each variables was developed based on prior studies for example (Renard, & Snelgar,.2016; Nathalie & Mehrnaz ,2015 ) with some measurements being modified to adapt to this study based on focus group that will be conducted (a pilot test with a sample of 3) with employees if SCV to reveal differences in opinions of intrinsic motivation dimensions.

### **3.3.3 Methods of Data Analysis**

Data analysis will be carried out using the Statistical Package for Social Science (SPSS) version 23. The study will focus on the following dimensions of independent variables (achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings) to influence workers' performance which is a dependent Variables which will be measured in a five point likert scale.

The methods of statistical analysis include descriptive statistics (Percentage and Frequency) will be used to analyze the demographic related information of respondents'. The Independent and dependent variables scale items will be tested using a factor analysis (the Principal Component Analysis) will be carried out to ascertain whether the scale items are correctly loaded for the dimensions used in this study or not and to ensure internal consistency among the items included in each of the scales will be estimated using a Cronbach's coefficient alpha.

Consequently a descriptive statistics in the form of arithmetic means and standard deviations will be computed for the various independent and dependent dimensions assessed in the survey and a correlation and regression analysis will be carried out using correlation coefficients to depict the relationship between the variables with the degree of association to test the hypothesis stated in the study.

### **3.4 Ethical Consideration**

Before the research was conducted on the selected organization, the researcher will inform the participants of the study about the objectives of the study, and will consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. A researcher must consider these Application of Corporate governance Principles, the case SCV points because the law of ethics on research condemns conducting a research without the Consensus of the respondents for the above listed reasons

### **3.5 Reliability**

#### **3.5.1 Reliability Analysis**

The literature review led to believe that there are six dimensions and 30 items of intrinsic motivation dimension. First, exploratory factor analyses and measures of internal consistency (Cronbach's alpha) are used for each a priori dimension. Next a exploratory factor analysis is used to verify that the dimensions as measured by the items selected in the first step are truly convergent and uni-dimensional to avoid the possibility that SCV employees may not perceive all these sub-dimensions in this study since the researcher examine uni-dimensional, convergent validity, discriminator validity, and the internal consistency of each dimension.

The table 4.4.2 shows the key dimensions Cronbach's Alpha estimates. Reliability analysis measures the internal consistency of a group of items. This analysis is frequently used in questionnaire construction where more than one scale is used. Reliability analysis examines the homogeneity or cohesion of the items that comprise each scale. Cronbach's alpha coefficient ( $\alpha$ ) is the most frequently used index of reliability, although other indices are also used (e.g., split-half reliability). Alpha coefficients reflect the average correlation among the items that constitute a scale. Specifically, (George & Mallery 2003) suggested that scales with 0.60 Alpha coefficients and above are considered acceptable. Low alphas indicate poor internal consistency of a scale, because the items that make up the scale are poorly related to each other. (SPSS ver.23 manual)

Based on this, reliability analysis were performed to make sure that weather questionnaires used measure the internal consistency of intrinsic motivation dimension used (achievement, the work



itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings ) on employees performance in a useful way.

To ensure internal consistency among the items included in each of the scales, Cronbach’s coefficient alpha is estimated. Higher Alpha coefficients indicate higher scale reliability. Reliability analysis allows studying the properties of measurement scales and the items that make them up. The Reliability analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. Intra-class correlation coefficients can be used to compute inter-rater reliability estimates. Based on this, reliability analysis were performed to make sure that weather questionnaires used to measure factors affecting employees performance at SCV.

**Table 3.5.1-1 Reliability of the intrinsic motivation dimensions Questionnaire (Cronbach’s Alpha)**

	Cronbach's Alpha	Over all Cronbach's Alpha
Achievement	.815	
The Work Itself	.802	
Autonomy	.811	
Growth or Advancement	.802	
Self-Leadership	.792	
Organizational Settings	.794	
Employees Performance	.798	
<b>Over all Cronbach's Alpha ( 6 dimensions )</b>		<b>.825</b>

*Source: researcher’s own compilation of Survey data 2018*

	Cronbach's Alpha	Over all Cronbach's Alpha
Employees Performance	.798	

The Cronbach alpha values range from 0 to 1 with values above 0.7 generally considered a good indicator of an internally consistent (reliable) scale (Nunnally, 1978, p. 245). The results presented in **Table 4.5.1-1** above indicate that the Cronbach alpha values calculated for the data in the study range from .792 to .815. Thus it was established that the scales used in this study are highly reliable.

### 3.5.2 Validly Analysis

Primarily, (Keiser-Meyer-Olkin) and *Bartlett's test of sphericity* can be used to examine assumptions relating to the appropriateness of the factor analysis. Accordingly the *KM* is used in the study to measure the sampling adequacy and examines the degree of correlation among the questionnaire items. Values above .60 are considered acceptable. Therefore the result 0.609 tells us that the factor analysis is useful in this study data.

**Table 3.5.2-1 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.609
Bartlett's Test of Sphericity	Approx. Chi-Square	4590.068
	df	561
	Sig.	.000

*Source: researcher's own compilation of Survey data 2018*

Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the study variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with in the study data this tells us that for this study factor analysis is very important since the significance is less than 0.05 (i.e. 0.000) In addition, factor analysis depends on Eigenvalue in determining the number of factors. Only factors with Eigenvalue greater than 1 are kept in the model. Eigenvalue represents the varying element explained by factors (SPSS version 23 manual).

### 3.6 Exploratory factor analysis

After assessing the reliability of measurements by Cronbach Alpha coefficient and removing unreliable variables, exploratory factor analysis is used to reduce and summarize the data. This method is very useful in determining the variable set necessary for the research as well as in finding the relationship between variables. The Application of factor analysis under this study involves the following two stages:

- Determining the number of common factors needed to adequately describe the correlations between the observed variables, and estimating how each factor is related to each observed variable (i.e., estimating the factor loadings);

- Trying to simplify the initial solution by the process known as factor rotation (SPSS version 23 manual).

The results presented here are based on prudent sets of variables guided by conceptual and practical considerations: the acceptance of factor loadings of 0.50 and above are considered and cross loadings of above 0.20 since normally this level is considered practically significant by most researchers'. (Hair et al., 1995). The Varimax factor rotation was employed for all the analysis because it represents the clustering of variables more accurately (Hair et al., 1995, p. 382), and because the factors are conceptually linked, plus since the study initially hypothesized that the factors are correlated, this technique of rotation is found to be more suitable for this study.

One significant part of the factor analysis result table is the component matrix or rotated component matrix. This component matrix contains coefficients representing standardized variables by factors (each variable is a polynomial of factors). Factor loading coefficients show the link between variables and factors. Those coefficients reveal how close the relationship between variables and factors is. As the research uses factor extraction principal component method, factor loading coefficients must have weights greater than 0.5 (SPSS version 23 manual). Originally the research Model proposes seven factors relationship (containing 33 items), Six Factors representing independent Variable and one factor representing Independent items

Comprising seven main components with 33 observed variables. All 33 variables have passed the reliability test by Cronbach alpha coefficient. Exploratory factor analysis EFA is utilized to reassess the convergence of observed variables around the main components (Table 3). Applying the extraction method: principal components analysis and varimax rotation method at every level of Eigenvalues greater than 1 and, analyzing variables which has been extracted 9 observed variables from 33 items used with cumulative variance is 72.103% indicating that additional two variables can explain the employees performance which are not include under the study whereas the original study seven variables predicted were found to be accounting a cumulative variance 65.075% of the total variance (greater than 50%) satisfied the criteria.

**Table 3.5.2-2 Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.147	26.902	26.902	9.147	26.902	26.902	4.458	13.112	13.112
2	3.049	8.969	35.871	3.049	8.969	35.871	4.035	11.867	24.979
3	2.962	8.711	44.582	2.962	8.711	44.582	3.803	11.186	36.165
4	2.119	6.231	50.813	2.119	6.231	50.813	3.185	9.369	45.534
5	1.857	5.463	56.276	1.857	5.463	56.276	2.973	8.744	54.278
6	1.620	4.763	61.039	1.620	4.763	61.039	1.983	5.832	60.110
7	1.372	4.035	65.075	1.372	4.035	65.075	1.688	4.965	65.075
8	1.263	3.716	68.790						
9	1.126	3.313	72.103						

*Source: researcher's own compilation of Survey data 2018*

The proportion of variance accounted for by any one factor is its eigenvalue divided by the sum of the eigenvalues, which is multiplied by 100 to convert it to a percentage. Thus, for example, the proportion of variance due to the first factor is about  $9.147/9$  or  $0.26902$  which multiplied by 100 equals 26.902.

In summary, the result of analyzing exploratory factors shows that intrinsic motivation variable component remain six factors identified and two more factors unidentified with 33 observed variables used (achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings

## CHAPTER FOUR: RESULTS AND DISCUSSION

### 4.1 Introduction

This chapter presents results and a discussion of these results. A demographic profile of the participants is provided. The chapter focuses on participants' ratings of turnover intention factors and correlations between the two variables relationships. In addition, the relationship between achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings to measure the employees perception related to intrinsic motivation dimensions and employee performance at Selam Village Center are presented. Quantitative data supporting the findings are provided. Six research hypotheses were tested and results are discussed.

### 4.2 Description of Sample

(Dillman, Smyth, and Christian, 2009) recommended using multiple methods of contact (e.g., human interaction and mail) to improve response rates. Of the 202 questionnaires distributed to SCV head quarter permanent employees 180 were returned (89 % response rate) and of the 202 questionnaires, 150 were hand delivered to SCV employees and 52 were delivered via a priority e mail to the remaining Employees. As presented in Table 4.1-1, response rates for hand-delivered questionnaires were higher than for those sent via priority e-mail.

**Table 4.1-1 Questionnaire Distribution and Response Rates**

<b>Method</b>	<b>Distributed (%)</b>	<b>Returned (%)</b>	<b>Response Rate (%)</b>
<b>Hand Delivered</b>	150	142	95%
<b>Priority email</b>	52	38	73%
<b>Total</b>	<b>202</b>	<b>180</b>	<b>89%</b>

*Source: researcher's own compilation of Survey data 2018*

As presented in Table 4.1-1, response rates for hand-delivered questionnaires were higher than for those sent via priority mail. The primary researcher's personal relationships and ongoing network efforts with SCV management representatives may have contributed to the high response rate received when using the hand delivery method versus the priority mail method.

### 4.3 Background characteristics of the respondents

**Table 3.5.2-1 Demographic profile of the respondents**

Respondent characteristics	Number of respondents	Percentage %
<b>Gender</b>		
Male	113	62.8%
Female	67	37.2%
<b>Total</b>	<b>180</b>	
<b>Age</b>		
Under 25	13	7.2%
26-35	64	35.6%
36-45	51	28.3%
46-55	28	15.6%
Above 55	24	13.3%
<b>Total</b>	<b>180</b>	
<b>Academic qualification</b>		
High school complete	21	11.7%
Diploma	29	16.1%
BA Degree	72	40.0%
Postgraduate Degree and above	54	30.0%
Doctorate Degree	4	2.2%
<b>Total</b>	<b>180</b>	
<b>Years of experience</b>		
Less than 1 year	12	6.7%
1-5 years	24	13.3%
6-10years	32	17.8%
More than 10 years	112	62.2%
<b>Total</b>	<b>180</b>	
<b>Job Title</b>		

Supervisor	10	17.2%
Manager	9	13.9%
Staff	161	68.9%
<b>Total</b>	<b>180</b>	<b>100%</b>

*Source: researcher's own compilation of Survey data 2018*

Table 3.3.3-1 above shows that the survey includes a slightly higher percentage of male participants (62.8%) than female participants (32.2%). Most of the respondents are in the age bracket from 26 to 35 years old (35.6%), followed by those of 46 to 55 years of age (28.3%). This means that more than two-thirds (69.5%) of the sample group are under 50 years old indicating high level of expertise and experience in the NPO averment.

The highest level of education completed was: high school (11.7%), Diploma (16.1%), college degree (40.0%) graduate degree (30.0%) and doctorate degree (2.2%). The majority of participants had obtained a college degree. Job experience aim to know about the number of years since working with the current organization. The results show that majority of the respondents were more than 10 years of experience (62.2%) and then 6-10 years of experience were (17.8%), 1-5 years of experience were (13.3%) and less than 1 years working with their current organizations were (6.7%) implicating that most of the respondents have been working in an NPO environment which indicates that the sample selected in the study are relevant to the subject under study. Among the respondents' 68.9% were staffs, 17.2% were in supervisory level while the remaining 13.9% are currently working at managerial level at SCV.

#### **4.4 Level of employees and managers intrinsic motivation dimensions**

Using descriptive statistical analysis, the level of satisfaction of the participants on the intrinsic factors was determined as shown in Table 3.3.3-1. The statistics indicate that among the intrinsic factors considered, the levels of employees and managers intrinsic motivation dimensions were Achievement, very high (M= 4.25; SD= 0.476); The Work Itself, very high (M= 4.17; SD= 0.651), Organizational Settings, very high (M= 4.12; SD= 0.574); Self-Leadership, very high (M= 4.06; SD= 0.606); Advancement high (M = 3.93, SD= 0.628); Autonomy, high (M= 3.83, SD= 0.580).

**Table 3.5.2-1 Descriptive Statistics (Level of employees and managers intrinsic motivation dimensions)**

Dimensions	N	Mean	Std. Deviation
Autonomy	180	3.83	.580
Advancement	180	3.93	.628
Self-Leadership	180	4.06	.606
Organizational Settings	180	4.12	.574
The Work Itself	180	4.17	.651
Achievement	180	4.25	.476
Employee performance	180	4.33	.554
Valid N (listwise)	180		

*Source: researcher's own compilation of Survey data 2018*      *Scale: 1=Not High, 2= Less High, 3= High 4= very High, and 5= Extremely High*

#### **4.4.1 Relationship between Intrinsic Motivation Variable on Employee Performance**

##### **4.4.1.1 Correlation Analysis**

The correlation coefficient depicts the basic relationship across two variables: “Do two variables have a tendency to increase together (Co-together) or to change in opposite directions and, if so, by how much? The two most commonly used statistical techniques to analyze relationships between continuous variables are the Pearson correlation and linear regression. the term correlation is correct, but correlation also refers to a specific statistical technique. Since the study have parametric data, Pearson correlations are used to study the relationship between two continuous variables and the theoretical correlation coefficient is often expressed using the Greek letter rho ( $\rho$ ).

The Pearson correlation coefficient is used to quantify the strength and direction of the relationship between continuous variables. The Pearson correlation coefficient is a measure of the extent to which there is a linear (straight line) relationship between two variables. It has values between  $-1$  and  $+1$ , so that the larger the value, the stronger the correlation. As an example, a correlation of  $+1$  indicates that the data fall on a perfect straight line sloping upward (positive relationship), while a correlation of  $-1$  would represent data forming a straight line



sloping downward (negative relationship). A correlation of 0 indicates there is no straight- line relationship at all (SPSS version 23 manual). Correspondingly, the effect size for a correlation measures the strength of the relationship. For correlation, r serves as the numeric measure of the effect size whose strength can be interpreted according to criteria developed by Cohen (1988):

- When r is greater than 0.10 and less than 0.30, the effect size is “small.”
- When r is greater than 0.30 and less than 0.50, the effect size is “medium.”
- When r is greater than 0.50 the effect size is “large.”

Effect sizes smaller than 0.10 would be considered trivial. These terms (small, medium, and large) associated with the size of the correlation are intended to provide users with a specific word that can be used to describe the strength of the correlation in a write-up ( SPSS version 23 manual ).

**Table 4.4.1.1-1 Correlations**

<b>Variables</b>	<b>ACHI</b>	<b>TWIS</b>	<b>ATNY</b>	<b>ADV</b>	<b>SLEAD</b>	<b>OSLG</b>	<b>EMPERF</b>
<b>ACHI</b>	1.000						
<b>TWIS</b>	.503**	1.000					
Sig. (2-tailed)	.000	.					
<b>ATNY</b>	.522**	.384**	1.000				
Sig. (2-tailed)	.000	.000	.				
<b>ADV</b>	.269**	.501**	.422**	1.000			
Sig. (2-tailed)	.000	.000	.000	.			
<b>SLEAD</b>	.348**	.485**	.352**	.741**	1.000		
Sig. (2-tailed)	.000	.000	.000	.000	.		
<b>OSLG</b>	.469**	.581**	.499**	.469**	.492**	1.000	
Sig. (2-tailed)	.000	.000	.000	.000	.000	.	
<b>EMPERF</b>	.277**	.542**	.326**	.489**	.602**	.465**	1.000
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	

\*\**. Correlation is significant at the 0.01 level (2-tailed) Spearman's rho N=180*

**ACHI**=achievement, **TWIS**=the work itself, **ATNY**=autonomy), **ADV**= advancement **SLEAD**=self- leadership , **OSLG** =organizational settings, and **EMPERF**= employee performance.

Given the proposed framework under the study, it was expected that achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings, would significantly have a positive correlation with employee performance. Correlations for the above Factors in Table 4.4.1-2 support the notion of hypothesized significant positive relationships among the independent variables and dependent variable with high statistical significance ( $p < .001$ ), however, the strength measures of the correlation relationship of each component varies.

Correlation coefficient is  $> 0$  for all factors. This implies that the variables achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings change in the same direction with employee performance. If one is higher, then so is the other. This result is expected. The two asterisks indicate that the estimate of 0.277\*\* 0.542\*\* 0.326\*\* 0.489\*\* 0.602\*\* 0.465\*\* statistically significant at the 0.01 level implicating a 99 degree of confidence. As seen in the result the , the effect size for a correlation measures of the independent factors varies having self-leadership and the work itself registering a large size effect on employee performance, while responsibility (autonomy) growth or advancement and organizational settings registering a medium size effect on employee performance. On the other hand, achievement component registering a small size effect on employee performance accordingly.

#### 4.4.1.2 Hypothesis Testing

**Table 4.4.1.1-2 Hypothesis Testing**

	<b>Proposed Hypothesis</b>	<b>Estimate</b>	<b>P</b>	<b>Result</b>
<b>H1</b>	There is a significant and positive relationship between the intrinsic motivation dimension work itself and employee performance at Selam Village Center.	0.542**	0.01	supported
<b>H2</b>	There is a significant and positive relationship between the intrinsic motivation dimension achievement and employee performance at Selam Village Center.	0.277**	0.01	supported
<b>H3</b>	There is a significant and positive relationship between the intrinsic motivation dimension autonomy and employee performance at Selam Village Center	0.326**	0.01	supported
<b>H4</b>	There is a significant and positive relationship between the intrinsic motivation dimension Growth or advancement and employee performance at Selam Village Venter	0.489**	0.01	supported
<b>H5</b>	There is a significant and positive relationship between the intrinsic motivation dimension work environment and employee performance at Celam Village Center	0.465**	0.01	supported
<b>H6</b>	There is a significant and positive relationship between the intrinsic motivation dimension Self-leadership and employee performance at Selam Village Center	0.602**	0.01	supported

*Source: researcher's own compilation of Survey data 2018*

#### 4.4.2 Association between variables

Regression analysis is about predicting the future (the unknown) based on data collected from the past (the known). A *regression analysis* determines the mathematical equation to be used to figure out what will happen, within a certain range of probability. It analyzes one variable, the dependent variable, taking into consideration the effect on it by one or more factors, the independent variables. The analysis determines that some independent variables have more effect than others, so their weights must be taken into account when they are the basis of a prediction.

Regression analysis, therefore, is the process of looking for predictors and determining how well they predict.

When only one independent variable is taken into account, it's called a simple regression. But this study uses more than one independent variable, its uses multiple regressions analysis that shows the influence of two or more variables on a designated dependent variable. Accordingly, the following fundamental criteria's were fulfilled for creating a reliable model:

- The research was thoughtfully crafted and carefully designed by avoiding meaningless relationships or serious design flaws that may affect the arithmetic correctness of regression.
- The sample size should be large enough to create meaningful correlations. There are no hard rules concerning acceptable sample size, but as N drops below 50, the validity of the results become increasingly questionable, while the sample size in this study was 180 (*annex D*).
- Data should be examined carefully for outliers or other abnormalities (*See annex E*).
- The predictor variables should be approximately normally distributed, ideally with skewness and kurtosis values between  $\pm 1$  (*See annex E*).
- the issue of linear dependency between the predictor variables were considered i.e. The study never use two variables when one is partially or entirely dependent upon the other and also avoids to use variables that are conceptually very similar that can be checked by high correlation of variables (*See annex C*),

#### **4.4.2.1 Stepwise Regression Analysis**

Stepwise regression analysis was done for the proposed model to assess how independent variables are associated with the dependent variables. The result of this sequence is to produce a regression analysis that identifies which of the intrinsic motivation predictors (achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings) have the greatest influence on the dependent variable (employee performance ) at Selam village center. The stepwise method of selection will first enter the independent variable with the highest bivariate correlation with help, then enter the variable that explains the greatest additional amount of variance, then enter a third variable and so forth until no other variables significantly (significance is specified as  $p \leq .10$  for this analysis) influence

the amount of help given. If the influence of any variable increases above a significance of .20 after entry into the regression analysis, it will be dropped from the regression equation.

The results of stepwise regression analysis where the Forward entry method, a dependent variable and any number of predictor (independent) variables are designated are presented in the Table. The first statistic to look for in SPSS output when performing regression analyses is If Sig.-F is significant or not by seeing (“ANOVA”) table .the table shows the goodness of fit of the model. The lower this number, the better the fit. Typically, if “Sig.” is greater than 0.05, we conclude that our model could not fit the data (See annex E) If Sig. < .01, then the model is significant at 99%, if Sig. < .05, then the model is significant at 95%, and if Sig. <.1, the model is significant at 90%. Significance implies that we can accept the model. If Sig. >.1 then the model was not significant (a relationship could not be found) or "R-square is not significantly different from zero."

**Table 4.4.2-1 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	.550 <sup>a</sup>	.302	.298	.461	.000
2	.626 <sup>b</sup>	.392	.385	.432	.000
3	.653 <sup>c</sup>	.427	.417	.420	.001
4	.664 <sup>d</sup>	.441	.429	.416	.034

*Predictors: (Constant), Organizational Settings<sup>a</sup>*

*Predictors: (Constant), Organizational Settings, Sel f Leadership<sup>b</sup>*

*Predictors: (Constant), Organizational Settings, Self-Leadership, Work Itself<sup>c</sup>*

*Predictors: (Constant), Organizational Settings, Self-Leadership, Work Itself, achievement<sup>t</sup>*

*Dependent Variable: Employee Perf<sup>e</sup>*

*Method: Forward (Criterion: Probability of F to enter <= .050)*

*Source: researcher’s own compilation of Survey data 2018*

**Table 4.4.2-2 Relationship between Employee Performance and Intrinsic motivation variables**

Variable	coefficients		
	Standardized Beta	t-values	(p-value) Sig.
<b>(Constant)</b>	1.515	4.428	.000
<b>Organizational Settings</b>	.304	4.432	.000
<b>Self-Leadership</b>	.320	5.123	.000

<b>The Work Itself</b>	.243	3.847	.000
<b>Achievement</b>	-.176	-2.137	.034

Note:  $R^2 = 0.441$  ;  $F = 43.701$  ; Sig.  $F = 0.000^d$

Source: researcher's own compilation of Survey data 2018

#### 4.4.2.2 Interpretation of regression results

keeping the above criteria, in this study multiple regression analysis was done for independent factors intrinsic motivation predictors (achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings) against the dependent variable (employee performance) even though model as a whole is significant (sig.  $P < 0.001$ ) indicating that for 99% confidence in the ability of the model to explain the dependent variable.

**Table 4.4.2-3 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
4 (Constant)	1.515	.342		4.428	.000
Organizational Settings	.304	.069	.310	4.432	.000
Self-Leadership	.320	.062	.332	5.123	.000
Work Itself	.243	.063	.277	3.847	.000
Achievement	-.176	.083	-.141	-2.137	.034

a. Dependent Variable: Employee Performance

Source: researcher's own compilation of Survey data 2018

**Table 4.4.2-4 Excluded Variables<sup>a</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
4 Autonomy	.084 <sup>e</sup>	1.230	.220	.093	.682
Advancement	.024 <sup>e</sup>	.303	.762	.023	.509

e. Predictors in the Model: (Constant), Organizational Settings, Self Leadership, Work Itself, achievement

Source: researcher's own compilation of Survey data 2018

An initial look identifies key elements of the analysis: Four models were tested (only the fourth is shown here), with the four variables that met the entry requirement included in the final equation (achievement, the work itself, self-leadership, and organizational settings). Two variables did not meet the entry requirement (autonomy and advancement). The multiple R shows a substantial correlation between the three predictor variables and the dependent variable employee performance ( $R = .664$ ). The R-square value indicates that about 44% of the variance in employee performance is explained by the four predictor variables. The  $\beta$  values indicate the relative influence of the entered variables, that is, organizational settings has the greatest influence on employee performance ( $\beta = .304$ ), followed by self-leadership ( $\beta = .320$ ), the work itself ( $\beta = .243$ ) and then achievement ( $\beta = -.176$ ). The direction of influence for the three variables was positive while negative for one variable. Subsequently, seeing the individual contribution of the independent variables *autonomy* and *advancement* was found to be their contribution statistically insignificant (sig. 0.220 and 0762) therefore the variable was removed from the model.

#### **4.5 Discussion on the result**

this study, examined the effect of intrinsic motivation factors on overall performance of employees at Selam Village Center Addis Ababa Ethiopia, using a new adopted and modified measure for intrinsic motivation survey to selected participants' from the NPO. The outcome of the study indicated that the effect of achievement, the work itself, responsibility (autonomy), growth or advancement, self-leadership, and organizational settings effect employee performance at Selam Village center.

With respect to the influence of Autonomy on employee performance, the results show that Autonomy appears to be essential to most respondents, thereby supporting the hypothesis. In this regard, the respondents predominantly felt that trust and the creation of a trustful work environment was vital for employee performance. Nonetheless, Richardson (2010) emphasizes the need for NPOs to clearly identify the parameters that surround the choice of the 360 degree feedback that can be detrimental if not thoughtfully implemented. Considering the ensuing level of perceived self-efficacy resulting from the correlation between performance and competence, the results suggested the need to ensure that both managers and employees were aware of the

difficulty to either transmit or receive feedback. Murdoch-Eaton (2012) explains the complexity of perception of feedback that stems from a combination of various personal factors in addition to the work environment to ensure avoidance of wrong transmission, interpretation, and assimilation of feedback.

The study participants indicated that achievement as being a rewarding element of their work even though the effect was found to be low. According to Grant (2008) causes employees to perceive their jobs as more meaningful because they experience a psychological link between their performance and positive outcomes for others.

The results of Self-leadership in relation to employee performance and reveal that most of the respondents seemed to be agreed that with the six items, thereby recording the highest effect on employee performance at Selam Village Center supporting the hypothesis. While the relationship between achievement component and employee performance registering a small size effect on employee performance accordingly. In order to address such occurrence, Fatimah *et al.* (2011) study stresses the need to create a learning environment that enables individuals to objectively take account of their own competences while addressing the gaps and to demonstrate engagement without falling into an attitude of risk avoidance. In this regard, Wilson (2011) opines that the more employees are nurtured with psychological empowerment, the more they are willing to engage in self-leadership strategies such as natural reward strategies that go beyond the purpose of work performance and productivity.

On a similar manner, most participants felt that they play a vital role within their workplaces, and thus experience their work as meaningful. This meaning stems from participants seeing the end results of their work, which intrinsically rewards them and that their work serves a bigger purpose through the direct impact it has, such as its influence on the community they serve. This knowledge provides with respondents' internal satisfaction furthermore the study result aligned with individuals helping others as a result of unselfish motives such as knowing that it is the right thing to do (Baron, Byrne & Branscombe, 2006). The act of helping others is therefore rewarding in and of itself.

The results of work environment in relation to employee performance suggest that a majority of the respondents strongly indicated that there agreement with the five items, thereby supporting



the hypothesis. It is important that even though the effect is found to be medium sized it should be accounted for and, as observed from the results, it is reasonable to the trend toward more action from management and management support.

The results of Growth or advancement with regard to employee performance reveal that most of the respondents Agreed with the five items, thereby supporting the hypothesis. Nonetheless, it is worth noting that the medium effect it has, which represents a significant number of the respondents agreed that advancement is an important element of intrinsic motivation. In line with this approach, Kuyvenhoven and Buss (2011, p. 10) emphasize the evolution of the role of middle managers and the need to entrust these managers with new roles of 'networker, implementer, and sense-maker' in addition to aligning the strategy with operations.

The positive sign of the estimates between the work itself, self-leadership, and organizational settings with employee performance shows that the greater the extent of these intrinsic motivation dimensions, the higher the level of employees performance at Selam Village Center. On the other hand achievement maintains significantly a negative relationship with employee performance. This indicates that most employees at Selam Village Center are not feeling the sense of achievement in relation towards their job and it is affecting their performance. In order to support empowerment, NPOs should help employees cultivate self-leadership through adequate feedback resulting in greater self-efficacy. Attempting to provide this support would enable individuals to reconsider their contribution to the organization and also help both management and employees evolve toward common goals through affective commitment and performance. In this regard, Moscoso Riveros and Ted Shir-Tau (2011) found a positive reciprocal relationship between organizational commitment and career commitment.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION.**

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### **5.1 Introduction**

The aim of this chapter is to present a summary of all the findings and to make conclusions based on the study findings. Additionally, the implications of the study to the theory and practice are addressed along with directions to future researches. Finally, the limitations of the study and suggestions for further research have been presented.

### **5.1 Summary of Findings**

- The results show that Autonomy appears to be essential to most respondents, thereby supporting the hypothesis
- The study found that achievement as being a rewarding element of their work for employees at SVC even though the effect was found to be low
- The results reveal that most of the respondents seemed to be agreed that Self-leadership in relation to employee performance thereby recording the highest effect on employee performance at Selam Village Center supporting the hypothesis and most participants felt that they play a vital role within their workplaces, and thus experience their work as meaningful
- The study implicate that participants seeing the end results of their work, which intrinsically rewards them and that their work serves a bigger purpose through the direct impact it has.
- The results suggest that as per the majority of the respondents work environment in relation to employee performance strongly related, thereby supporting the hypothesis
- The results reveal that most of the respondents agree that Growth or advancement related with regard to employee performance, thereby supporting the hypothesis
- The study result indicated that the variables between the work itself, self-leadership, and organizational settings with employee performance shows that the greater the extent of these

intrinsic motivation dimensions, the higher the level of employees performance at Selam Village Center. While on the other hand achievement maintains significantly a negative relationship with employee performance

## **5.2 Conclusion**

This study attempted to contribute empirical evidence on one of the popular theoretical frameworks of Job Characteristics Model (JCM) and Self-Determination Theory (SDT) for employee motivation. Findings of this study support the basic theory that intrinsic motivation factors are important for employees' performance and from the study it is concluded that all the hypotheses developed for this study are accepted.

The value of reward in operational performance of employees cannot be ignored when it comes to be rewarded for task accomplishment. According to the findings of this study, it can be easily observed that intrinsic motivation are self-leadership and the work itself registering are highly important.

The findings also revealed the importance of the interconnectedness and interdependence between responsibility (autonomy) growth or advancement and organizational settings registering a medium size effect on employee performance as shown by a strong correlation ( $r = 0.326^{**}$ ,  $0.489^{**}$ ,  $0.465^{**}$  respectively). Individuals ought to be given a certain degree of autonomy in order to be able to assess their own strengths and weaknesses, and as a result, to set their own goals.

Looking at the level of impact of independent intrinsic motivation variables only three variables ( the work itself, self-leadership, and organizational settings) found to be having an positively impacting employee performance while one variable (achievement) found to be having a negative impact on employee performance of which organizational settings found to be having the greatest influence on employee performance ( $\beta = .304$ ), followed by self-leadership ( $\beta = .320$ ), the work itself ( $\beta = .243$ ) and then achievement ( $\beta = -.176$ ). On the other hand subsequently, seeing the individual contribution of the independent variables *autonomy* and *advancement* were found to having no impact (sig. 0.220 and 0762) on employee performance at Selam Village Center.

This study's findings draw attention to the fact that rewards need not necessarily stem only from external sources, such as pay or benefits, but rather that NPO employees can be rewarded by the stimulation, delight and joy that stems from the manner in which their job content is designed. It moreover provides evidence that NPO employees find their work to be designed in such a way that they are provided with a sense of purpose in their daily tasks. Employees working in SCV have acknowledged that performing work that they love and which they find interesting, significant, autonomous and diverse will provide them with appropriate levels of motivation to work at their peak. Thus, the answer to this study's research question is that employees are intrinsically rewarded by the nature of their work when they perceive their work to be meaningful, flexible, challenging, varied and enjoyable.

However, this study has some limitations: the researcher tested only the relationship between selected intrinsic motivation variables and employee performance. Testing other intrinsic motivation variables and studying the extent of their effect can give better insight into the interaction effect of intrinsic motivation on performance.

Another important factor is, although an intrinsic motivation is a natural component of a task, an extrinsic reward is usually linked to the task in an arbitrary way without any proper understanding of its effectiveness as regards reinforcing the related behavior in NPO (Madden et al., 2013). In future studies, it may be good to examine the effect of reward desirability and reward choice on motivation and performance of employees at NPOs.

### **5.3 Recommendations**

The findings of the study revealed that the majority of the selected intrinsic motivation variables have a significant and positive relationship with employees' performance. To improve employees' performance at SVC the following recommendations are made with respect to intrinsic motivation:

- Self-leadership and the work itself found to be registering a large size effect on employee performance. Accordingly the study recommends that when jobs are designed to be intrinsically rewarding, this sets the scene for a cycle of positivity; a series of progressive consequences that begin with employees enjoying the characteristics of their work. Thus, the present researchers believe that 'total rewards' should emphasize not only one's salary, performance-related payments and benefits, but also the provision of

intrinsic rewards. Furthermore, SCV's management should help employees cultivate self-leadership through adequate feedback resulting in greater self-efficacy. Attempting to provide this support would enable individuals to reconsider their contribution to the organization and also help both management and employees evolve toward common goals through affective commitment and performance.

- Responsibility (autonomy), growth or advancement and organizational settings registering a medium size effect on employee performance. As a result the study recommends that SCV employees may need less monitoring than employees outside the NPO context, because they are more committed to their organizations' missions. This implies that allowing SCV employees to manage their own tasks and techniques in an autonomous manner may be an effective strategy for managers to consider within SCV to instill a "deep culture of trust" to address the problem of hierarchy and bureaucracy. One way to do that would be for the managers to develop a more clear guidance and advice that are conducive to a healthy work environment, so that the more employees integrate these notions as part of their work and private life.
- Looking at the level of impact of independent intrinsic motivation variables the three variables (organizational settings, self-leadership and work itself) respectively found to be having a positive impact on employee performance accordingly Selam Village management should focus on strengthening these intrinsic motivation variables so that to increase employees performance. On the other hand one of the intrinsic motivation variable achievement were found to be impacting employees performance relatively highly indicating that Selam Village management need to work on improving the job design the task that employees do to be more challenging so that employees can start to develop sense of achievement in the process so that they can be able to feel that the work they do is important and have an impact on others as well.

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## Appendix-A Questioner Distributed to Selam Children Village employees and managers



**St. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**MASTER OF BUSINESS ADMINISTRATION PROGRAM**

This questionnaire is intended to gather primary data on “*The Effect of Intrinsic Motivation on Employees’ Performance in Not for Profit Organization in Ethiopia (The Case of Selam Children Village)*”. The purpose of the study is to fulfill a thesis requirement for the Master of Arts Degree in Business administration at St. Mary’s University. Your genuine responses for the questions are very important for the success of completing this study. All information collected through the questionnaire will be used only for the purpose of the study and will be kept confidential. And thus, I would like to thank you in advance for your kindly cooperation.

***Thank you, for your support!!***

***Netsanet Mengesha***

**General Instructions**

- Please answer all questions
- The questions are open and closed ended, so please put tick (✓) for close ended.
- 

**Part I Demographic Information**

- Sex:  Male  Female
- Age:  Below 25  25-35  36 – 45  46 – 55  Above 55
- Academic qualification:  High school complete  Diploma  BA Degree  
 Post graduate Degrees  Doctorate Degree
- Years of experience: Less than 1 year  1 – 5 Years  6 – 10 Years  
More than 10 Years
- Your job title Supervisor  Manager  Staff

NO.	Measurement items of the constructs	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Achievement</b>						
1-	I am motivated by the mission of my organization					
2-	I think that the organization’s values fit my own values					
3-	My job provides me with enjoyment and fulfillment regardless of salary and benefits					
4	Interacting with people at work and maintaining interpersonal relations are very important for me.					
<b>The Work Itself</b>						
1	The work I do is important & plays a vital role in the selam children village					
2-	I Feel-good from the work I do at selam children village					
3-	The work I do at selam children village is Social uplifting					

4-	The work I do at selam children village gives me opportunities to develop my skills and gain experience					
5-	I perform challenging work at selam children village					
<b>Autonomy</b>						
1	I am very satisfied with the degree of autonomy that is given to me at selam children village					
2-	The degree of autonomy given to me is in line with the level of my responsibilities at selam children village					
3-	I feel confident to assume the autonomy and responsibilities I've been entrusted with at selam children village					
4-	I feel I have the necessary skills and knowledge to assume the autonomy given to me at selam children village					
5-	I feel I am trusted by others to make decisions					
NO	<b>Measurement items of the constructs</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Growth Or Advancement</b>						
1	I believe I have an accurate perception of my skills, abilities, and knowledge.					
2-	I feel I am confident when I undertake new and unstructured tasks.					
3-	I never postpone doing my tasks					
4-	I regularly set my own learning goals.					
5-	I often try to transform a difficult task into an interesting task.					
<b>Self-Leadership</b>						
1	I feel I am aware enough of my strengths and weaknesses to lead myself effectively.					
2-	Regularly set my own goals.					
3-	I often take initiatives in my job					

4-	feel I have control over my work					
5-	I set my own goals in terms of career management					
6-	I think that leading myself positively influences others.					
<b>Organizational Settings</b>						
1	I feel I work in a trustful environment.					
2-	I feel that the surrounding environment is conducive to an overall social well-being					
3-	I feel I am supported by managers, co-workers, and subordinates..					
4-	I feel that my skills, abilities, and knowledge meet the requirements of my job.					
5-	I feel that my tasks are interesting and challenging					
NO	<b>Measurement items of the constructs</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Employees Performance</b>						
1	Intrinsic motivation affects my performance positively					
2	Intrinsic motivation affects the overall goals of the institutions positively					
3	“I really do my best to achieve the institution’s objectives					
4	I always tried to achieve the company’s objectives by satisfying customers					

*Thank you for your time again!*

**ቅጥያ - ሀ በሰላም የህጻናት መንደር ባሉ ሰራተኞች እና ማኔጀሮች የሚሞላ ቅጽ**

**ቅድስት ማርያም ዩኒቨርሲቲ  
የድህረ-ምረቃ ትምህርት ክፍል  
የቢዝነስ አድምንስትሬሽን ማስተርስ ፕሮግራም**

ይህ መጠይቅ “ በሰራተኞች ውስጣዊ የግል የስራ ተነሳሽነት ውጤቶች፣ በኢትዮጵያ የሚገኙ ለትርፍ ያልተቋቋሙ ድርጅቶች (በሰላም የህጻናት መንደር)” በሚል ርእስ የተዘጋጀ ነው። መጠይቁ በቅድስት ማርያም ዩኒቨርሲቲ የድህረ-ምረቃ የቢዝነስ አድምንስትሬሽን ትምህርት ክፍል የማስተርስ ዲግሪ ማሟያ ጽሁፍ ለማዘጋጀት ታስቦ የተዘጋጀ ነው። እርስዎ የሚሰጡት ትክክለኛ ምላሽ ለጥናቱ ውጤታማነት የጎላ ድርሻ አለው። ከተሳታፊዎች የሚሰበሰቡት መረጃዎች በሙሉ ለዚህ ጥናት ብቻ ያገለግላሉ። የሚሰጡት መረጃ በሚስጥር የሚያዝ ይሆናል። ስለሆነም፣ ውድ ጊዜያችሁን መስዋእት አድርጋችሁ መጠይቁን እንድትሞሉ በትህትና እጠይቃለሁ።

ስለ ትብብርዎ በቅድሚያ አመሰግናለሁ።

**ተፈራሚል**

ነጻነት መንገሻ

**አጠቃላይ መመሪያ**

➤ ለሁሉም ጥያቄ መልስ ይስጡ

➤ በመጠይቁ ላይ በጽሁፍ የሚሞ እና የምርጫ ጥያቄዎች ተካትተዋል። ስለሆነም የምርጫ ጥያቄዎች በሳጥኑ ውስጥ ብቻ ስርዝ ያድርጉ [✓]

**1. የመልስ ሰጪዎች አጠቃላይ መረጃ (የሥነ ሕዝብ መረጃ)**

1. ጾታ

ሀ. ወንድ  ለ. ሴት

2. የእድሜ ክልል  ከ25 በታች  ከ25-30  ከ31-45  ከ46-55  ከ55 በላይ

3. የትምህርት ደረጃ  ከፍተኛ ሁለተኛ ደረጃ  ዲፕሎማ  ቢ.ኤ ዲግሪ  የድህረ-ምረቃ ዲግሪዎች  ዶክተሬት ዲግሪ/ፒኤችዲ

4. የስራ ልምድ : ከ1 ዓመት በታች  ከ1-5 ዓመት  ከ6-10 ዓመት

ከ10 ዓመት በላይ

5. የስራ መደብዎ መጠሪያ: ሱፐርቫይዘር  ሰራተኛ



ተ.ቁ	የጥናቱ ማነጻጻሪያ ነጥቦች	እጅግ አልስማማም	አልስማማም	በድምዳሜ ምላሽ አለመጠስት	እስማማለሁ	እጅግ እስማማለሁ
	<b>ስኬታማነት</b>					
1.	የድርጅቱ ተልእኮ የስራ መነሳሳት ይፈጥርብኛል					
2.	የድርጅቱ እሴቶች ከእኔ የግል እሴቶች ጋር የተጣጣሙ ናቸው					
3.	በደሞዝ እና ጥቅማጥቅም ሳይወሰን፣ የምስራው ስራ በእራሱ የመንፈስ እርካታን እና የስኬታማነት ስሜት ይፈጥርብኛል					
4.	በስራ ቦታ ከሰዎች ጋር መቀራረብ እና የእርስ በእርስ ግንኙነት መመስረት ለእኔ ወሳኝ ጉዳይ ነው።					
	<b>ስለ ስራው</b>					
1.	በሰላም የህጻናት መንደር የምስራው ስራ አስፈላጊ እና ቁልፍ ሚና የሚጫወት ነው።					
2.	በሰላም የህጻናት መንደር በምስራው ስራ ደስታ ይሰማኛል።					
3.	በሰላም የህጻናት መንደር የምስራው ስራ በማህበራዊ ህይወቴ የሞራል ልእልና ያስገኛልኛል።					
4.	በሰላም የህጻናት መንደር የምስራው ስራ ሙያዬን እንዳሻሽል እና ልምዴን ይበልጥ እንዳሳድግ እድል ይፈጥርልኛል።					
5.	በሰላም የህጻናት መንደር ፈታኝ ስራዎችን እሰራለሁ።					
	<b>በእራሱ የመወሰኝ ነጻነት</b>					

1.	በሰላም የህጻናት መንደር በተሰጠኝ በእራስ የመወሰኝ ነጻነት ደረጃ በጣም ደስተኛ ነኝ።					
2.	በሰላም የህጻናት መንደር በተሰጠኝ በእራስ የመወሰኝ ነጻነት ደረጃ ከማከናወነው ኃላፊነት አንጻር በጣም የተጣጣመ ነው።					
3.	በሰላም የህጻናት መንደር በተሰጠኝ በእራስ የመወሰኝ ነጻነት ደረጃ ከማከናወነው ኃላፊነት አንጻር የእራስ መተማመን ይሰማኛል።					
4.	በሰላም የህጻናት መንደር በተሰጠኝ በእራስ የመወሰኝ ነጻነት ደረጃ በቂ ሙያዊ አቅም እና እውቀት አለኝ ብዬ አስባለሁ።					
5.	ውሳኔዎችን በእራሴ እንድወስን ሌሎች ሰዎች እምነት ጥለውብኛል ብዬ አስባለሁ።					
<b>እድገት ወይም እምርታ</b>						
1.	ስላለኝ ሙያዊ አቅም፣ ብቃት እና እውቀት ትክክለኛ መረዳት አለኝ።					
2.	አዳዲስ እና መዋቅር ያልተበጀላቸውን ስራዎች ሳከናውን የእራስ መተማመን አለኝ።					
3.	ስራዬን ለማከናወን ለወደፊት ቀጠሮ አልይዝም።					
4.	አብዛኛውን ጊዜ በእራሴ ተነሳሽነት የትምህርት እና ሙያ ማሻሻያ እቅዶች አወጣለሁ።					
5.	አብዛኛውን ጊዜ ከባድ የሆኑ ስራዎች ይበል ሳቢ እና አስደሳች ስራ አደርጋቸዋለሁ።					

	<b>እራስን መምራት</b>					
1.	እራሴን በእራሴ ለመምረት እንድችል ስለ ድክመቶቼ እና ስለጠንካራ ጎኖቼ በቂ ግንዛቤ አለኝ።					
2.	አብዛኛውን ጊዜ በእራሴ ተነሳሽነት የሰራ ግቦችን አወጣለሁ።					
3.	አብዛኛውን ጊዜ ስራዎችን በእራሴ ተነሳሽነት አከናውናለሁ።					
4.	ስራዬን እንደምቆጣጠር አምናለሁ።					
5.	በእራሴ ተነሳሽነት የሙያ ማሻሻያ እቅዶች አወጣለሁ።					
6.	እኔ በእራሴ የምመራ ስለሆንኩ በሌሎች ላይ አውንታዊ ውጤት ይኖረዋል።					
	<b>ድርጅታዊ ሁኔታ</b>					
1.	የስራ ከባብዬ ሰዎች እምነት እንዲጥሉብኝ የሚያደርግ ነው ብዬ አስባለሁ።					
2.	የምሰራበት ድርጅት ያለው አጠቃላይ ማህበራዊ ደህንነት እና ጤናማነት የስራ ከባቢ ነው ብዬ አስባለሁ።					
3.	በማኔጀሮች፣ በስራ ባልደረቦቹ እና በእኔ ስር ባሉ ሰራተኞች ድጋፍ ይደረግልኛል ብዬ አምናለሁ።					
4.	ስራዬን በአግባቡ ለማከናወን ሙያዊ እቅድ፣ ብቃት እና እውቀት አለኝ ብዬ አስባለሁ።					

5.	የምሰራቸው ስራዎች ሳቢ እና ፈታኝ ናቸው ብዬ አምናለሁ።					
	<b>የሰራተኞች አፈጻጸም</b>					
1.	ባለኝ አቅም በሙሉ የድርጅቱ ግቦች እንዲሳኩ አስፈላጊውን አስተዋጽኦ እያበረከትኩ እንደምገኝ አምናለሁ።					
2.	ከእኔ የሚጠበቀውን አውቃለሁ፣ ስለሆነም የሚጠበቅብኝን ለማሳካት እጥራለሁ።					
3.	የድርጅቱን አላማዎች ለማሳካት በሙሉ አቅሜ ጥረት አደርጋለሁ።					
4.	የደንበኞችን የአገልግሎት እርካታ በማረጋገጥ የድርጅቱን አላማዎች ለማሳካት በሙሉ አቅሜ ጥረት አደርጋለሁ።					

በድጋሚ አመሰግናለሁ!

## Annex A Item-Reliability Statistics

### Reliability Statistics

Cronbach's Alpha	N of Items
.912	34

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am motivated by the mission of my organization	134.77	183.618	.211	.912
I think that the organization's values fit my own values	134.98	184.044	.210	.912
My job provides me with enjoyment and fulfillment regardless of salary and benefits	135.48	177.268	.402	.910
Interacting with people at work and maintaining interpersonal relations are very important for me.	134.79	180.302	.472	.909
The work I do is important & plays a vital role in the selam children village	134.86	179.439	.410	.910
I Feel-good from the work I do at selam children village	135.01	176.167	.609	.907
The work I do at selam children village is Social uplifting	135.18	176.989	.531	.908
The work I do at selam children village gives me opportunities to develop my skills and gain experience	135.10	175.130	.535	.908
I perform challenging work at selam children village	135.36	174.310	.463	.909
I am very satisfied with the degree of autonomy that is given to me at selam children village	135.59	176.478	.459	.909
The degree of autonomy given to me is in line with the level of my responsibilities at selam children village	135.55	178.238	.432	.909
I feel confident to assume the autonomy and responsibilities I've been entrusted with at selam children village	135.42	178.647	.445	.909
I feel I have the necessary skills and knowledge to assume the autonomy given to me at selam children village	135.18	180.486	.423	.910
I feel I am trusted by others to make decisions	135.37	176.492	.468	.909
I believe I have an accurate perception of my skills, abilities, and knowledge.	135.15	174.016	.577	.907
I feel I am confident when I undertake new and unstructured tasks.	135.28	179.554	.315	.911
I never postpone doing my tasks	135.51	175.760	.390	.911
I regularly set my own learning goals.	135.43	176.928	.440	.909
I often try to transform a difficult task into an interesting task.	135.29	173.717	.657	.906

I feel I am aware enough of my strengths and weaknesses to lead myself effectively.	135.18	177.566	.414	.910
Regularly set my own goals.	135.29	177.402	.458	.909
I often take initiatives in my job	135.11	176.732	.600	.907
feel I have control over my work	135.14	179.640	.412	.910
I set my own goals in terms of career management	135.38	170.271	.610	.907
I think that leading myself positively influences others.	135.10	177.778	.456	.909
I feel I work in a trustful environment.	135.17	176.780	.471	.909
I feel that the surrounding environment is conducive to an overall social well-being	135.27	173.495	.555	.908
I feel I am supported by managers, co-workers, and subordinates..	135.26	175.859	.458	.909
I feel that my skills, abilities, and knowledge meet the requirements of my job.	134.88	179.098	.492	.909
I feel that my tasks are interesting and challenging	135.12	181.169	.352	.910
Intrinsic motivation affects my performance positively	135.03	174.675	.552	.908
Intrinsic motivation affects the overall goals of the institutions	135.01	178.380	.561	.908
I positively really do my best to achieve the institution's objectives	134.82	177.614	.510	.908
I always tried to achieve the company's objectives by satisfying customers	134.91	180.701	.451	.909

## Annex -B Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.147	26.902	26.902	9.147	26.902	26.902	4.458	13.112	13.112
2	3.049	8.969	35.871	3.049	8.969	35.871	4.035	11.867	24.979
3	2.962	8.711	44.582	2.962	8.711	44.582	3.803	11.186	36.165
4	2.119	6.231	50.813	2.119	6.231	50.813	3.185	9.369	45.534
5	1.857	5.463	56.276	1.857	5.463	56.276	2.973	8.744	54.278
6	1.620	4.763	61.039	1.620	4.763	61.039	1.983	5.832	60.110
7	1.372	4.035	65.075	1.372	4.035	65.075	1.688	4.965	65.075
8	1.263	3.716	68.790						
9	1.126	3.313	72.103						
10	.997	2.932	75.035						
11	.956	2.811	77.846						
12	.883	2.596	80.442						
13	.808	2.377	82.819						
14	.706	2.076	84.895						
15	.618	1.818	86.714						
16	.590	1.736	88.450						
17	.498	1.465	89.915						
18	.474	1.395	91.310						
19	.434	1.277	92.587						
20	.393	1.155	93.742						
21	.345	1.016	94.758						
22	.276	.812	95.570						
23	.248	.728	96.299						
24	.237	.697	96.995						
25	.208	.611	97.607						
26	.171	.504	98.110						
27	.139	.408	98.518						
28	.118	.347	98.865						
29	.097	.286	99.151						
30	.072	.212	99.363						
31	.072	.211	99.574						
32	.064	.190	99.763						
33	.052	.154	99.917						
34	.028	.083	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix

Variables	Component						
	1	2	3	4	5	6	7
ACHI1 I am motivated by the mission of my organization		.826					
ACHI2 I think that the organization's values fit my own values		.657					
ACHI3 My job provides me with enjoyment and fulfillment regardless of salary and benefits		.637					
ACHI4 Interacting with people at work and maintaining interpersonal relations are very important for me.		.643					
TWIS1 The work I do is important & plays a vital role in the selam children village			.693				
TWIS2 I Feel-good from the work I do at selam children village			.505				
TWIS3 The work I do at selam children village is Social uplifting			.577				
TWIS4 The work I do at selam children village gives me opportunities to develop my skills and gain experience			.703				
TWIS5 I perform challenging work at selam children village			.749				
ATNY1 I am very satisfied with the degree of autonomy that is given to me at selam children village					.619		
ATNY2 The degree of autonomy given to me is in line with the level of my responsibilities at selam children village					.722		
ATNY3 I feel confident to assume the autonomy and responsibilities I've been entrusted with at selam children village					.830		
ATNY4 I feel I have the necessary skills and knowledge to assume the autonomy given to me at selam children village					.585		
ATNY5 I feel I am trusted by others to make decisions					.659		
ADV1 I believe I have an accurate perception of my skills, abilities, and knowledge.							.771
ADV2 I feel I am confident when I undertake new and unstructured tasks.							.594
ADV3 I never postpone doing my tasks							.642
ADV4 I regularly set my own learning goals.							.777
ADV5 I often try to transform a difficult task into an interesting task.							.689
SLEAD1 I feel I am aware enough of my strengths and weaknesses to lead myself effectively.	.673						
SLEAD2 regularly set my own goals.	.675						
SLEAD3 I often take initiatives in my job	.647						
SLEAD4 feel I have control over my work							



SLEAD5 I set my own goals in terms of career management	.713						
SLEAD6 I think that leading myself positively influences others.	.771						
OSETG1 I feel I work in a trustful environment.							.761
OSETG2 I feel that the surrounding environment is conducive to an overall social well-being							.820
OSETG3 I feel I am supported by managers, co-workers, and subordinates..							.665
OSETG4 I feel that my skills, abilities, and knowledge meet the requirements of my job.							.514
OSETG5 I feel that my tasks are interesting and challenging							.602
EMPERF1 Intrinsic motivation affects my performance positively					.685		
EMPERF2 Intrinsic motivation affects the overall goals of the institutions					.686		
EMPERF3 positively really do my best to achieve the institution's objectives					.748		
EMPERF4 I always tried to achieve the company's objectives by satisfying customers					.655		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization. Source: researcher's own compilation of Survey data 2018

a. Rotation converged in 17 iterations.

## Annex -C- Correlations

Correlations

			achievement	Work Itself	Autonomy	Advancement	Self Leadership	Organizational Settings	Employee Perf
Spearman's rho	achievement	Correlation Coefficient	1.000	.503**	.522**	.269**	.348**	.469**	.277**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000
		N	180	180	180	180	180	180	180
Work Itself		Correlation Coefficient	.503**	1.000	.384**	.501**	.485**	.581**	.542**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000
		N	180	180	180	180	180	180	180
Autonomy		Correlation Coefficient	.522**	.384**	1.000	.422**	.352**	.499**	.326**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000
		N	180	180	180	180	180	180	180
Advancement		Correlation Coefficient	.269**	.501**	.422**	1.000	.741**	.469**	.489**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000
		N	180	180	180	180	180	180	180
Self-Leadership		Correlation Coefficient	.348**	.485**	.352**	.741**	1.000	.492**	.602**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000

		N	180	180	180	180	180	180	180
Organizational Settings	Correlation								
	Coefficient		.469**	.581**	.499**	.469**	.492**	1.000	.465**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.	.000
N			180	180	180	180	180	180	180
Employee Perf	Correlation								
	Coefficient		.277**	.542**	.326**	.489**	.602**	.465**	1.000
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.
N			180	180	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Annex D Regression Models

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.379	1	16.379	77.028	.000 <sup>b</sup>
	Residual	37.850	178	.213		
	Total	54.229	179			
2	Regression	21.248	2	10.624	57.015	.000 <sup>c</sup>
	Residual	32.981	177	.186		
	Total	54.229	179			
3	Regression	23.150	3	7.717	43.701	.000 <sup>d</sup>
	Residual	31.079	176	.177		
	Total	54.229	179			
4	Regression	23.940	4	5.985	34.580	.000 <sup>e</sup>
	Residual	30.289	175	.173		
	Total	54.229	179			

a. Dependent Variable: Employee Perf

b. Predictors: (Constant), Organizational Settings

c. Predictors: (Constant), Organizational Settings, Self-Leadership

d. Predictors: (Constant), Organizational Settings, Self-Leadership, Work Itself

e. Predictors: (Constant), Organizational Settings, Self-Leadership, Work Itself, achievement

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.105	.256		8.224	.000
	Organizational Settings	.539	.061	.550	8.777	.000
2	(Constant)	1.361	.280		4.854	.000
	Organizational Settings	.407	.063	.415	6.461	.000

	Self-Leadership	.316	.062	.328	5.112	.000
3	(Constant)	1.100	.284		3.866	.000
	Organizational Settings	.302	.069	.308	4.363	.000
	Self-Leadership	.286	.061	.297	4.689	.000
	Work Itself	.197	.060	.224	3.282	.001
4	(Constant)	1.515	.342		4.428	.000
	Organizational Settings	.304	.069	.310	4.432	.000
	Self-Leadership	.320	.062	.332	5.123	.000
	Work Itself	.243	.063	.277	3.847	.000
	achievement	-.176	.083	-.141	-2.137	.034

a. Dependent Variable: Employee Perf

**Excluded Variables <sup>a</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
1	achievement	.042 <sup>b</sup>	.630	.530	.047	.901
	Work Itself	.273 <sup>b</sup>	3.824	.000	.276	.713
	Autonomy	.109 <sup>b</sup>	1.584	.115	.118	.826
	Advancement	.239 <sup>b</sup>	3.666	.000	.266	.859
	Self-Leadership	.328 <sup>b</sup>	5.112	.000	.359	.832
2	achievement	-.054 <sup>c</sup>	-.836	.404	-.063	.826
	Work Itself	.224 <sup>c</sup>	3.282	.001	.240	.697
	Autonomy	.049 <sup>c</sup>	.738	.462	.056	.797
	Advancement	.059 <sup>c</sup>	.717	.474	.054	.516
3	achievement	-.141 <sup>d</sup>	-2.137	.034	-.159	.729
	Autonomy	.023 <sup>d</sup>	.364	.716	.028	.785
	Advancement	.038 <sup>d</sup>	.474	.636	.036	.513
4	Autonomy	.084 <sup>e</sup>	1.230	.220	.093	.682
	Advancement	.024 <sup>e</sup>	.303	.762	.023	.509

a. Dependent Variable: Employee Perf

b. Predictors in the Model: (Constant), Organizational Settings

c. Predictors in the Model: (Constant), Organizational Settings, Self-Leadership

d. Predictors in the Model: (Constant), Organizational Settings, Self-Leadership, Work Itself

e. Predictors in the Model: (Constant), Organizational Settings, Self-Leadership, Work Itself, achievement

## Annex E-Scatter plot and Histogram of dependent variable

