

2022

Executive Job Motivation: A Non-Profit Perspective

Jacques Kalume Mambo
Walden University

Follow this and additional works at: <https://scholarworks.waldenu.edu/dissertations>



Part of the [Public Administration Commons](#)

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Health Sciences and Public Policy

This is to certify that the doctoral dissertation by

Jacques K. Mambo

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. James Frampton, Committee Chairperson,
Public Policy and Administration Faculty

Dr. Mi Young Lee, Committee Member,
Public Policy and Administration Faculty

Dr. Michael Brewer, University Reviewer,
Public Policy and Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2022

Abstract

Job Motivation Among Executive Nonprofit Leaders

by

Jacques K. Mambo

MS, University of South Dakota, 2007

BS, Huron University, 1995

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

May 2022

Abstract

Nonprofit organization (NPO) executives, who serve others while accepting substantial salary and benefit packages, may be motivated by extrinsic and intrinsic elements of their job satisfaction. Yet little is known about the extent to which executives are motivated by altruism alone or by financial compensation and other extrinsic rewards. The purpose of this quantitative study was to test the extent to which intrinsic and extrinsic motivation was correlated with the job satisfaction of NPO executives. The theoretical framework was Ryan and Deci's self-determination theory, which suggest NPO executives may be solely satisfied through intrinsic motivation. A stratified random sample of 26 nonprofit executives in one midwestern NPO was surveyed to assess the relationship between the independent variables of intrinsic and extrinsic motivation factors and the dependent variable of job satisfaction. A bivariate linear analysis and a multiple regression were used to analyze the data. The results indicated that internal and external motivations are mutually inclusive in nonprofit executives' job satisfaction. The desire to help is one intrinsic motivational factor that was significant to job satisfaction among nonprofit executives. In addition, salary and job security as external motivational factors were positively correlated with job satisfaction. This research can effect positive social change by informing decision-makers about how to effectively, efficiently, and proficiently sustain and retain their executive staff. The benefits for those executives who are satisfied with their jobs include long-term retention, job stability, efficiency, effectiveness, and increased altruism.

Job Motivation Among Executive Nonprofit Leaders

by

Jacques K. Mambo

MS, University of South Dakota, 2007

BS, Huron University, 1995

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

May 2022

Dedication

This dissertation is dedicated to my beloved family, without whom I could not have achieved my goal: first, my incredible wife, Lydie Mambo, who has lived the words strength and perseverance over this long journey; and second, my special children, Gabriel, Olivia (Godeliva), and Nathan, who love me and were a constant source of inspiration. We did it together!

Acknowledgments

I was fortunate enough to benefit from the wisdom and support from my faculty members throughout my education at Walden University. Their contribution to my doctoral education remains far greater than I could ever imagine.

My thoughts go to my former dissertation chair, Dr. Matthew Jones, together with Dr. Clive Tsuma, who guided me at early stages of this journey. I cannot thank enough my current chair, Dr. James Scott Frampton, who did not hesitate to accept my work and lead me through to produce this document. Dr. Frampton met me one-on-one on numerous occasions to discuss pertinent areas of my dissertation. After being discharged from the hospital where I spent 6 weeks, Dr. Frampton drove through stormy wintry conditions to meet me in my town. What great dedication I received from Dr. Frampton.

My thoughts also go to Dr. Reagan Edith Lorraine Lavorata (Eli), who lifted me up with her exceptional writing talents guiding me tirelessly even when I was about to quit, encouraging me and using her extraordinary understanding of APA rules to support me. I received from my peers and editors, including Tim, Josie, Dr. Atatah, and Dr. Lavorata, who all provided me with their assistance and advice on this journey.

Table of Contents

List of Tables	v
List of Figures	vi
Chapter 1: Introduction	1
Background	3
Gap in the Research	4
Theories of Motivation	5
The Purpose of the Study	7
Theoretical Framework	8
Research Questions and Hypotheses	9
Variables	11
Nature of the Study	11
Definition of Terms	12
Assumptions	14
Limitations and Delimitations of the Study	14
Scope of the Study	15
Significance of the Study	15
Social Implications of the Study	16
Impact on Social Change	17
Summary	17
Chapter 2: Literature Review	18
Literature Search Strategy	19

Intrinsic and Extrinsic Motivation	20
Intrinsic Motivation	20
Extrinsic Motivation	22
Past Studies on Motivation	23
Theoretical Foundation	25
Rationale for Theory	28
Combination of Intrinsic and Extrinsic Factors With Control Variables	28
Intrinsic and Extrinsic Motivations’ Impact, Dichotomy, and Self-Determination Theory	30
Intrinsic-Extrinsic Collective Predictions of Performance	41
Roles and Impact of Intrinsic-Extrinsic Motivation on Job Satisfaction	45
Distinction of Job Satisfaction Among Nonprofit and For-Profit Employees....	46
Intrinsic Motivators in the Indian Manufacturing Sector: An Empirical Study .	47
Effects of Intrinsic and Extrinsic Motivation on Professional Culture, Paid Volunteerism, and Government Policies	48
Managers’ Motivation Through the Lens of SDT	50
Chapter 3: Research Method.....	53
Research Design and Approach	53
Variables	55
Independent Variables	55
Dependent Variables.....	56
Methodology.....	57

Independent Variables	57
Dependent Variables.....	58
Population	58
Sample.....	59
Sampling Method.....	59
Sample Size.....	60
Instrumentation	60
Procedures.....	62
Statistical Analysis.....	63
Study Validity and Reliability	64
Advantages of an Online Survey	65
Ethical Concerns	66
Summary and Conclusion.....	66
Chapter 4: Results	68
Data Collection	70
Statistical Analysis.....	74
Descriptive Statistics.....	74
Correlations.....	75
Introduction.....	75
Bivariate Linear Regression Analysis.....	78
Introduction.....	78
Multiple Regression	79

Summary and Conclusion	82
Chapter 5: Findings: Discussion, Conclusion, and Recommendations	84
Significance of the Study	84
Discussion of the Findings.....	85
Implications for Social Change.....	87
Assumptions.....	88
Limitations of the Study.....	88
Delimitations of the Study	89
Suggestion for Future Research	89
Summary and Conclusions	89
References.....	92
Appendix: Online Survey Questionnaire Survey.....	103

List of Tables

Table 1. Motivation Style and Self-Determination Theory	7
Table 2. Research Questions and Hypotheses	10
Table 3. Correlation Design of Four Independent Variables and a Dependent Variable ..	24
Table 4. Illustration of the Main Motivational Dimensions of the Employees and Differences Between Sectors	43
Table 5. Relationship Between Survey Questions and Motivational Factors.....	72
Table 6. Descriptive Statistics for Analyzed Variables ($N = 26$)	75
Table 7. Pearson Correlations	76
Table 8. Results of the Bivariate Linear Regression Analysis: ANOVA	79
Table 9. Results of the Multiple Regression Analysis: Model Summary.....	81
Table 10. Multiple Regression Analysis Results: Coefficients	82

List of Figures

Figure 1. Test Family t Test Means Differences Between Two Independent Means.....61

Chapter 1: Introduction

Job satisfaction and motivation may be crucial to the arc of professionals' careers, especially as they advance to the executive level of an organization. The more executive employees experience job satisfaction, the more likely they will have added motivation and incentive to meet the goals and objectives of a nonprofit or for-profit organization. Therefore, job satisfaction and motivation may have a positive effect on self-efficacy, effectiveness, and motivation of a worker's application to their job. Job satisfaction may also be positively correlated to job enrichment, which increases one's interest in his or her job tasks and facilitates an increase in productivity (Word & Park, 2009). In this study, the clear linkages of job satisfaction and motivation to productivity were explored in the nonprofit job sector. More specifically, I focused on the impact of job satisfaction and motivation for executives in one nonprofit organization (NPO). I designed the study to add knowledge to the existing literature on best practices in the workforce. The organization used for the sample in this case study was an NPO in the midwestern United States.

The study explored the linkages between the strength of the relationship between intrinsic and extrinsic motivation through the lens of self-determination theory (SDT). Motivation represents the reasons for people's actions, desires, and needs. Motivation can also define an individual's behavior, or what causes a person to want to repeat a behavior (Ryan & Deci, 2000a; Elliot & Covington, 2001). Motivation can then be divided into two main categories, based on the source of the motivation. If the motivation is from external forces, including outside pressure and organizational rewards, then the

motivation is extrinsic. If the source of the motivation is related to an individual's values and principles, then the motivation is intrinsic. Intrinsic motivation is intrapersonal in that it comes from values such as a desire to succeed or altruism. Intrinsic motivation is also the self-desire to seek new challenges, to analyze one's capacity, to observe, to help others, and to gain knowledge. Intrinsic motivation is also driven by an interest or enjoyment in the task itself. It exists within the individual rather than relying on external pressures or a desire for reward (Ryan & Deci, 2000a).

Extrinsic motivation, on the other hand, is influenced by external factors such as compensation, competition from others, rewards, and positive and negative reinforcement (Ryan & Deci, 2000a). For extrinsic motivation, the reasons for one's actions or motivation for performing a task is to gain approval from others or society at large or to gain public recognition. Unlike intrinsic motivation, extrinsic motivation does not originate in the enjoyment of the task itself, altruism, or for any individual belief or value but rather, it comes from outside sources such as rewards or salary.

Chen (2013) identified two types of extrinsic motivation: identified motivation and introjected motivation. Identified motivation suggests that a person is driven to accomplish a task based on how the task is perceived by society. Introjected motivation means that people perform tasks out of obligation to something external rather than because of personal values (Valleran & Ratelle, 2004). Deci and Ryan (2000a) characterized "motivational styles through which people tend to abandon an activity because they don't believe in it" (p. 61).

According to Word and Park (2009), job satisfaction is important when studying intrinsic and extrinsic motivation. In this study, I examined the extent to which executives at an NPO were motivated by personal values (intrinsic factors) or external rewards or obligation, or both. Moreover, I analyzed whether the executives were altruistic because they truly believe in the values of the organization or they led their organizations merely because of societal expectations (Deci & Ryan, 2000a; Valleran & Ratelle, 2004).

Background

Job satisfaction is an important component of life in the United States. In many situations, job satisfaction forms the basis for identities of individuals as well as their livelihood and purpose. Several studies on job satisfaction concerning executives and employees, in both for profit organizations and NPOs, target the fundamental factors of employee motivation. Word and Park (2009) stated that job satisfaction can be measured by job design, job engagement, and job flexibility. Word and Park also suggested that each variable provides a significant role in understanding performance motivators. Chen (2013) supported this view by noting the strength of the relationship between extrinsic and intrinsic motivation, using the SDT. Chen believed that for employees to be satisfied they must be extrinsically or intrinsically motivated either singularly or collectively, meaning as an individual or part of a group of individuals. There have been many studies on job satisfaction and the strength of relationships between extrinsic and intrinsic motivation employing the SDT. Ryan and Deci (2000a, 2000b) defined SDT as having more of an impact on intrinsic than extrinsic motivations. They viewed SDT as an

internal "intrinsic" motivating factor. According to Ryan and Deci (2000a), SDT explains motivation that emerges from an individual and from their own values and desires to succeed. The authors argued that per SDT, motivation is less influenced by outside stimuli than internal stimuli, although both have an impact on motivation.

Conversely, Chen asserted executives of nonprofits were more extrinsically motivated. However, the particular role that extrinsic or intrinsic motivations plays within an individual or collective framework in the nonprofit sphere remains unclear. Assessing the combination of intrinsic and extrinsic factors are considered more applicable for employees in profit-driven organizations compared to nonprofits (Chen, 2013). Supporting this assertion, several researchers have attributed intrinsic factors exclusively to employees in nonprofit organizations due to the philanthropic aspect of the mission and duties (Berman, 2010; Chen, 2013; Hansmann, 1980; Ryan & Deci, 2000a, 2000b). However, considering both intrinsic and extrinsic motivation in leaders of NPOs could provide enhanced knowledge on how to best support leaders of NPOs.

In sum, to help fill a gap in the literature, I investigated the significant factors that influence motivations of executives in NPOs that result in their overall job satisfaction and the extent to which NPOs' executive job satisfaction is motivated by intrinsic or extrinsic factors. The research was limited to a specific sample, with data collected from one philanthropic nonprofit in midwestern United States.

Gap in the Research

Research is limited on the intrinsic and extrinsic factors that motivate executives in nonprofit organizations leading to their job satisfaction. In this study, I investigated the

extent to which executives in nonprofits were motivated by either intrinsic or extrinsic factors, or both, and if this motivation contributes to their job satisfaction at one NPO.

NPOs are organizations that use their surplus revenue to further achieve their purpose or mission rather than distributing such revenue to shareholders, owners, or their equivalents. In profit-driven organizations, these funds usually take the form of profits and/or dividends from preferred stock. This phenomenon is known as the distribution constraint (Hansmann, 1980). According to Berman (2010), for-profit organizations provide social and cultural services solely for profit and operate under supervision of the government while maintaining more administrative independence (Berman, 2010, Hansmann, 1980). Ultimately, the focus of this study was to explore the role that intrinsic or extrinsic factors play as motivators toward job satisfaction of NPO executives rather than executive in a for-profit organization, focusing in one particular nonprofit entity.

Past researchers have examined factors that influence executive job satisfaction in profit-driven organizations; however, this same information remains elusive for the executives in NPOs, creating a gap in the literature. For example, Chen (2013) analyzed intrinsic and extrinsic factors that motivated lower-level employees from NPOs and discovered that both factors led to their job satisfaction. However, what factors motivate executive employees of NPOs have been minimally examined. The study was designed to clarify what defines and creates job satisfaction among executives in an NPO.

Theories of Motivation

Deci and Ryan (1985, 2002) defined SDT as a meta-theory of human motivation. This theory is comprised of five “mini-theories” and several motivation-related concepts;

they are: motivation, external motivation, introjected motivation, intrinsic motivation, and identified motivation (Chen, 2013). Intrinsic motivation implies that the task itself is a reward while extrinsic motivation is simply an external reward, resulting from the desire to earn a reward, or to have a secured job (Chen, 2013). Deci and Ryan (2000a) characterized “motivational styles through which people tend to abandon an activity because they don’t believe in it” (p. 61). Table 1 shows the five types of motivation and how they interact with the motivation style, SDT, and locus of control. Locus of control is the degree to which people believe they have control over events in their lives. An external locus of control signifies that a person believes that they have little or no control over the events in their life, which are attributed to external forces. An internal locus of control is when one perceives that they have control over their life because the events are caused from one’s own decisions, values, ideas, or some other factor to which a person has control.

Statement of the Problem

Based on past research, executive nonprofit employees are more satisfied with their jobs compared to the satisfaction of executives in for-profit organizations (Chen, 2013). The problem is that little is known about the relationship of intrinsic and extrinsic motivation to the job satisfaction of executives in NPOs, which is important to understand in order to increase their motivation and organizational objectives. In this research, I further examined executives’ satisfaction level in the nonprofit sector at one single nonprofit agency. This level of satisfaction may be attributed to the level of intrinsic motivation (Chen, 2013).

Table 1*Motivation Style and Self-Determination Theory With Its Related Linkages*

Motivation Styles	Self-Determination	Locus of Control
A motivation - none	None weak	Impersonal
Extrinsic - external	Somewhat weak	External Somewhat
Intrinsic - internal	Somewhat strong	External
Motivation	Strong	Somewhat internal
External Introjected Identified		Internal

Note. Adapted from “Nonprofit Managers’ Motivational Styles: A View Beyond the Extrinsic-Intrinsic Dichotomy,” by C. A. Chen, 2013, *Nonprofit Voluntary Sector Quarterly*, 43(4), 737–759.

Several limited studies have supported the theory that NPO employees are only motivated by intrinsic factors to achieve their organizations’ goals and alignment with their organizations’ demands (Chen, 2013). However, extrinsic factors may provide some explanation as well. Chen (2013) found that nonprofit organizations compete with for-profit agencies when it comes to compensation. Therefore, because of limited research on extrinsic motivation, the theory in which NPO executives are motivated solely on intrinsic motivations was a gap requiring further study.

The Purpose of the Study

The purpose of this research was to test SDT (Ryan & Deci, 2000a, 2000b) in order to understand whether intrinsic or extrinsic motivations lead to job satisfaction for executives in NPOs. SDT was used only as a theoretical foundation and not as a model. The descriptions and explanations resonate with SDT but do not take the additional step

of allowing it to serve as a model of the research. The findings can help decision-makers on how to positively motivate executives based on the most effective motivating factors, as well as to incorporate policies to ensure executive happiness, productivity, and job satisfaction.

Theoretical Framework

The theoretical framework and foundation for this study employed was Ryan and Deci's (2000a) SDT. Ryan and Deci (2000a, 2000b) defined SDT as having more of an impact on intrinsic than extrinsic motivations. They viewed SDT as an internal "intrinsic" motivating factor. According to Ryan and Deci (2000a, 2000b), SDT explains motivation that emerges from oneself and from one's own values and desires to succeed. Ryan and Deci (2000a, 2000b) also believed that, from the framework of SDT, motivation is less influenced by outside stimuli than internal stimuli, although both have an impact on motivation. On the other hand, Chen (2013) found that executives of nonprofits were more extrinsically motivated. Thus, researchers disagree on whether NPO executives are more intrinsically or extrinsically motivated which became the focus in this study (see Ryan & Deci, 2000a; Chen, 2013).

Some for-profit and NPO agencies use psychological contracts to motivate executives. Psychological contracts are agreements that are used to measure motivation and productivity at the executive level. Regular contracts measure job satisfaction based on motivation at the executive level. These psychological contracts are used in two forms: intrinsic and extrinsic motivations. These two forms of motivation are typically found in for-profit and government sectors (Chen, 2013). However, the two forms are not

the only components of a psychological contract. These psychological contracts may use social benefits as opposed to purely monetary motivators. According to Thompson and Hart (2006, as cited in Chen, 2013), the ideological contract is another form of psychological contract found in the nonprofit sector. The contract can exhibit credible commitments for the pursuit of the value principle, implying obligations that one was originating from organization fidelity, ideological mission, and accepted principles with no regards to benefits (Chen, 2013).

Research Questions and Hypotheses

In this research, the hypotheses addressed the role of intrinsic and extrinsic motivations in the job satisfaction of NPO executives. Some research in the current literature may disagree. The study was designed to test whether there is a significant relationship and a positive or negative correlation between intrinsic and extrinsic motivation factors and job satisfaction. Further, I attempted to determine which form of motivation plays a more prominent role in the motivation and job satisfaction of the NPO executives. This study was conducted using the following research questions and null and alternative hypotheses generalized only for the one NPO.

Research Questions 1 (RQ1): Is there a positive correlation between intrinsic motivation factors and job satisfaction for executives in NPOs?

H_0 1: There is no correlation between intrinsic motivation factors and job satisfaction for NPO executives.

H_a 1: There is a positive correlation between intrinsic motivation factors and job satisfaction for NPO executives.

Research Question 2 (RQ2): Is there a positive correlation between extrinsic motivation factors and job satisfaction for executives in NPOs?

H0₂: There is no correlation between extrinsic motivation factors and job satisfaction for NPO executives.

Ha₂: There is a positive correlation between extrinsic motivation factors and job satisfaction for NPO executives.

Table 2 displays the components and linkages of the research questions (RQs) and hypotheses.

Table 2

Research Questions and Hypotheses

Research Questions	Hypotheses
RQ1. Is there a positive correlation between intrinsic motivation factors and job satisfaction for executives in nonprofit organizations?	<p>Ha₁: There is a <i>positive</i> correlation between intrinsic motivation factors and motivation toward job satisfaction for nonprofit executives.</p> <p>H0₁: There is no correlation between intrinsic motivation factors and motivation toward job satisfaction for nonprofit executives</p> <p>Ha₂: There is a positive correlation between extrinsic motivation factors and motivation toward job satisfaction for nonprofit executives</p>
RQ2. Is there a positive correlation between extrinsic motivation factors and job satisfaction for executives in nonprofit organizations?	H0 ₂ : There is no correlation between extrinsic motivation factors and motivation toward job satisfaction for nonprofit executives.

Variables

The independent variables were extrinsic motivation factors and intrinsic motivation factors possible effecting NPOs. The dependent variable was job satisfaction for executives in NPOs, which was included in the survey instrument (see Appendix) as one of the questions. The employment of these multiple independent variables provided a framework for using multiple variable regression for data analyses. The potential predictor selected for multiple regression analysis was extrinsic motivation factors, which included job salary and job security. The intrinsic motivation factors included altruism, service, and pride-in-work, as gleaned from the survey instrument.

The research questions were analyzed using the theories of Ryan and Deci (2000a, 2000b) and Chen (2013) and were intended to shed light on the factors that influence job satisfaction. I used a regression model to identify the variables that were more strongly correlated as motivators leading to job satisfaction.

Nature of the Study

This correlative research was designed to examine NPO executive employees' intrinsic and extrinsic factors and motivation toward job satisfaction. In this study, I employed a quantitative data analysis, nonexperimental design, using a survey instrument to collect data for analysis (Creswell, 2009; 2013; Frankfort-Nachmias & Nachmias, 2008). The study was intended to enlighten NPO decision-makers on how to positively motivate their executives based on the most effective motivating factors, as well as to inform policies that ensure executive happiness, productivity, and job satisfaction.

According to Campbell and Stanley (1963), a pilot study improves the survey instrument and its validity and reliability. In this study, the pilot study was not necessary because the instrument used has been tested in the business setting.

Definition of Terms

Several terms were used during the course of the research, they are italicized below:

Nonprofit organization (NPO): An NPO, also known as a nonbusiness entity or nonprofit agency, is an organization that uses its surplus revenue to further achieve its purpose or mission rather than distribute such revenue to the organization's shareholders, trustees, or owners as profits or dividends. This is known as the distribution constraint (Hansmann, 1980).

Job satisfaction: Job satisfaction, or executive employee satisfaction, has been defined in many ways by numerous researchers. Spector (1997), for example, believed job satisfaction indicates how content an individual is with their job, or whether they like the duties, aspects of the work, or facets of jobs, such as nature of work, style of leadership, or supervision. In this research, job satisfaction was defined as the NPO executive's contentment to their job, possibly linked to intrinsic and extrinsic motivation. Thus, in this research, I tested whether motivation relates to job satisfaction.

Intrinsic motivation: Intrinsic motivation is the self-desire to seek out new things and new challenges, to analyze one's capacity, to observe and to gain knowledge (Ryan & Deci, 2000a). It is driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on external pressures or a desire for reward.

Extrinsic motivation: Extrinsic motivation is a theoretical construct used to explain behavior. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice-versa (Ryan & Deci, 2000a; Elliot & Covington, 2001). The motivation comes from outside sources such as rewards of salary increases, bonuses, recognition, or benefits.

Self-determination theory (SDT): SDT is a macrolevel theory of human motivation and personality that concerns people's inherent growth tendencies and innate psychological needs (Ryan & Deci, 2000b). SDT is concerned with the motivation behind choices people make with little external influence and interference. SDT focuses on the degree that an individual's behavior is self-motivated and self-determined (Ryan & Deci, 2000b). This theory was used as a theoretical foundation in this study and not as a model.

Executive (employee): A person or group responsible for the administration of a long-term project, activity, or business (St. Louis University Laureate, 2012), Executives serve in leadership or management roles, or both. Executives are defined as middle- to upper-management salaried personnel who make long-term decisions for the organization.

Compensation: Compensation is an appropriate and usually counterbalancing payment of a wage, salary, or benefits package, in exchange for a service, product, skill, or time (Ryan & Deci, 2000a).

Assumptions

This study was conducted with three major assumptions. First, I assumed that extrinsic and intrinsic motivations apply to all human beings who aspire to having a good life, take care of their families, and possess dignity, which may contribute to an employee's job satisfaction. Second, I assumed that people are inherently honest about what motivates them but sometimes have difficulty explaining these motivations clearly. This possible limitation to this research is discussed further in the limitations section. It was assumed that most people were honest in their responses to the survey; however, there may have been an inherent bias because people sometimes answer in a manner they believe the researcher desires. Last, I assumed that each executive has the leadership capacity to take pride in their work and belong to an organization where intrinsic and extrinsic factors exist.

Limitations and Delimitations of the Study

This research had several limitations and delimitations (see Creswell, 2009, 2013; Frankfort-Nachmias & Nachmias, 2008). For example, because motivation is a personal and in some cases sensitive topic, some respondents may not have been totally honest in their responses to the survey. Therefore, one limitation was the nature of the research questions themselves. Another limitation is the difficulty in analyzing motivations, because they are subjective and difficult to measure. Finally, this study was limited to data collected from one NPO in one specific region of the United States. Although the organization comprises 14 offices in the Midwest, the 26 executives who participated in the survey all worked in the headquarters. Therefore, all of the data, executive decisions,

and strategic planning were generated from the headquarters. A sample gleaned from this single location and entity may not represent the population in its totality.

The primary delimitation of the study was that the population and sample were from one NPO, making inference to all NPOs impossible. The sample was a limited demographic from which to generalize about the population of nonprofit agencies. Moreover, the geography was a delimiter because it limits the size of the sample which also increases the standard error and potential bias. Moreover, the idea of bringing in different geographic areas may provide different sources of motivation, thus the assumptions made for an entire population, based on a small and geographical constrained, sample size, constrains the inferences for all NPOs is a study limitation.

Scope of the Study

Geographically, this study was focused on one NPO headquartered in the midwestern United States with employees in different locations throughout the region. The data were collected from executives within the organization. Probability distribution and statistical tools, including correlation coefficients, were used to analyze the data. Inferential statistics, including multiple regression, was used to determine statistical significance and the strength of the independent and dependent variables that I examined.

Significance of the Study

The findings added to the existing literature on intrinsic and extrinsic motivation factors that influence the job satisfaction of executives who work for NPOs. The findings suggest the most influential factors leading to the retention of executives from NPOs. The results can be used by nonprofit leaders to adopt strategies that can motivate executive

employees and increase their satisfaction. Above all, this research can effect positive social change by informing decision-makers about how to effectively, efficiently, and proficiently sustain and retain their executive staff. The benefits for those executives who are satisfied with their jobs include long-term retention, job stability, efficiency, effectiveness, and increased altruism of the executives who serve the NPOs.

Social Implications of the Study

Nonprofit agencies may need to recruit executives with intrinsic motivation and past philanthropic work experiences (Chen, 2013). This implies that a job classification would include voluntary characteristics to attract individuals who may demonstrate a desire to help others, the pride of work for an organization, and altruistic-type motivations that are intrinsically based on values, ethics, and personal desires to help others (Chen, 2013). Recruiting executives to NPOs based only on pay and job security may result in candidates who are only extrinsically minded (Elliot & Covington, 2001). Missing would be such intrinsic factors as pride of work and desire to help others.

Identifying the roles and importance of intrinsic and extrinsic motivators for executive job satisfaction can lead to many positive actions, such as measuring job satisfaction, job design, job flexibility, and nonprofit executive motivation. Moreover, illuminating the factors and their significance for executives working in NPOs can lead to greater efficiency in recruiting and operations. The strengths and weaknesses discovered between intrinsic and extrinsic factors should assist leaders and policy makers in NPOs when they address proficient modalities for recruiting executives.

Impact on Social Change

Investigating NPO executives' motivation can have a positive impact on social change. In this research, exposing issues and exploring the potential for positive influences on nonprofit agencies may reinforce their altruism to the people they serve rather than their own financial well-being. Further, altruistic motivations have a positive influence on social change, particularly helping those in need, thus improving their socioeconomic status.

Summary

The background of the study, statement of the problem, and purpose of the study were addressed in this chapter. The theoretical framework, nature of the study, and the investigative research questions, as well as applicable hypotheses, were also presented and explained. Also, related definition of terms, assumptions, limitations, and delimitations associated with the research study were presented. The scope of the study, the significance of the research, and the social implications of the study were also discussed. In Chapter 2, the literature review is presented. Gaps in the research about the effects of intrinsic and extrinsic motivation executives' job satisfaction are addressed. Chapter 3 presents the research methodology, including the design, survey instrumentation, sample, statistical tools, and techniques used to answer the research questions. In Chapter 4, the data collection, data analyses, and findings are presented, along with the IRB review, ethical implications, and approval process. Finally, in Chapter 5, the findings and results are interpreted. Recommendations, limitations, social change implications, and the conclusions are presented.

Chapter 2: Literature Review

Several studies related to executive employees' job satisfaction in for-profit and NPOs have identified factors of motivation in the workplace. Evidence suggests that nonprofit executive employees are more satisfied with their jobs than their counterparts from for-profit firms (Chen, 2013). Further, employees in NPOs have workers who "demonstrate a high level of service and altruistic motivation" (Chen, 2013, p. 738). The high level of satisfaction remains an attribute of intrinsic motivation (Chen, 2013). Nonprofit organizations tend to provide their managers with job flexibility, job engagement, and job design (Word & Park, 2009) on projects, which may reinforce intrinsic motivations as well.

Indeed, intrinsic and extrinsic motivators, two components of SDT, are merely identical micro-cousins that are difficult to tell apart from a research viewpoint (Hoffman, 2015). However, according to Dresang (2004), intrinsic motivation is more prevalent in nonprofit sectors, where extrinsic motivations, such as higher salaries, incentives, and bonuses, are more prevalent in the for-profit sector. In this study, investigations included whether nonprofit executives were more motivated by intrinsic motivations or extrinsic ones in order to achieve their goals, such as job satisfaction. In this study, the "property-disposition relationship" (Frankfort-Nachmias & Nachmias, 2008, p. 115) was discussed within a motivation framework, in which a researcher cannot manipulate variables such as race or gender.

Chen (2013) found that nonprofit organizations compete with for-profit agencies in areas of salary, whereas salary remains an external or extrinsic factor emphasized more

in the for-profit than nonprofit sector. In my research study, the roles that intrinsic and extrinsic factors act as motivators for executive job satisfaction and were derived using one NPO as the population and sample drawn from that population. As such and moreover, it was explored if these motivators are a larger incentive for executive staff at one NPO.

In this study, I employed the SDT proposed by Ryan and Deci (2000a, 2000b), as a theoretical foundation with some additions by Chen (2013), as the lens of analysis to investigate if intrinsic or extrinsic factors, either separately or collectively, are motivators in executive employee job satisfaction. For the purpose of this study, SDT does not serve as a model but only as a theoretical construct and foundation. In my literature search strategy, I concentrated on searching the literature for research on intrinsic and extrinsic motivations and their impact on job satisfaction for executives in nonprofits. Further, with this search strategy, a gap in the literature was discovered that was addressed with this study.

Literature Search Strategy

The Walden Library homepage served as the primary source of all referenced material. The secondary source included course readings and peer-reviewed articles obtained through internet searches in topical areas. A number of reference databases were used for the searches, they are as follows: EBSCO, Nexus/Lexus, and ProQuest. Many peer-reviewed articles from Sage Publications, academic journals, professional periodicals, and direct results from the Thoreau databases search engine were also used. I reviewed the articles for their assumptions, methodology, data collections, and analysis,

and conducted a critique (Walden, 2010) using only resources that were relevant to the research topic.

The primary keywords used for searches included the following: *executive, manager, leader, employee(s), workers or workforce, satisfy, satisfied, or job satisfaction, union or unions, unionized, government(s) or municipal, intrinsic, extrinsic, motivation, executive, and nonprofit*. Subsequently, I selected the peer-reviewed articles and removed full-text options to make a broader search (see Walden, 2010). Several search techniques were used with Boolean approaches, which uncovered numerous other references. Finally, the search for references included discussions with peers, instructors, and faculty for additional sources of information (see Walden, 2010).

Intrinsic and Extrinsic Motivation

According to Chen (2013), intrinsic motivation contains personal and natural motivational factors that come from within an individual. Extrinsic motivation contains natural factors external to the individual, and they originate outside of the individual.

Intrinsic Motivation

Intrinsic motivators are derived from personal ethics, personal values, beliefs, and an unselfish desire to be altruistic to those in need. These motivators are internal to each person. Intrinsic factors are influenced by one's personality traits, and the desire to be altruistic may also influence positive social change. In this study, I investigated the impact of these motivation and extrinsic factors on job satisfaction of nonprofit executives at one particular NPO.

In investigating the impacts of intrinsic motivations on employees, Renard and Snelgar (2018) conducted their study aiming at developing and validating the Intrinsic Work Motivation Scale to investigate the correlation between internal work engagement and salary satisfaction. Renard and Snelgar's (2018) study included 486 respondents from Australia, South Africa, and the United States. In their analyses, they used tests of reliability and Pearson's correlation coefficients (Field, 2013). They concluded that the Intrinsic Work Motivation Scale was reliable and possessed discriminant validity based on nonprofit employee's altruistic values. In this scale, Renard and Snelgar (2018) also used three factors: (a) personal connection to one's work, (b) personal desire to make a difference, and (c) personal desire to perform.

According to Renard and Snelgar (2018), intrinsic motivation was positively correlated with work engagement and salary satisfaction and negatively correlated with intention to quit. Renard and Snelgar (2018) recommended that the scale be used in further studies of nonprofit organizations. This study was geared toward the analysis of the instrument validity and reliability, but there is still a gap, because the authors neglected to measure nonprofit executives' intrinsic motivation toward job satisfaction. Since this scale was not used on nonprofit executives, it required some modification to ensure alignment with a nonprofit executive's framework. Therefore, I decided not to use this scale because it did not use nonprofits, plus I chose a similar structure by Lavorata (2017), which I discussed in the methodology section. Intrinsic motivation implies that one has the internal desire to help and serve others (Chen, 2013). The desire to be altruistic comes from within and is not influenced by outside sources. In these cases, the

executive feels an inner peace, or a positive feeling by helping others. He or she also feels that by contributing to the betterment of society, satisfaction in the work is derived which is an example of intrinsic motivation. As a result, NPOs place full confidence in their executive employees by allowing them to recommend their own projects to fit the community's needs (Word & Park, 2009). Full confidence in nonprofit executives, on the part of their employers, leads to the employee's full participation in that type of engagement in organizational activities leading to their work satisfaction.

Many NPOs have found that providing their executives with job flexibility, job engagement, and job design on projects reinforces their intrinsic motivations (Word & Park, 2009). However, extrinsic motivation is defined as when one is motivated to be altruistic by external influences. These influences may include organizational benefits, higher pay, or societal influences. Therefore, to increase altruism at the strategic level, many NPOs offer more benefits to their executives than their non-executives, such as higher salary packages, increased medical and dental coverage, tuition assistance, expense accounts, and travel benefits.

Extrinsic Motivation

Extrinsic motivators are external to the individual, such as higher salaries, bonuses, and monetary incentives, benefits packages such as a company car, expense accounts, and other "external" benefits. Contrarily, a motivation that is not internal or innate is called an extrinsic motivation. Therefore, extrinsic motivation factors are influenced by external factors.

Abraham et al. (2007) found that external factors included the *voices of the union*, or firsthand accounts, of union workers to understand the external motivators of employee job satisfaction. Abraham et al. found out that compared to union employees, nonunion members reported significantly higher levels of satisfaction with communication, working conditions, the immediate supervisor, and senior leadership (p. 7). This is important to this study since the sample being studied includes non-union executives in nonprofit organizations.

In motivating employees, including executives, both intrinsic and extrinsic motivations may play a larger role. However, many NPOs concentrate more on extrinsic factors to motivate and retain their executives, such as pay and job security. In the literature, the other factors play a more significant role in explaining executive employees' job satisfaction, remain unclear. I investigated whether SDT, a theory construct, is a significant motivator to job satisfaction because it includes both intrinsic and extrinsic motivation, with more emphasis on intrinsic motivation (Ryan & Deci, 2000a), which leads to job satisfaction.

Past Studies on Motivation

One important study on extrinsic motivation was by Bassous (2015). Like Abraham et al. (2007), Bassous investigated extrinsic motivation and its impact on employee job satisfaction. Bassous used a mixed-method to explore and examine four independent variables, including (a) monetary and nonmonetary factors, (b) intrinsic and extrinsic factors, (d) leadership factors, and (d) organization culture as motivating factors for full-time workers in humanitarian-based organizations. Bassous (2015) employed the

correlation design of the four independent variables to examine their impact on level faith-based nonprofit worker's motivation as the dependent variable (see Table 3.)

Table 3

Correlation Design of Four Independent Variables and a Dependent Variable

Dependent variable	Independent variables
Level faith-based nonprofit	Monetary and nonmonetary incentives
Level faith-based nonprofit	Extrinsic and Intrinsic motivations
Level faith-based nonprofit	Leadership
Level faith-based nonprofit	Organization culture

Note. The four independent variables predict the one dependent variable as the outcome.

Based on text material in "What Are the Factors That Affect Worker Motivation in Faith-Based Nonprofit Organizations?" by M. Bassous, *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 26(1), 355–381.

Bassous (2015) concluded that extrinsic motivations enhance performance of younger employees, and the same motivations were less influential than older employees. Bassous (2015) found a correlation between monetary incentives and worker's motivation level in faith-based nonprofit organizations. He also concluded that non-monetary incentives promote the concept of shared goals. Bassous also found a positive significant correlation between workers' motivation level and nonmonetary incentives, leadership style, and organization culture but found no significant workers' motivations with monetary incentives.

Bassous (2015) used bivariate analysis to examine the association of the variables across the total sample on his study concerning extrinsic motivations and their impact on

employee job satisfaction. Bassous (calculated means, standard deviations, and *P*-values, and tested a one-way analysis of variance (ANOVA) to find mean difference of the scale across different covariates including age group, gender, and years of employment.

Despite the analysis, Bassous failed to encompass nonprofit executives' job satisfaction, and serves as evidence of a gap in the literature. Additionally, the historic Lawler and Hall's (1970) theory was used as the analyses benchmark for my research.

Ryan and Deci (2000a, 2000b) used SDT as a framework for evaluating what influences employees' job satisfaction. Conversely, Lawler and Hall (1970) focused on the relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation, and that job involvement relates to extrinsic factors while satisfaction may derive from intrinsic factors. The dynamics between the factors that are more effective in motivating individual executive's job satisfaction remain unclear. As such, in this research, I explored the theories of Chen (2013) and Ryan and Deci (2000a, 2000b) as a lens for analyses of these motivators for executives at one particular nonprofit agency.

Theoretical Foundation

The theoretical framework for this study rests on Ryan and Deci's (2000a, 2000b) self-STD. Their approach embraced the idea that extrinsic variables and motivation have a greater effect on nonprofit executives who already possess high levels of intrinsic motivation (Ryan & Deci, 2000a, 2000b).

SDT was defined by Ryan and Deci (2000a, 2000b), who noted that the full theory of motivation focused on the role of particular social, cognitive, or emotional factors on different types of behaviors that humans exhibit in their interactions within

social environments. As a metatheory, it acquires the definition of an umbrella approach consisting of five minitheories (Vansteenkiste et al., 2010). The five minitheories encompass cognitive theory, organization interaction theory, causality orientation theory, basic needs theory, and goal content theory. These theories describe the similarities and differences between extrinsic and intrinsic motivators.

Deci and Ryan (2002) defined the metatheoretical approach as the basis of the concept of organismic dialectic. This term is used to describe the human inclination toward psychological health, well-being, and the predisposition for people to develop and pursue an identification that is unified within their sense of self. Deci and Ryan (2002) claimed the main feature of SDT is the core psychological needs theory, including competence, relatedness, and autonomy. The authors noted that psychological needs resulted as an outcome of the interaction between individuals and their social environment leading to self-fulfillment, growth, and mental well-being. Therefore, the psychological factors of competence, relatedness, and autonomy are key components to both intrinsic and extrinsic motivators. It is evident that autonomy and growth are important aspects of motivation for nonprofit executives as well (Deci & Ryan, 2002).

SDT considers autonomy and growth as being fundamental for nonprofit executives (Deci & Ryan, 2002). Nonprofit executives, as compared to their counterparts from the for-profit sector, are more satisfied with their jobs because they have the autonomy to map their organization projects to communities' needs. In addition, nonprofit executives feel a sense of growth when they succeed in their missions (Chen, 2013). Basic needs may not necessarily be of an innate nature as SDT suggests but

acquired through the social environment. This section appeals to the importance of a reference made to Maslow's hierarchy of needs for nonprofit executives to attain the highest level of fulfillment, including self-actualization or self-realization (Chen, 2013).

Similar to Ryan and Deci (2000a), Chen (2013) later supported SDT in his study to emphasize that individuals can be motivated by both intrinsic and extrinsic motivations to achieve job satisfaction. Chen (2013) applied SDT to demonstrate that nonprofit employees were satisfied with their jobs and motivated intrinsically and extrinsically not only singularly but also collectively. Chen (2013) supported the assertion that "psychological contract as a theory encompasses mutual beliefs, understandings, and personal obligations between employers and their employees in two forms including transactional contract and relational contract" (p. 739). The transactional contract is tied to an exchange of economic currency such as salaries and fringe benefits. The relationship contract is a socioemotional exchange, which translates into job security, advancement, and career development because of emotional intelligence and effective personal relations (Thompson & Bunderson, 2003).

Ryan and Deci (2000a, 2000b) used SDT as a benchmark in the evaluation of an employee's job satisfaction as a more significant factor than other motivational factors. However, Lawler and Hall (1970) focused on the relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. On the one hand, job involvement deals with extrinsic factors while satisfaction is less internalized as a derivative of intrinsic factors. The dynamics between the factors that are more efficient in motivating individual job satisfaction remains unclear. As such, in this quantitative study, the

theories of Ryan and Deci (2000a, 2000b) were strongly supported by Chen (2013) and were used as a lens of analysis.

Rationale for Theory

The SDT theory, as described by Evans (2015), is the autonomous nature of intrinsic and extrinsic motivation. Understanding SDT remains vital for understanding why individuals attain various psychological motivations in order to become fulfilled.

Evans (2015) emphasized the importance of SDT to motivation in any field because it shows how features of the theory are related. For example, he stated how two key features of SDT including a tendency toward personal growth and a more unified sense of self, are supported through the fulfillment of motivations such as competence and autonomy. Evans concluded that where there is a disconnection in motivational styles, SDT is the way to find a functional connection. The variables such as job design, job engagement, and job flexibility, resulting in job satisfaction, include extrinsic and intrinsic factors (Evans, 2015). The above three listed variables exemplify the reach of the psychological needs that are inclusive of the autonomous and growth stages. Evans argued that job design, job engagement, and job flexibility play significant roles collectively as motivators in employee job satisfaction. Yet the depth of research on its inclusion of executive motivation and job satisfaction remains incomplete, and I designed this study to help fill that gap.

Combination of Intrinsic and Extrinsic Factors With Control Variables

Abraham et al. (2007) used a combination of extrinsic and intrinsic factors and included control variables such as the impact of voice of the union to support their

findings. They determined that an addition of the voice of the union in collaboration with intrinsic and extrinsic factors played significant roles in motivating the employees and executives in many organizations. However, Abraham et al. could not singularly locate which factors play the least role, and which play the most significant role, as an executive motivator in nonprofit or for-profit agencies. Additionally, Lawler and Hall (1970) focused on the relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. They also failed to isolate the factors that are the most significant in motivating employees toward job satisfaction in nonprofit organizations. Furthermore, the extrinsic role of managers' job satisfaction was not investigated.

In addition to Abraham et al. (2007), Ryan and Deci (2000a, 2000b) defined SDT and offered views on the impact of intrinsic and extrinsic motivations. They viewed SDT more like an internal "intrinsic" motivating factor as compared to external "extrinsic" factors. However, the roles intrinsic or extrinsic factors play individually or collectively remain unknown in their research in terms of non-profit executives.

Subsequently, further examining the roles of intrinsic and extrinsic factors, Leonard (2013) undertook a comparative study on the impact of intrinsic or extrinsic motivations. After examining several nonprofit organizations, Leonard concluded that employees who were intrinsically motivated were the least satisfied because of their supervisors' styles of leadership. In contrast, employees who were extrinsically motivated were less concerned about their supervisors' styles of leadership as long as they maintained their jobs and were paid well. They were more interested in rewards like raises, benefit packages, and increased remuneration. However, this study demonstrated a

gap in the literature similar to Abraham et al. (2007), because it did not encompass extrinsic and intrinsic motivations and its impact upon executives' job satisfaction.

Intrinsic and Extrinsic Motivations' Impact, Dichotomy, and Self-Determination Theory

Haivas et al. (2012) investigated the roles that intrinsic motivation plays individually and collectively, using the effect of the organizational context on needs satisfaction and motivation. Haivas et al. used SDT to study the relationship between volunteers' motivation within a social network of 'free' versus 'controlled' work climates in country of Romania. The authors included autonomy, competence, and relatedness factors in their study. Haivas et al. defined autonomous context as an environment where leaders such as managers and coordinators use participatory management in the decision-making process. Using autonomous context, this participatory environment is created by considering subordinates in a democratic manner, giving subordinates a sense of autonomy and empowerment.

Haivas et al. (2012) mentioned the inclusion of five minitheories and several other motivation-related concepts in the SDT. Given the complexity of the SDT (Deci & Ryan, 1985, 2002), Haivas et al. limited their studies to three components: social context or organizational context, needs satisfaction, and motivation. In the SDT, Deci and Ryan (2002) indicated the impact of social or organization contexts on needs satisfaction, which consequently influences individual autonomy or self-determination. Therefore, Deci and Ryan suggested all individuals regardless of whether they are working for a salary or not have within them "innate tendencies" (Haivas et al., 2012, p. 196) to grow

and reach their desired outcomes by providing care or helping others. Innate tendencies are intrinsically motivated behavioral tendencies that are considered a natural part of the individual's nature.

Haivas et al. (2012) emphasized the importance of autonomy in an organizational setting. The autonomous motivation remains the source characteristic of the internal behavior of an individual. Haivas et al. added that autonomous motivation creates pleasure in the personal volunteer action which was motivated intrinsically. Intrinsic motivation is defined as the inner motivation to find joy in helping others. Thus, identified regulation is perceived to support a paramount personal cause (Haivas et al., 2012).

Haivas et al. (2012) stressed the distinction between autonomous and controlled motivation. The former implies a characteristic of the internal behavior of an individual. The latter refers to the expectation of an individual to receive rewards based upon a service rendered or guilt. The latter can represent both intrinsic and extrinsic motivations. A person may feel within their inner-self an obligation to help others through introjected motivation by volunteering to avoid guilt (Haivas, 2012). Motives can also remain intrinsic in nature, contrary to a student who volunteers only to meet school requirements, which is extrinsic (Haivas 2012). Such student motivation supports extrinsic regulations because it offers rewards for volunteer efforts of the student.

Haivas et al. (2012) argued that people remain longer in the same organization because of intrinsic and extrinsic factors. Furthermore, for-profit and nonprofit organizations have built strong social networks to facilitate retention of employees and

executives. For government agencies, “intra-organizational social network” (Moynihan & Pandey, 2007, p. 205) stimulates good relations among employees and makes them feel accountable toward each other. Contrarily, “extensive social network with the volunteers’ activities” (Bussell & Forbes, 2002, p. 117) rests the foundation that positively influences volunteers’ attitude and behavior.

Other researchers have suggested that autonomy-supportive contexts, positively impact different environments through motivation. This motivation subsequently leads to a high level of work engagement, work satisfaction, lower turnover, and to organizational change (Black & Deci 2000; Deci et al., 1989, 1994; Gagne & Deci, 2005; Gagne et al., 2000; Rhoades et al., 2001; William & Deci, 1996). Haivas et al. (2012) concluded that SDT enables researchers to predict supportive; autonomous contexts that remain the source of needs’ satisfaction through the autonomy of motivation.

Haivas et al. (2012) found that despite SDT predictions on intrinsic-extrinsic motivation, the relationship between supportive independent contexts and the outcomes has never been studied simultaneously. In addition, researchers have not distinguished satisfaction of need variables for autonomy, competence, and relatedness.

Minitheories of SDT by Deci and Ryan

The five minitheories of SDT by Deci and Ryan (2002) include the following: cognitive evaluation theory, organismic integration theory, causality orientations theory, basic needs theory, and goal content theory. In extending their original theory, Deci and Ryan (2002) postulated that people in general have innate intrinsic motivation where people are intrinsically motivated by curiosity, discovery of new perspectives, altruism,

values, ethics, personal growth, autonomy (Haivas et al., 2012) or seeking optimal challenges. Intrinsic and extrinsic motivation both has an interactive relationship to one another. Both of these integrative motivations are impacted by choice which emphasizes the importance of autonomy (Haivas et al., 2012).

As mentioned previously, intrinsic, and extrinsic motivation have an interactive relationship. Thus, both interact when it comes to motivation and autonomy. This brings the discussion to the five minitheories of SDT that emphasize this integration. The first is *cognitive evaluation theory* which interplays intrinsic motivation one's interest or enjoyment with extrinsic motivation which is rewards, recognition, and choice. The second is *organism integration theory*. According to this theory, people's interest in an activity can be diminished by external controls, as well as by intra-individual pressures. One example of a controlling internal event is ego involvement, in which people perceive their self-worth as dependent on successful completion of a particular task.

The third minitheory is causality orientation theory which focuses on individual differences in global motivational orientations. This mini theory emphasizes the dynamics of behavioral regulation to an understanding of people's personality-level functioning. Therefore, according to this mini theory, individuals differ in how they typically perceive the source or cause of their behavioral. The fourth minitheory is called the basic needs theory. This minitheory says that motivation is based on basic psychological needs necessary for physical, social, and psychological health which follows the law of parsimony, known as Occam's razor. This includes the need for

autonomy competence, and relatedness, the latter including experience of reciprocal care and concern for important others.

The fifth, and last, minitheory of SDT is goal content theory. In this theory, Deci and Ryan (2002) posited that people have a natural tendency to move toward intrinsic goals and away from extrinsic goals, although such shifts do not happen automatically. However, these shifts or changes require contextual supports for need satisfaction. Accordingly, in past research many authors discovered that need-supportive contexts promote movement away from extrinsic goals and toward intrinsic goals. These five mini theories demonstrate the interrelation and integrative relationship between intrinsic and extrinsic motivations and can be applied toward motivation toward job satisfaction which is the dependent variable in my study. The difficulty for my study was generalizing from the population in my study of 26 executives at this midwestern NPO to the entire executive population at NPOs in general and how they are motivated toward job satisfaction.

According to Creswell (2009), any study finding the generalizability of principles where the outcomes can be applicable anytime and anywhere and produce the same results over time, defines reliability. Haivas et al. (2012) chose a different geographic region and applied their study based on such context using intrinsic and extrinsic variables. Haivas et al. constructed hypotheses, and then tested them with path analysis, using the product-of-coefficients approach, with success. The product-of-coefficient approach provided significance tests that strongly relied on multivariate normality. With this test, the authors revealed that the work climate had a positive direct relationship with

volunteers' autonomous motivation. This positive relationship also relates to satisfaction of some basic needs and how the size of one's social network is related to satisfaction (Haivas et al., 2012).

The literature revealed the importance of nonprofit employees for their volunteerism and extrinsic motivations within their organizations. Despite the Haivas et al. (2012) findings, the primary motivations of nonprofit employees with volunteerism's extrinsic motivations remain unknown. Furthermore, Haivas et al. failed to lay out factors that motivate nonprofit employees, which are fundamental criteria for the study of an employee's job satisfaction in for-profit/nonprofit organizations. However, researchers have isolated the multifaceted factors that motivate volunteers in terms of job satisfaction; job satisfaction remains the result of several variables intervening collectively, not singularly. In the next section, I discuss the SDT dynamic within this construct (Ryan & Deci, 2000a, 2000b) as depicted by Chen (2013).

Chen (2013) believed that for employees to be job satisfied, extrinsic or intrinsic factors must act as motivators singularly or collectively in some cases and yet struggled to determine the primary motivating factors for nonprofit managers. His study demonstrated that nonprofit and profit employees are collectively driven by both intrinsic and extrinsic motivations. Chen examined the strength of the relationship between extrinsic and intrinsic motivations as subsequent variables using SDT to reach a conclusion. Chen tested a combination of variables from a National Administrative Studies Project (NASP-III) data set employing SDT (Ryan & Deci, 2000a, 2000b)

comprising five categories. Nonprofit executives' motivational styles fell into either one of these categories.

Having tested variables from NASP-III, nonprofit employees' motivational styles in terms of pay and job security and employed the SDT, Chen (2013) also found that extrinsic motivations had considerable value as compared to intrinsic motivations. Chen used the strength of the relationship between motivational styles suggested in SDT. Chen also used other variables including job satisfaction, job engagement, and the pride that one has to belong to an organization to confer to nonprofit managers the "multidimensional motivational styles" status.

While most researchers have contended that nonprofit managers were only motivated intrinsically, going back to psychological contract theory (Rousseau, 1995), their contention did not seem to provide needed arguments to sustain the role of intrinsic motivations. Psychological contracts are used to measure motivation and productivity at the executive level. Chen (2013) argued that the existence of the contract between nonprofit employees and their employers was not just limited to an ideological contract and altruistic motivations. There were implications of other drivers including identified motivation, interjected motivation, external motivation, and motivation (Chen, 2013) besides intrinsic motivations, as SDT suggested. Chen argued that there is substantial evidence that nonprofit employees demonstrated a higher level of altruism motivation, which is extrinsic and correlates to a higher level of service. The employees, however, like any other human beings want to protect their families by negotiating with their employers' contracts that contain living wages, for instance. Living wages imply better

salary and job security, which are extrinsic motivators, because they cover not only basic needs, but also help save for a higher quality-of-life during retirement.

Due to the competition within nonprofit organizations and the size of the benefit packages, these organizations hire intrinsically motivated individuals who are not motivated by a large benefit package (Chen, 2013), and therefore, employees engaged in these types of organizations can easily get promoted (White, 1970). Chen (2013) cited Deci and Ryan (2000a, 2000b), who defined intrinsically motivated individuals as initiators of their own behavior, values, beliefs, and desired outcomes. To measure the impact of tested hypotheses using a subsample of the NASP-III from Georgia and Illinois during 2005. The sample included 280 nonprofit employees randomly selected using a pretest and two follow-up surveys. The central question asked why these officials accepted their current jobs. The authors used four ordinary scales of measurement that ranked their decisions on a contingency scale from paramount as high to very unimportant as low (Chen, 2013). Chen then used three ordinal scales to measure work-related attitudes he considered as dependent variables using three standard levels items of agreement and several confounding control variables. Among the control variables, Chen (2013) selected an organization size to measure work-related attitudes by age, gender, and education as well as upwardly mobile position and current job tenure (Chen, 2013).

Chen (2013) used employing principal-component, exploratory factor analysis, called varimax rotation, to analyze possible dimensions of his selected motivation items. He found that two items belonging to intrinsic motivation included organization motivation and ability to serve the for-profit organization. This factor analysis indicated

one sense of pride and the latter characterized the altruism motivation and concluded that both remained representatives of “internal rewards” (Chen, 2013) of the employees. Other findings included the spirit of being winners and earning prestige resulting from advancement opportunities and career development, and they were characteristic of identified motivation while the desire for less and low conflict work environments belonged to introjected motivation (Chen, 2013).

Additionally, Chen (2013) found that salary, pension, and job security exemplified extrinsic motivation. Having compared the mean of several motivational styles, Chen ranked his findings as follows in descending order. Organizational quality and reputation, internal forms came first ($M = 3.46$), followed by desires for salary ($M = 3.33$) and job security ($M = 3.11$), both extrinsic styles; service motivation occupied the sixth position ($M = 2.98$), instead using mean salary similar to Bassous (2015). Chen concluded that although nonprofit employees’ first concern was the organizations’ reputation; their extrinsic motivations were many and stronger than their service motivation while the organization should have been ranked lower. When using the work-related attitude index as the dependent variable, Chen also suggested that ordinary least square regression fit better than the previous modeling method. He did not suggest comparing standardized regression coefficients because the scores and the ranges of the five motivational styles were not constant.

Based on further findings, Chen (2013) suggested that the statistical significance of intrinsic coefficient motivations ranked first and remained positive in the model of job satisfaction while extrinsic motivations negatively predicted job satisfaction regardless of

the control factor. In regard to control variables, the age and the upward mobility were important predictors of work attitudes while gender and current job tenure was not statistically significant (Chen, 2013).

Despite this study's findings, primary motivations of nonprofit employees remain unknown. Chen's (2013) analysis went in-depth using more variables from extrinsic and intrinsic motivations and concluded that extrinsic motivations are not weaker as found in previous studies, and many variables were excluded in those studies. Chen further suggests that motivation needs to be included in future studies due to its adverse effect on its relationship with work attitudes. In his study, Chen highlighted the dichotomy that existing in intrinsic-extrinsic motivational styles in for-profit and nonprofit employees and are more geared toward nonprofit employees.

Chen (2013) also indicated that in the study was that he used fewer items from motivational styles individually and collectively. However more motivational studies from a multidimensional setting need to be conducted to lead to more particular and precise findings. He concluded that because each of the five dimensions of SDT is multifaceted, future studies would need to use a multidimensional spectrum approach to data collection and analysis.

Although, Chen introduced the extrinsic motivation impact on nonprofit employees toward job satisfaction which is the dependent variable I was using in my study, he felt that the argument was not sufficient. Chen questioned his argument after testing the theory of intrinsic motivations. However, little is known about this theory as it applies to the work attitudes of nonprofit employees toward job satisfaction. Chen (2013)

even recommended future studies with more variables so that he could investigate and find primary motivations of nonprofit employees and managers. As a result, Chen (2013) investigated the past “intellectual DNA” (Patton, 2013) in the area of intrinsic-extrinsic motivations toward job satisfaction of nonprofit employees, but stated that more research needed to be conducted, which is a rationale for my study.

Speckbacher (2011) conducted a study on the use of incentives in nonprofit organizations to examine the role of intrinsic-extrinsic factors. In his study, Speckbacher found that incentives played the role of motivators for nonprofit employees based on three characteristics, as follows: (a) the misrepresentation of contractual performance measures for an organization performance, (b) the importance of identified employee motivation, and (c) the social relationships between an organization and its stakeholders. From a social psychology perspective, Speckbacher observed that nonprofit organizations were now using incentives as external means to motivate employees toward job satisfaction. This type of compensation attracted ambitious employees who increased their organizational productivity as a result. Workers who produced poor quality tend to choose organizations that are salary-only based, offering employment contracts with fixed wages disconnected to performance (Lazear, 2000). Ambitious workers get promoted to executive roles faster when extrinsic motivators like awards drive them toward job satisfaction (Speckbacher, 2011).

Speckbacher (2011) also distinguished between implicit and explicit incentives in term of intrinsic and extrinsic motivations. He stated that without external incentives, such as pay or rewards, the effort remains at its lowest level (Speckbacher, 2011) but

supported Fehr and Falk (2002). In their study, Fehr and Falk (concluded that intrinsic motivations work for tasks employees enjoy performing. Hence, these functions create intrinsic rewards, but when mixed with the external rewards, it conditions the individual behavior. The exception can be made if the employee is an “identified motivator” (Deci & Ryan, 2000a, 2000b) personality. Deci and Ryan (2000a, 2000b) defined identified motivation as a person’s identification with, and willingness to act according to, specific norms and goals, regardless of action pain inflicted, as long as the society approves it.

Speckbacher (2011) lacked data and a method of measurement making the findings unsupportive of valid scientific research. Speckbacher’s analysis of intrinsic-extrinsic roles could not determine what factors played the least functions and which ones played the most.

Intrinsic-Extrinsic Collective Predictions of Performance

Cerasoli et al. (2014) based their studies on 40 years of meta-analysis research. Cerasoli et al. focused on whether extrinsic incentives caused the erosion of essential internal factors. By using meta-analyses, a measuring instrument of the relationship which includes performance factors into the equation, Cerasoli et al. found that intrinsic incentives alone acted as a strong predictor of performance due to its unique variance. Collectively, intrinsic and extrinsic incentives remained predictors of strong performance with built-in incentives being predominant. Built-in incentives include extrinsic motivators such as fringe benefits, salary raises, bonuses, and recognition and intrinsic ones such as innate personal pride and values such as altruism.

Singularly, intrinsic motivations could make an impact on performance prediction; however, intrinsic motivations could only be tested using meta-analytic regression (Cerasoli et al., 2014). Cerasoli et al. (2014) could not pinpoint what factors played the greatest and least role in employees' motivator in nonprofit or for-profit organizations because these authors were not able to conduct a complete meta-analysis regression as well as an ANOVA to compare means of profit versus nonprofit on these greatest roles in employee motivators.

Tucker and Winsor (2013) attempted to measure the correlation between extrinsic and intrinsic motivations on black students' persistence in a medical career. Tucker and Winsor (2013) used the SDT to investigate career persistence and motivation. As a result, Tucker and Winsor indicated that the SDT framework did not fully incorporate the motivational experiences of the students (Tucker & Winsor, 2013). Tucker and Winsor also could not specifically indicate what factors played the least role and which played the most significant role as motivators in nonprofit or for-profit agencies.

In one study, Park (2012) conducted a survey of both profit and nonprofit executives on what motivates them. Park tackled three questions, including the main motivational dimensions of the executive employees in their relationships, and the differences existing between sectors in term of motivation. Table 4 displays the main motivational dimensions of the employees and differences between sectors.

Table 4

Illustration of the Main Motivational Dimensions of the Employees and Differences Between Sectors

Dimensions	Profit	Nonprofit
Internal motivators	Low	High
Incentives	High	Low
Advancement	High	Moderate

Note. From text material in “Toward the Trusted Public Organization: Untangling the Leadership, Motivation and Trust Relationship in U.S. Federal Agencies,” by S. M. Park, *The American Review of Public Administration*, 42, 562–590.

The findings suggested four motivational aspects regarding similarities (Park, 2012). The mean level of extrinsic motivation in the for-profit sector was higher than that of the nonprofits. Despite the statistical difference in mean level, Park (2012) found how advancement motivation, for instance, correlated with intrinsic motivations in for-profit and nonprofit sectors. Although the mean level of extrinsic motivation was statistically higher in the for-profit sector than in a nonprofit sector, Park (2012) could not identify the extrinsic and intrinsic motivations that play a more significant role toward employees’ job satisfaction. Park did not elaborate how singularly and together the extrinsic and intrinsic factors played the most significant role or the least important role in the nonprofit sector or the least important role in the for-profit section.

Dysvik and Kuvaas (2013) investigated the roles of intrinsic and extrinsic motivation of goals achievement as predictors of increased work efforts. Dysvik and Kuvaas (2013) selected 1,441 employees from three large Norwegian organizations for a 10-month study. From their findings, they indicated a robust and positive correlation between intrinsic and extrinsic relationships for employees capable of mastering their goals' at highly productive levels. Dysvik and Kuvaas argued that today's organizations need to depend on employees with high levels of work efforts and self-initiatives remains the root of this transformation.

Researchers confirmed that employees, including executives, perform at higher expectations through personal motivations and could be explained by the types of work that drive employees. Dysvik and Kuvaas (2013) attributed this explanation regarding differences based on SDT (Deci & Ryan, 2000a, 2000b). Deci and Ryan (2000a, 2000b) defined autonomous motivation as actions based on perceived personal willingness and power, and controlled motivations as resulting from external pressure. Gagne and Deci (2005) presented many limitations and they did not investigate singularly what role that extrinsic motivation played and if used collectively, can have on employees. The limitations of the investigation included the lack of intrinsic motivation measurement by more than two items. The only two items utilized to measure intrinsic motivation were the ability to serve the public interest and the organization's reputation. No items reflecting altruism were used, as both altruism and interest in the job itself play significant roles in any nonprofit studies in term of intrinsic motivation measurement (Gagne & Deci, 2005).

Roles and Impact of Intrinsic-Extrinsic Motivation on Job Satisfaction

Lee (2015) supported the SDT and used variables such as pride and rewards while comparing intrinsic-extrinsic job satisfaction between nonprofit and for-profit employees, including executives. Lee (2015) emphasized the intrinsic variables within the organization. When managers retain autonomy, they remain eager to find satisfaction in either profit or nonprofit settings because of the similarities presented in both types of organizations. However, for-profit administrators' independence is subjected to legal mandates (Lee, 2015). According to Lee, both intrinsic-extrinsic factors play an equal role toward job satisfaction on executives regardless of employer.

Lee (2015) tested numerous variables which included pride, ethical standards, flexibility, and authority over tasks, role ambiguity, job clarity, top management trust, education, and demographics. Through regression analysis, Lee found a high correlation between pride and job satisfaction as well as between rewards and job satisfaction. Despite his valuable research, Lee failed to indicate what factors played the least role or the most significant role as employee motivators in nonprofit or for-profit organizations.

De Cooman et al. (2011) focused on cross-sector comparison-related motivation concepts between nonprofit and for-profit organizations. Through quantitative design, they used a sample from a nonprofit organization comprised of 630 employees in 13 groups, of which eight were nonprofit organizations and five for-profits. Nonprofit organizations represented 69% of the sample, and for-profit sector respondents made up 31%, and all included professionals and administrative employees (De Cooman et al., 2011). Using a mailed survey, participants responded to questions related to what

motivated them to achieve job satisfaction. Sample characteristics included gender, age, educational level, seniority, and type of employment for control variables. De Cooman et al. performed a multiple regression analysis upon the variables. Results supported the SDT when measured autonomy and controlled motivation were factored (De Cooman et al., 2011). While autonomy predicted positive work effort, controlled motivation did not, and profit-based employees' motivations resulted in opportunities for promotion and played an intrinsic role contrary to existing research. De Cooman et al. could not isolate what factors played the least role and which played the most significant role as employee motivators in nonprofit or for-profit agencies.

Distinction of Job Satisfaction Among Nonprofit and For-Profit Employees

Lee (2015) compared nonprofit and for-profit employees using intrinsic motivations as tools leading to their respective job satisfaction. Lee found that pride is a characteristic of employees in both sectors that point toward job satisfaction as well. Lee (2015) argued that to understand what variables motivate nonprofit employees, one would need to exercise a comparison between for-profit and nonprofit distinctions regarding their differences in organizational environments, constraints, incentives, and corporate culture (Whorton & Worthley, 1981). Findings from this type of study lead to a better understanding of motivational factors of nonprofit employees and for-profit employees as they share similar values (Lee, 2015).

To better understand the broad impact this knowledge provides, it is important to understand the magnitude of the industrial categories. Nonprofit organizations have played a significant role in the economy, health care, social services, and education,

employing 13.7 million individuals, or 10% of total U.S. workforce (Lee, 2015). While nonprofit employment continued to climb between 2000 and 2010, for-profit and private sector jobs shrank (Salamon et al., 2012).

Lee (2015) also compared for-profit and nonprofit employees with regard to perceptions, work context, socio-demographic characteristics, and job satisfaction. During the regression analysis, Lee used different scales to measure the antecedents of job satisfaction and found standard errors among the variables. Findings also revealed that the variable pride had a high positive impact in both sectors, but more control variables such as size, age, and tenure give to nonprofit executive's significant advantage because they do not have any mandates and do not face a complex hierarchy as for-profit managers experience (Lee, 2015). Lee's findings lack clarity as it only used vague measures of satisfaction, measuring how the executives are satisfied with their jobs.

Intrinsic Motivators in the Indian Manufacturing Sector: An Empirical Study

Mundhra and Jacob (2011) conducted a study in the country of India aimed at measuring the effect of motivation for employees with high performance and high retention rates. Mundhra and Jacob used a questionnaire-based survey to examine intrinsic and extrinsic motivational states of employees working in for-profit and private sectors and aged between 20 to 62 years. Mundhra and Jacob used three intrinsic motivators including perceived competence, perceived autonomy, and perceived relatedness, and two dimensions of employee performance, including an in-role and new role with an in-role performance as the measure of overall performance. Applying descriptive statistics and regression analysis to find the relationship of intrinsic

motivators on employees' performance, Mundhra and Jacob found a strong correlation between intrinsic motivators and employees' performance.

However, in the same study, Mundhra and Jacob (2011) did not indicate the sample size. Moreover, the analysis of intrinsic-extrinsic roles could not determine what factors played the least functions and which played the most significant, except that a correlation existed between intrinsic motivators and performance. The importance of this study is that there has been a correlation between intrinsic motivation and performance for employees, and my study is to concentrate on executives and job satisfaction; however, their study adds to the literature in terms of methodology.

Effects of Intrinsic and Extrinsic Motivation on Professional Culture, Paid Volunteerism, and Government Policies

Atkinson et al. (2014) found that health care organizations were using pay-for-performance incentive systems to motivate their professionals. This is important since incentives have been traditionally perceived by many as having adverse effects on the healthcare system (Atkinson et al., 2014). To counterbalance the side effects of extrinsic motivation within healthcare organizations, Janus (2014) addressed the effects of culture on intrinsic motivation in healthcare organizations as well. Janus used survey questionnaires and discovered that professional culture leads to factors including relationship to work, relationship to colleagues, and relationship to an organization that she designed as independent variables for a regression study. She also employed Amabile's Validated Work Preference Inventory to measure intrinsic motivation, which

she designed as a dependent variable. Janus (2014) chose gender, age, and experience for controlled variables.

Janus (2014) found the relationship to work had the strongest positive effect on intrinsic motivation and Amabile's original scores, enjoyment, and challenges. However, connection to the organization had a negative effect on intrinsic motivation, in order to counterbalance the extrinsic motivation. There was a link to colleagues who showed a weak positive effect on intrinsic motivation, in order to counterbalance what was already known about extrinsic motivation. Janus concluded that, instead of focusing on targeting professional's extrinsic motivation, healthcare organizations needed to manage different dimensions of the professionals' culture that support intrinsic motivation and precludes the side effects of extrinsic rewards. Such side effects of extrinsic motivation include personal greed from financial rewards and less concern for the patients receiving healthcare services. Although Janus found that the role played by intrinsic motivation singularly important, she could not prove any role played by external factors nor did she mention the part of both motivations existing in a collective framework.

Kolmos et al. (2013) conducted a study using survey data that covered the full population of students located in the Danish engineering education system in 2010. Kolmos et al. investigated motivational factors on education choice for male and female students' in engineering using sample clusters. Female students were influenced by mentors while male students were motivated by broader intrinsic and extrinsic factors. In Denmark, an engineer's pay remains among the highest and listed among the highest in respect within society.

Besides intrinsic and extrinsic motivations, social importance factors are among motivating ingredients as well. Kolmos et al. (2013) concluded that while parental influence was minimal across the programs, gender difference remains evenly split between clusters and motivational factors remained unequal. Therefore, intrinsic, extrinsic, and social motivations are the most important in understanding the relationship between these types of motivation and job satisfaction.

Purohit and Bandyopadhyay (2014) conducted their study to investigate what motivates government doctors in India. They surveyed rural and urban medical officers including physicians. In their findings, the authors suggested that intrinsic motivation and not money motivated most doctors. On the extrinsic side, this research in India, where the country has suffered a shortfall of physicians in rural areas due to a lack of infrastructure, provided insight. The government had created incentive programs to boost extrinsic motivations of doctors to compensate for serving in the countryside, but its efforts have not changed the motivation-levels of the participants.

The first driving factor and most important remained the desire to help and serve, which is intrinsic. The second most important factor discovered in the study was the importance of infrastructure. Money and job security were the least important (Purohit & Bandyopadhyay, 2014). This study failed to address what factors in intrinsic motivations played the least significant role or which played the most significant role.

Managers' Motivation Through the Lens of SDT

Many researchers have disproportionately emphasized the role of intrinsic motivation when comparing employees from for-profit organizations and nonprofits. For-

profit managers remain motivated by extrinsic motivation alone and intrinsic motivation is a stronger factor for nonprofit employees.

Chen and Bozeman (2013) empirically examined if government managers differ from nonprofit manager on intrinsic and non-intrinsic motivations and revealed dual findings. First, per definition of SDT, non-intrinsic motivation moves from identified motivation, introjected motivation, external or extrinsic motivation, to amotivation or the absence of motivation (Chen & Bozeman, 2013). Second, findings suggest that for-profit employees manifest stronger service motivation, identified motivation, and amotivation compared to their counterparts from nonprofits in addition to their most powerful external motivation.

Gaps and Deficiencies in the Literature: Nonprofit Employees

Based on the literature, there has been limited research conducted on the intrinsic and extrinsic motivations of nonprofit executives to achieve their organizations' goals and align with a community's demands. Therefore, the theory from which nonprofit employees can applaud their achievement solely on intrinsic motivations exposes a potential gap that requires further research, especially concerning executives.

The literature does not support an instance where the tested effects of external variables have on nonprofit organizations and their executives. The literature that does exist on executive motivations in NPOs is very limited while also lacking breadth and depth. Hence, this study fills the gap

with a focus on more depth concerning the influence of intrinsic and extrinsic motivations on executive job satisfaction. Therefore, to fill the gap in the literature, my

study concentrated on both intrinsic and extrinsic motivation on executives' job satisfaction in nonprofit organizations.

Summary

In Chapter 2 I presented the literature about motivations and job satisfaction, including the literature search strategy and the theoretical base of self-determination theory (Ryan & Deci, 2000a, 2000b). The literature review also addressed employees in for-profit and nonprofit organizations and discovered gaps in the body of knowledge. The main point from the literature was that both nonprofit and profit employees can be motivated by intrinsic and extrinsic factors, but the gap is that the literature did not include executives in NPOs, a critical gap that I addressed in my study. The intrinsic factors are internal, such as personal values, need to be altruistic, and the desire to improve society. Extrinsic factors are external such as salary, benefits, outside approval by colleagues, links to colleagues, and additional monetary rewards. In the literature, the researchers concentrated on intrinsic and extrinsic motivations for employees in general in profit and nonprofit organizations but not executives, specifically. In Chapter 3, I discuss the research method, including the sample, target population, and statistical measures used to analyze the research problem and research questions.

Chapter 3: Research Method

The purpose of this quantitative study was to determine what intrinsic and extrinsic factors motivate executive employees in one NPO and determine what leads to their level of job satisfaction. First, I conducted a measure of the roles of intrinsic and extrinsic motivators of job satisfaction, singularly and collectively. Second, I conducted a comprehensive statistical analysis to investigate which of these factors play any roles in the relationship of motivation to job satisfaction. Finally, the analysis concentrated on job salary as secondary factors as well as the intrinsic and extrinsic factors that play a role as motivators for NPO executive job satisfaction.

Research Design and Approach

The study was designed to ensure that the research questions, hypotheses, problem statement, and purpose are addressed. According to Creswell (2009, 2013), the three most popular quantitative research designs are experimental, quasi-experimental, and nonexperimental. In this study, a nonexperimental cross-sectional correlation examination relationship study was implemented to research the relationships between intrinsic and extrinsic factors in job satisfaction for executives in nonprofit organizations. This effort was accomplished by conducting a relationship study of executives at one NPO in the Midwest.

Frankfort-Nachmias and Nachmias (2008) noted that a cross-sectional design is used to collect data in the pursuit of establishing either a correlational/causal relationship or describing patterns of relationship between variables, through the use of a survey questionnaire instrument. This technique was used for this research.

Frankfort-Nachmias and Nachmias (2008) claimed that a researcher can manipulate independent variables in a stimulus-response relationship in experimental studies. In this study, I used the “property-disposition relationship” (Frankfort-Nachmias, 2008, p. 115), in which a researcher cannot manipulate variables such as race or gender of subjects, since these elements were not key variables in this study. I examined the property-disposition relationship based on time interval and intrinsic rewards for how executives feel when they perform acts of altruism. The outward rewards such as bonuses, recognition, high salary, and benefits are extrinsic.

To overcome the methodological limitations of a cross-sectional research design, I implemented a statistical analysis to approximate some of the operations built into the survey design. This data analysis technique is called tabulation using a cross-bivariate analysis (Frank-Nachmias & Nachmias, 2008). To measure intrinsic, extrinsic, and covariate variables and their impact on job satisfaction, I tabulated and analyzed the responses from surveys distributed to the sampled respondents. This analysis was based on input from the respondents to reach generalizability outcomes from the surveys using a 5-point Likert scale. The responses were as follows: *agree*, *strongly agree*, *neutral*, *disagree*, and *strongly disagree*.

Research Questions 1 (RQ1): Is there a positive correlation between intrinsic motivation factors and job satisfaction for executives in NPOs?

H_0 1: There is no correlation between intrinsic motivation factors and job satisfaction for NPO executives.

H_{a1} : There is a positive correlation between intrinsic motivation factors and job satisfaction for NPO executives.

Research Question 2 (RQ2): Is there a positive correlation between extrinsic motivation factors and job satisfaction for executives in NPOs?

H_{02} : There is no correlation between extrinsic motivation factors and job satisfaction for NPO executives.

H_{a2} : There is a positive correlation between extrinsic motivation factors and job satisfaction for NPO executives.

Variables

Using a cross-sectional design, correlation study, and quantitative methodology, I employed data to be collected from participants at one NPO, using an online survey instrument facilitated via SurveyMonkey. The survey instrument has a 5-point Likert scale to measure the variables being tested in this study (Creswell, 2009) using a scale adopted from one created by Lavorata (2017; reprint approval granted). Multiple regression analysis of variables was used to determine the covariates with greatest effect sizes. With the multiple regression, I ensured the influence of intrinsic/extrinsic motivations through two independent variables. Therefore, those with the greatest effect sizes had the greatest potential to be predictors of the outcomes, or dependent variables.

Independent Variables

Intrinsic motivation factors and extrinsic factors were the independent variables. Intrinsic and extrinsic motivations were defined in Chapter 1. In the questions, I asked more specifically about the impact of such extrinsic variables as benefits and salaries but

using extrinsic variables as the main collective variable. These variables came from the survey questions and the responses. The structure of the survey used was similar to one already used (Lavorata, 2017) in a business setting. The instrument was found valid and reliable as it measured variables using a 7-point Likert scale.

Dependent Variables

Job satisfaction is defined as the NPO executive's contentment with their job, possibly linked to intrinsic and extrinsic motivation. Job satisfaction was the dependent variable. The employment of these multiple independent variables necessitated the need to use a multiple regression when analyzing the data. The data were collected from the survey questions, and validity and reliability were evident because of its similarity to a survey that already existed. Instead of using 7-point Likert scale, I used 5-point Likert. Thus, I determined which survey questions measured each variable, using the online questionnaire survey. I placed this survey into SurveyMonkey and aimed for a sample of 26. I obtained my independent and dependent variables based on questions that addressed them.

Below is an example for the need of using multiple regression when analyzing data containing multiple independent variables. I used employees' voices and attitudes to unions from a research article on a nonunion U.S. multinational firm (Abraham et al., 2007) because the article contained multiple independent variables. These data were useful a for multiple regressions.

Methodology

I used SurveyMonkey to collect and measure the independent and dependent variables and SPSS to test the relationship between variables and allow generalization in the larger population (Creswell, 2009). I adapted questions from Lavorata (2017) for the survey instrument.

Independent Variables

The potential predictor selected for multiple regression analysis are the extrinsic motivation factors that include job salary, job benefits, and the intrinsic motivation factors, which include altruism, the desire to help, service, and pride to work for the organization. These variables were used because salary and benefits are external motivators and altruism, desire to help, and pride to work derives from internal values and not from outside pressures (Deci & Ryan, 2002). The predictors expressed in multiple terms were operationalized by the survey questions: “I am encouraged to better serve my community as I earn a better salary,” “I am committed to my community as I am offered a secured job,” “I am proud to work for my organization as I own my project,” and “I like my job because I enjoy helping others to the best of my ability.” The covariates were “I have the flexibility to design my project according to what I believe to fit the need of any community I serve” and “I am proud for the organization as I have funds ready to serve my community.” The names of the covariates were “job flexibility” and “pride to work for the organization.” (Refer to the appendix for specific survey questions and the order of delivery.)

The examples of extrinsic variables are: “job salary,” “job benefits or job security,” and “job flexibility.” Examples of intrinsic variables included “pride to work for the organization,” “the likelihood to help others,” “job flexibility,” and “pride to work for the organization with guarantee funds on hand.” These questions operationalized the research problem statements and research questions into a form that could be measured. The sample in this study comprised male nonprofit executives, represented by 0, and of female nonprofit executives, represented by 1.

Dependent Variables

For the dependent variable of job satisfaction, the potential predictors selected from multiple regressions were intrinsic motivators, for example: “help others,” “pride to work for an organization,” and the extrinsic motivators, for example: “job salary,” and “benefits.” The dependent variable, or results variable, of job satisfaction was also surveyed to provide measurements used in multiple regression. The outcome of job satisfaction would be operationalized by the statement “satisfaction in my job as I have the leverage to design my project based on community need.”

Population

Frankfort-Nachmias and Nachmias (2008) argued that content, extent, and time should be used to define a population. Eligible participants were executives from the nonprofit agency, the organization from the headquarters in the U.S. Midwest, which centrally generated all the data. The population in this study was the total number of executives who work NPO ($N = 28$). The sample consists of NPO executives who work

in the central headquarters and who participated ($n = 26$). In this study, I tested the hypotheses using survey data from executive respondents in the NPO.

Sample

The participants of the research were sampled using a random sample of nonprofit executives from the target geographic area and a nonprofit agency, the NPO organization. I requested permission to contact potential participants. I used SurveyMonkey to administer the survey via email and online. The target sample size was 26, which is discussed later in more detail, as it provided a suitable inference to the defined population.

Sampling Method

I used stratified random sampling to provide a sample that represents the population in NPO. According to Creswell (2008), randomness does increase validity and reliability of samples as it gives a chance of insuring equal participation and any unrelated bias is reduced. A stratified random sampling design can also ensure all nonprofit executives were included in the study (Frankfort-Nachmias & Nachmias, 2008). A stratified random sampling technique would be the most appropriate to address subset proportion of the data (Chen, 2013). A stratified sample was important because of the demographics that the respondents must meet such as executive level in a nonprofit organization, in this case, executives of the NPO. The survey was administered via email, with contained explicit instructions with a SurveyMonkey link.

Sample Size

The G*Power software tool was used to calculate the sample size for this study (Burkholder, 2013). I conducted an a priori analysis for a linear multiple-variable regression, fixed-model with R^2 within the-test. The power analysis was used to determine the appropriate sample size for regression analysis. Using a small to medium effect size with the R^2 equal to .80, and a Cronbach alpha of 0.7, and the power of .95, and predictors so that with the G*Power software, I allowed for a smaller effect size (Burkholder, 2013). To allow for the smaller effect size of some predictions, I changed the input parameter for a small effect size, needed for a sample size of 26. The Critical t was 1.30065. Noncentrality parameters were 2.156

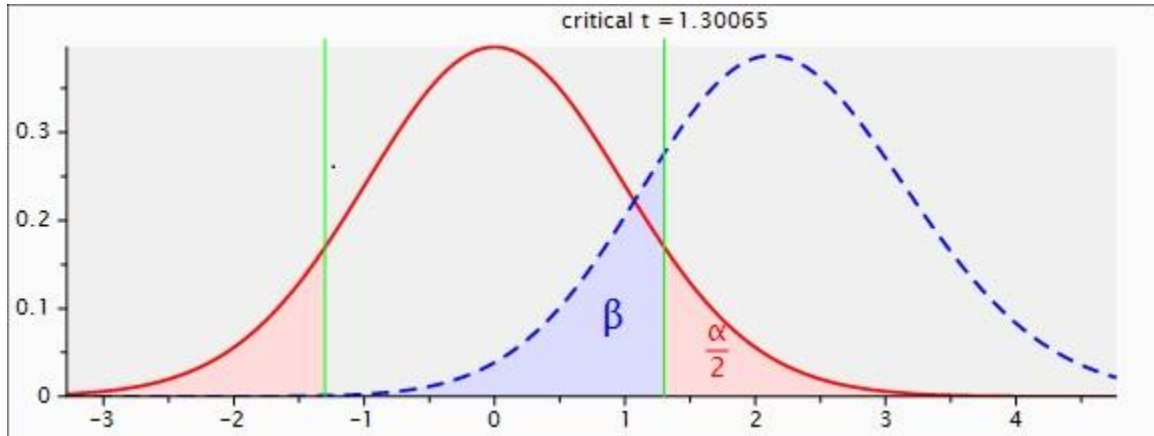
In the findings for this study and from Chen (2013), the important predictors of extrinsic and intrinsic variables would have a large effect size. Thus, the sample was adequately sized for regression analysis. Figure 1 provides the general approach to comparing two groups within the calculated sample size discussed above.

Instrumentation

I collected primary data through the use of an online survey instrument. This study had a dataset containing information to be measured at ordinal levels with the use of a Likert scale. The 5-point scale was adapted for this survey instrument. Each part of the 5-point Likert subscales was treated as separate instruments when calculating the Cronbach alpha, which measures reliability. The survey instrument was a 5-point Likert scale questionnaire. Using the modified Work Motivation Scale (Renard & Snelgar, 2018) with the modified survey and Likert scale increased validity and reliability.

Figure 1

Test Family t Test Means Difference Between Two Independent Means



For the mechanics of the survey, the questions were mostly closed ended with few open-ended questions using the 5-point Likert Scale. The participants completed and returned the survey online and anonymously through the SurveyMonkey website.

The levels of measurement were the ordinal and interval scales, using a 5-point Likert scale. Likert scales are flexible, and they measure the intensity of attitudes and emotions in a variety of applications (Frankfort-Nachmias & Nachmias, 2008). For the structure of the questionnaire, the easy questions were placed in the beginning. The questions addressing the motivations of the executives and the impact on job satisfaction were in the middle of the survey questionnaire, using the funnel sequence. The demographic questions were placed at the end.

According to Frankfort-Nachmias and Nachmias (2008), Likert scales are “designed to measure the strength of attitudes on the ordinal and interval levels” (p. 522) from the data set. Each part of the 5-point Likert subscales was treated as a separate

instrument when figuring out the Cronbach alpha, which measures reliability. Using the range of Cronbach's alpha reliability coefficient, I determined if scaled items had greater consistency. As long as the alpha remains between 0.7 and 0.9 (Frankfort-Nachmias & Nachmias, 2008), these high values are acceptable, and their percentage constitute reliability. Some researchers use small pilot studies testing the validity of a survey instrument using the Cronbach alpha before starting research (Teijlingen & Hundley, 2001). The pilot helps determine what modifications to any of the questions were needed to increase validity (Frankfort-Nachmias & Nachmias, 2008; Teijlingen & Hundley, 2001). My study did not require a pilot study because I used an instrument that had been previously tested for validity and reliability.

Procedures

Data were collected using an online survey to test the validity of the survey questionnaire. Advantages of online surveys include fewer keypunch errors, cheaper, more global reach, greatly reduced researcher bias, control over randomization, and allowance for customization by the researcher. The respondents had full confidentiality, as they were able to access using a secured link and received detailed guidance.

The data contained no personal identity information of participants. The survey had confidentiality, privacy, and data use agreements in the documents attached to the survey, which could be accessed via a secured online link. Permission to access data was sought from NPO. For the data analysis procedures, these include descriptive statistics, independent and dependent variables, correlation, multiple regression, *t* test, and the demographics of the sample.

Statistical Analysis

In this correlation or relationship research study, I examined the correlation between the independent variables of intrinsic and extrinsic motivation with their job satisfaction, the dependent variable (Creswell, 2009; Frankfort-Nachmias & Nachmias, 2008). For the correlation aspect, the essence was the significance of the relationship between the independent and dependent variables. By the study design, the responses of executives would reveal whether intrinsic or extrinsic factors are correlated to employees' job satisfaction. Furthermore, the analysis would reveal whether intrinsic factors motivate the sample executives toward job satisfaction singularly or collectively, and whether extrinsic factors act similar or different from intrinsic factors. To determine the relationships between job satisfaction as the dependent variable and the intrinsic and extrinsic factors as the independent variables, I employed a multiple regression analysis.

Ryan and Deci (2000a, 2000b) wrote that the purpose of comparison and correlation studies is to report overviews of the wide range, and to find significance in the relationship between the variables. However, researchers have argued that the lack of robustness of such measurement approaches creates controversial scholarly debates concerning the results of the studies (Creswell, 2009; Frankfort-Nachmias & Nachmias, 2008). Using effect size and demonstrating the significance of the relationship between the independent variables and the dependent variable, I demonstrated the robustness of this relationship through an SPSS analysis.

Study Validity and Reliability

Validity is whether something measures what it purports to measure; reliability is consistency over time and the small pilot study increased reliability by testing the instrument over time (Campbell & Stanley, 1963). In other words, it was important to determine if a researcher could extract meaningful data and inferences from the scores from the survey instruments (Kaczmarek et al., 2012). Further, to avoid any additional threats to validity, I authored the questions using objective and unbiased language to increase validity and reliability and reduce bias.

According to Spector (1997), Hulin and Judge (2003), Thompson and Phua (2012), Moorman (1993), and Locke (1976), job satisfaction or employee satisfaction can be identified in many ways. Some researchers believe it refers to how content an individual is with their and whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Many have argued that multidimensional psychological responses to one's job are involved. Job satisfaction measures vary in the extent to which they measure feelings about the job known as affective job satisfaction or cognitions about the job known as cognitive job satisfaction.

The survey instrument used for this study was previously tested for validity and reliability by Lavorata (2007); thus, I had no need to test it for reliability. As mentioned earlier, the SurveyMonkey questionnaire was similar to the design developed by Lavorata, with the approval of the author. In the survey method, reliability is also a major concern (Strauss & Corbin, 1994). Reliability is consistency over time. The previous researchers who used the same structure of survey tested the validity and reliability by

conducting a small pilot study of persons who were not in the study sample. My study did not require such a pilot study.

Advantages of an Online Survey

A survey questionnaire was used to explore all pertinent areas of the research, including demographics, questions about attitudes, opinions, and perceptions using a 5-point Likert scale (Creswell, 2014; Leedy & Ormrod, 2005; Shao, 2002). The advantages of online surveys including fewer keypunch errors, cheaper, more global reach, greatly reduced researcher bias, greater researcher control over randomization, allowed for customization by the researcher, and executive skip patterns. An internet survey is less costly because there are no mail postage costs. In addition, online surveys are more global than other methods. The survey response rates for online surveys are generally at a higher rate than those of traditionally mailed surveys (Baker et al., 2009; Skalland, 2011). The response rate is defined as the number of completed surveys divided by the number of eligible units in the sample (Skalland, 2011). SurveyMonkey has been used for at least 15 years with reliable and trustworthy results.

Frankfort-Nachmias and Nachmias (2008) argued that with the increase in the number of people that have access to computers, email, and mobile devices, online surveys are practical because more than 50% households have access to computers and the internet. I assumed digital access would not be problematic with a random cluster sample of nonprofit executives who generally earn high salaries and receive generous benefit packages. Furthermore, Frankfort-Nachmias and Nachmias (2008) postulated that online and e-mail surveying offer a rapid and quick turnaround time in the survey

process. The online method is also faster to conduct than telephonic approaches, especially when dealing with a large sample. The online survey approach method is less expensive to conduct because it reduces or eliminates the mailing and interviewer cost.

Ethical Concerns

All research participants must be ethically protected (Creswell, 2009). To ethically protect participants in this research study, I followed the conventional procedures for ethical treatment of research participants. Participants received a confidentiality agreement, which stated that their answers would be held in strictest confidence included in the research study consent form (see the appendix). Per guidelines from the National Institute on Health, the participants were treated with respect and dignity. Executives in nonprofit organizations are not considered a vulnerable population. They were assured that participation in the survey was purely voluntary. All responses were confidential, private, and anonymous. The data will be destroyed 5 years after publication of the study. The Walden Institutional Review Board reviewed and approved the research (9.30.20 09-30-20-0262812) prior to data collection. Respondents wished to see the final results were told they would be published and disseminated upon request.

Summary and Conclusion

In Chapter 3 of this quantitative study, I explained the choice of research methodology and the design. The study was quantitative with a comparative component using a stratified random sample of nonprofit executives using a 5-point Likert scale in a SurveyMonkey instrument. Additionally, I outlined the role of the researcher, the research questions, null, and alternative hypotheses, independent and dependent

variables, and assumptions. The survey instrument and justification for its selection over other instruments was addressed. Ethical protection of the research respondents and participants was also addressed, along with sampling. The types of measurement were identified. The reliability and the validity of the selected instrument were explained as well. The results of the study are presented in Chapter 4.

Chapter 4: Results

The purpose of this quantitative study was to test SDT (Ryan & Deci, 2000a, 2000b) and to better understand the extent to which intrinsic and extrinsic motivations lead to job satisfaction for executives in one specific NPO. The SDT was used as a theoretical foundation but not as a model.

The problem was that little was known about the relationship of intrinsic and extrinsic motivations and job satisfaction of executives in NPOs. Understanding the relationship between motivational factors and job satisfaction for executives in NPOs can guide positive social change by retaining quality leaders who can improve the effectiveness and productivity of organizations.

Few studies have supported the theory that NPO employees are motivated only by intrinsic factors such as altruism to achieve organizational goals and demands (Chen, 2013). These same studies have, however, not explored what fully explains extrinsic factors and the full effect on job satisfactions of NPO executives. Therefore, because of limited research on extrinsic motivation, the theory that NPO executives are motivated solely on intrinsic motivations exposed a gap that requires further research. There was also limited research on nonprofit executives' extrinsic motivation toward job satisfaction. Two research questions guided this study:

Research Questions 1 (RQ1): Is there a positive correlation between intrinsic motivation factors and job satisfaction for executives in NPOs?

H_{01} : There is no correlation between intrinsic motivation factors and job satisfaction for NPO executives.

H_{a1} : There is a positive correlation between intrinsic motivation factors and job satisfaction for NPO executives.

Research Question 2 (RQ2): Is there a positive correlation between extrinsic motivation factors and job satisfaction for executives in NPOs?

H_{02} : There is no correlation between extrinsic motivation factors and job satisfaction for NPO executives.

H_{a2} : There is a positive correlation between extrinsic motivation factors and job satisfaction for NPO executives.

In this chapter, I discuss the data collection procedures, the results of the study, and the methods for analyzing the data. Descriptive statistics are provided for a deeper understanding of actions, processes of statistical analysis applied, and statistical findings, including additional analysis of correlation between intrinsic and extrinsic variables based on participant demographics.

Data Collection

Overview

The survey data files contained two independent predictor variables: intrinsic and extrinsic motivation factors. The dependent outcome variable was job satisfaction. Both sets of variables were required in order to calculate the multiple regressions.

Data collection for this study was authorized by Walden University Institutional Review Board (IRB) on September 30, 2020 (IRB approval number 09-30-20-0262812). Initially, data collection was to be conducted on an NPO with the headquarters based in southeastern United States. Because of difficulties encountered in reaching this first

NPOs office manager, after learning that its employees were working from their homes because of the pandemic, the time to start data collection was extended. As discussed in detail below, I then found another nonprofit organization that fulfilled identical data-related requirements, with Walden's IRB approval.

Data Collection

After unsuccessfully arranging a meeting with the first NPO, in early January 2021, I made contacts with the office manager of the NPO that was used for this study. Subsequently, I was advised by the office manager that a special permission to introduce the survey to nonprofit executives of her organization would require the approval by the chief executive officer. After receiving that approval, I collected data from January 2021 through March 2021, when the survey participants closely matched the recommended sample size from G*Power ($N = 26$), and data collections ended. Of 28 completed surveys, two contained missing data, resulting in 26 valid survey responses.

An online survey instrument was used to collect data, including a 5-point Likert scale consistent with the survey originally created by Lavorata (2017), from which respondents scored their responses using the SurveyMonkey interface. Employing the email survey administered through SurveyMonkey, I protected the participants' identities by maintaining anonymity throughout the data collection process.

In this study, I examined the impact of extrinsic factors in addition to the intrinsic factors to confirm or disconfirm Deci and Ryan's (2002) theory. The NPO executive respondents scored their responses on a 5-point Likert scale from *strongly agree* (5), *somewhat agree* (4), *neither agree or disagree* (3), *somewhat disagree* (2), and *strongly*

disagree (1). The survey questions were formulated for distinguishing between extrinsic and intrinsic factors. The predictors, or independent variables, were expressed and operationalized by statements such as, “I am encouraged to better serve my community as I earn a better salary,” “I am committed to my community as I am offered a secured job,” “I am proud to work for my organization as I own my project,” and “I like my job because I enjoy helping others to the best of my ability.” The covariates were “I have the flexibility to design my project according to what I believe to fit the need of any community I serve” and “I am proud for the organization as I have funds ready to serve my community.”

I asked 18 questions in an online survey questionnaire (see the appendix). These items represent different expressions of extrinsic and intrinsic motivational factors in relationship to SDT (see Table 5). SDT predicted that job satisfaction is solely the result of altruism (Deci & Ryan, 2002). Hence, responses obtained among total participants indicated that job satisfaction is also a result extrinsic factor.

Table 5*Relationship Between Survey Questions and Motivational Factors*

Abbreviated Survey Question	Motivational Factor
1. Feel encouraged of finding new ways of doing things.	Extrinsic
2. Feeling of personal accomplishment.	Intrinsic
3. Clearly defined goals based on community needs.	Extrinsic
4. Diversity recognition.	Extrinsic
5. Satisfied with job involvement decision-making process.	Extrinsic
6. Overall job satisfaction.	Job Satisfaction
7. Personal growth skills update.	Extrinsic
8. Encouragement from senior management.	Extrinsic
9. Rewarded for quality of work.	Extrinsic
10. Sought for suggestion or leadership by senior management.	Intrinsic
11. Valued by senior management.	Extrinsic
12. I make a difference if others' lives.	Intrinsic
13. Organization is flexible to my family responsibilities.	Extrinsic
14. Satisfied with living wages (salary).	Extrinsic
15. Satisfied with fringe benefits package.	Extrinsic
16. I participate in my company flextime program.	Intrinsic
17. My work gives me a feeling of personal accomplishment.	Extrinsic
18. Overall satisfaction.	Job satisfaction

These items represented different expressions of extrinsic and intrinsic motivational factors in relation to SDT. While SDT predicted that job satisfaction is solely the result of altruism (Deci & Ryan, 2002), then it could be expressed by intrinsic motivations. Hence, responses obtained among total participants indicated that job

satisfaction was also a result of extrinsic motivation. The 18 survey questions, and an identified dependent variable of job satisfaction, were derived from the 18 questions of the survey. Four of the 22 questions on the survey were demographic. The remaining 18 questions used a 5-point Likert scale system in the following order (*Strongly Disagree, Somewhat Disagree, Neither Agree or Disagree, Somewhat Agree, Strongly Agree*).

Variables

Variables were selected according to the two types of motivations, intrinsic and extrinsic, as well as the dependent variable. Questions 1 through 13 formed a supplement scale to measure intrinsic variables and Questions 14 through 15 formed a supplement to measure extrinsic variables, and Question 18 formed a supplement to measure job satisfaction as the dependent variable. Hence, variables were created from each of these 18 questions. One covariate, or intervening variables, of extrinsic nature such as job flexibility, one covariate of intrinsic nature for example pride to work for the organization, and one dependent variable which is job satisfaction.

Data Recording

Data were recorded via SurveyMonkey. The data recording period lasted 2 months in two sequences. The first sequence included data collected during the month of February 2021. Because fewer responses were received through February than the G*Power calculation, another request was made through the NPO's office manager for more survey responses. The second sequence continued until March 2021. Both sets of data were compiled and tabulated and then uploaded into SPSS for statistical analysis.

Statistical Analysis

Two instruments were used. The first instrument, the online survey with a Likert scale, was tested for validity and reliability by Lavorata (2017), who conducted a pilot study. The *G*Power* program required a sample of 26 for a significance level of 0.05. I also looked at the difference of job satisfaction between male ($n = 13$) and female ($n = 13$) nonprofit executives based on intrinsic or extrinsic motivations. Two variables from intrinsic motivations (“Help others” and “Desire to help”) and two from extrinsic variables (“Job salary” and “Job security”) were used to compare against “Job satisfaction.”

Descriptive Statistics

I calculated descriptive statistics using SPSS to establish a summary of the variables and provide a basis for examining the general characteristics of the dataset. From a descriptive statistics standpoint, regression is an estimate of a dependent variable, given the independent variables and covariates, as presented in Table 6. The descriptive statistics included the min/max, mean, and standard deviation for each variable derived for the survey instrument. As explained earlier, this table contained two intrinsic independent variables (“Help others” and “Desire to help”); two extrinsic independent variables (“Job salary” and “job security”); two covariates (job flexibility, pride with organization; and one dependent variable, job satisfaction.

After analyzing the ranking, I saved the top four generated factor scores to calculate whether these motivational factors had an impact on “Job satisfaction.” I used ordinary least square (OLS) regression, which is appropriate when an interval level dependent variable is used.

Table 6*Descriptive Statistics for Analyzed Variables*

	Minimum	Maximum	<i>M</i>	<i>SD</i>	Motivational Types
Job salary	1	5	3.42	1.301	Extrinsic
Job security	2	5	3.58	.987	Extrinsic
Help others	1	4	3.00	1.095	Intrinsic
Desire to help	1	5	3.08	1.262	Intrinsic
Job satisfaction	1	5	3.19	1.132	
Job flexibility	1	5	2.88	.951	Extrinsic
Pride with organization	1	5	2.69	1.123	Intrinsic

Note. N = 26

Correlations

Introduction

According to Green and Salkind (2003), Pearson's correlation coefficient is an index of effect size, ranging in value from -1 to +1. Green and Salkind (2003) noted this coefficient indicates the degree that low or high scores on a variable tend to go with low or high score on another variable. That is, a score on variable is a low or high score to the extent it falls below or above the mean score of that variable. I analyzed correlations between variables. Results appear in Table 7.

Table 7*Pearson Correlations*

Variable	Job salary	Desire to help others	Help others	Job security	Job flexibility	Pride with organization	Job satisfaction
1. Job Salary	—						
2. Desire to help others	.588**	—					
3. Help others	.421*	.434*	—				
4. Job security	.394*	.412*	.296	—			
5. Job flexibility	.590	.207	.269	.201	—		
6. Pride with organization	.038	.187	.325	-.122	.115	—	
7. Job satisfaction	.567**	.465*	.323	.470*	.504**	.174	—

Note. * $p < .05$ (2-tailed); ** $p < .01$ (2-tailed)

The results of correlational analyses are exhibited in Table 7. The correlations tables in Table 7 presents the correlations. Asterisks (*) indicates if a particular correlation is significant at the .05 level or the asterisks (**) if s particular correlation is significant at the .01. For instance, the correlations between job salary and desire to help variables remain significant at the .01 (1%) level (2 tailed) while the correlations job salary and desire to help are significant at the .05 (5%) level (2 tailed). The correlations between job salary and job satisfaction remain significant at the .01 level (2 tailed) while job satisfaction and desire to help remain significant at the .05 level (2 tailed). *P* values are associated with the significance tests for these correlations. The sample size is represented by *N*.

When computing several correlations, it would be wise to consider a corrected significance level to reduce the chance of making a Type I error and doing so will prompt the use of a method called Bonferroni Approach (Green and Salkind, 2003). The Bonferroni approach requires to divide the number of computed correlations by .05. To ensure a correlation coefficient persist, p value will be less than the corrected significance level of .05 if for instance it is divided by .10 to be reported significant.

Table 7 is a manuscript table, and therefore the correlation between two variables scales (Green and Salkind, 2003) was significant, thus $r(25) = .32, p < .001$. The number 25 is the degree of freedom which was correlated with the significance test. It was obtained by deducting the number of cases minus 1 ($N-1$).

As shown in Table 7, correlations for job security were significant at the level 0.394, meaning that correlations remain significant within 0.05 level for a two-tailed test. Correlation between job salary and job satisfaction indicates that the two correlates positively at 0.394, which shows a medium correlation between the variables. Desire to help, an intrinsic correlation, remains among the strongest correlation variable with job satisfaction. Desire to help positively correlates with job satisfaction at 0.412. The most important correlation variable with job satisfaction is job salary; therefore, money, an extrinsic variable, is more important to nonprofit executives. The conclusion is that both extrinsic and intrinsic factors are important in making nonprofit executives job satisfied, but intrinsic factors are not as strong as extrinsic factors.

Bivariate Linear Regression Analysis

Introduction

Green and Salkind (2003) discussed the random-effects model assumptions for bivariate linear regression. Green and Salkind (2003) noted that an assumption in which X and Y variables are bivariate and normally distributed. In the same line, the effect size statistics for linear regression evaluates how well one or more independent variables predicts a dependent variable. The output of a linear regression procedure includes four correlational indices including the Pearson product-moment correlation coefficient represented by R , its squared value R^2 , the multiple correlation coefficient, and the adjusted R^2 (Green & Salkind, 2003). The Pearson product-moment coefficient range from -1 to +1; that is, for any positive value, that a zero value suggests as X increases, Y increases.

I conducted a bivariate linear regression analysis. When R is squared, it procures an index telling how well Y or job satisfaction in this study, can be predicted by X which either one of the dependent variables. R^2 can be conceived as the proportion reduction in error achieved by including, or not including X in the regression equation (Green & Salkind, 2003). According to Green and Salkind (2003), standard error also known as an estimate remains critical for the measurement of the strength of relationship between variables because it is an index indicating how large the error in predicting the dependent variable or Y from dependent variable or X. If R^2 is the proportion of the Y variance accounted for in the linear relationship with X. Thus, the variance of job satisfaction in

relationship with job security, is the proportion reduction achieved whether or not the independent variable is part of the regression equation.

Green and Salkind (2003) stipulated that the hypothesis test is to evaluate if the independent variables predicts the dependent variable in a studied sample by assessing if the sample coefficient remains equals to zero, and alternatively if the sample slope is equal to zero.

Table 8

Results of Bivariate Linear Regression Analysis: ANOVA

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>
Regression	15.522	6	2.587	2.976	0.32b
Residual		16.517	19	.869	
Total		32.38	25		

Note. Dependent variable: Job satisfaction. Predictors (constant): Pride with organization, Job salary, Job security, Help others, Job flexibility, Desire to help.

Multiple Regression

Green and Salkind (2003) described multiple regression analysis, one in which each individual or case has scores on multiple independent variables (X1, X2, and X3) and on the dependent variable. The predicted dependent variable (Y) is a linear combination of multiple independent variables. With two or more predictors, the linear combination, also called regression, can be formed with predictors carrying each a

coefficient plus an additive constant. This study had six predictors and one dependent variable. A linear combination would be as follows:

$Y = B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_0$. B_1 and B_2 are slope weights for the two independent variables and B_0 is an error constant. Given B s as unstandardized coefficients and variables in terms of X_1 being job salary, X_2 being job security, X_3 being Help others, and X_4 being Desire to help, then the linear equation becomes $Y = .177 X_1 + .346 X_2 + (-.048) X_3 + .137 X_4 + (-.336)$; thus, $Y = .177 X_1 + .346 X_2 - .048 X_3 + .137 X_4 - .336$; $Y = .612X - .336$. The multiple regression represented by R is defined as the strength of the relationship index indicating the degree that predicted scores are correlated with Y scores (Green & Salkind, 2003). The significant test for R evaluates if the population multiple correlation coefficient is equal to zero. Calculating multiple regression using SPSS to prove the strength of relationship between independent, covariates, and dependent variables, and obtain the results displayed in Table 7. The four independent variables were intrinsic variables included desire to help, help others; extrinsic variables included job salary and job security. Covariates were independent variables, and the dependent variable, job satisfaction.

Frankfort-Nachmias and Nachmias (2008) explained the importance of introducing a covariate into a relationship between independents and dependent variables. If an independent variable causes an effect to a dependent variable, bringing a covariate into the equation will serve to test the “possibility that an empirically observed relation between two variables has not been caused by the independent variable identified in the hypotheses” (Frankfort-Nachmias & Nachmias, 2008, p. 50). In this study, job flexibility

and pride to work for the organization were introduced as covariates to test for a possible spurious relationship. As was shown in Table 6, covariates were slightly lower than the means of extrinsic and intrinsic independents, including as job salary, job security, desire to help, and help others. When using multiple analysis, job flexibility, an extrinsic variable, was more positively correlated to job satisfaction than pride to work for the organization, an intrinsic variable. However, when both covariates acted as independent variables, they caused the same effect to the dependent variable as did the independent variables found in the hypotheses. Their presence did not impact variances. Their correlation coefficients remained significant with job flexibility (.406) and pride to work for the organization (.193).

Another reason for running a multiple regression is to show the strength of the correlation between variables and see how well using the linear combination of multiple correlation indices such as multiple correlations, R^2 , and the adjusted R^2 (see Table 9).

Table 9

Results of Multiple Regression Analysis: Model Summary

R	R^2	Adjusted R^2	SE of the estimate
.696 ^a	.484	.322	.932

With one exception, all predictor variables were positively and significantly correlated with job satisfaction. One intrinsic variable, help others, was negatively but significantly correlated with job satisfaction. According to Green and Salkind (2003), when $R =$ zero, there is no linear relationship (or correlation) between predicted score and

criterion score. In this study, no variable scored zero in multiple correlation. Table 10 shows the results of the multiple regression analysis.

Table 10

Multiple Regression Analysis Results: Coefficients

Model	Unstand-ardized coefficients		Standardized coefficients			Correlations		
	<i>B</i>	SE	Beta	<i>t</i>	Sig.	Zero-order	Partial	Part
1 (Constant)	-.336	.956		-.352	.729			
Job salary	.177	.228	.203	.775	.448	.567	.175	.128
Job security	.346	.220	.302	1.571	.133	.470	.339	.289
Help others	-.048	.207	-.046	-.231	.819	.323	-.053	-.038
Desire to help	.137	.203	.153	.674	.508	.465	.153	.111
Job flexibility	.340	.252	.286	1.349	.193	.504	.296	.222
Pride with organization	.158	.186	.157	.850	.406	.174	.191	.140

Summary and Conclusion

This study was guided by two research questions:

RQ1: Is there a positive correlation between intrinsic motivation factors and job satisfaction for executives in NPOs?

RQ2: Is there a positive correlation between extrinsic motivation factors and job satisfaction for executives in NPOs?

The two intrinsic variables used in this study were desire to help and help others. The extrinsic variables were job security and job salary. I collected data from IPO, a nonprofit agency headquartered in the U.S. Midwest. Twenty-six executives ($n = 13$

males; $n = 13$ females) matched the recommended G*Power. A total of 28 responses were received; two of the surveys were incomplete and discarded. The SurveyMonkey questionnaire was similar to the survey developed by Lavorata (2017).

In addition, R^2 , between 0 and 1, and p -values being smaller than Alpha. Looking at R^2 , .484, or nearly half of the data explain the model, which is significant. In terms of independent samples effect size based on Cohen d , the confidence interval of job satisfaction varied between .322 and 1.995. I ran SPSS for correlation, bivariate linear analysis, and multiple regression. In terms of bivariate linear analysis, predictors variables were represented by Xs, the coefficient by Bs, and the dependent variable by B0. They could be found in the formula, $Y = .612X -.336$.

In terms of bivariate linear analysis, all predictor variables, including the covariates including job salary, job security, desire to help, help others, job flexibility, and pride to work for the organization, were positively and significantly correlated with job satisfaction; $Y = .18X +.35X +.14X -.34$. One intrinsic variable, help others, was not significantly correlated with job satisfaction. According to Green and Salkind (2003), when $R =$ zero, there is no linear relationship (or correlation) between predicted score and criterion score. In this study, no variables scored zero. Helping others was negatively but significantly correlated with job satisfaction; $Y = .612X -.336$. The value of the variable Helping others was (-.048); $Y = -.029$.

Chapter 5: Findings: Discussion, Conclusion, and Recommendations

The purpose of this quantitative research was to test SDT (Ryan & Deci, 2000a, 2000b) to better understand whether intrinsic or extrinsic motivations lead to job satisfaction for executives in NPOs. Resolving this problem is important for increasing executives' motivation and achieving organizational objectives. Data were collected using a survey instrument adapted from Lavorata (2017) employing a 5-point Likert scale. For the data analysis, several tests were conducted, including a significant test which appeared in two places for a bivariate regression analysis. A bivariate correlation analysis was used to answer the two research questions in this study. Moreover, a *t* test and a Pearson coefficient were also conducted. In this chapter, I discuss the significance of the study as well as the data analysis for the research questions, along with limitations and delimitations.

Significance of the Study

As stated in Chapter 1, this study is significant because it was designed to better understand the intrinsic and extrinsic motivation factors that influence executives within NPOs, which may lead to job satisfaction. This study can help researchers understand the most influential factors leading to the retention of executives from NPOs. This research will educate nonprofit leaders to adopt strategies that motivate executive employees and attain an optimal level of job satisfaction. Positive social change can be achieved by informing NPO policies and decision makers about how to effectively, efficiently, and proficiently sustain and retain their executive staff. The benefits for those executives who are satisfied with their jobs include long-term retention, job stability, efficiency, effectiveness, and increased altruism to the executives who serve the NPOs. Most of all,

job satisfaction can lead to improved decision making and more equitable and accessible services to vulnerable populations served by NPOs.

Discussion of the Findings

Ryan & Deci (2000b) defined SDT as a macrotheory of human motivation and personality that concerns people's inherent growth tendencies and innate psychological needs. It is concerned with the drive or motivation behind choices people make with little external influence and interference. SDT focuses on the degree that an individual's behavior is self-motivated and self-determined (Ryan & Deci, 2000b).

In this study, similar to that of Ryan and Deci (2000b), I examined intrinsic motivation, which includes the desire to help others. Extrinsic motivation includes job salary and job security. The sample population comprised one NPO's executives and measured a difference in job satisfaction by comparing intrinsic and extrinsic motivation factors. Like Ryan and Deci (2000b), I concluded that both intrinsic and extrinsic motivations factors exerted positive significant impact toward nonprofit executives' job satisfaction. Ryan and Deci compared the mean differences, the degree of significance, the variance using a test with two tails, employing Pearson's correlation coefficients, and measuring the strength and significance of relationship between the variables using multiple regressions.

Both extrinsic and intrinsic motivations remained strong when I used a multiple regression with the difference that extrinsic motivations positively impact job satisfaction. At the same time, intrinsic motivations exerted an equal or lower positive

impact, and negative impact as for the example of helping others which is an intrinsic motivation factor.

I conducted a multiple regression analysis to evaluate how well the strength measures predicted the overall job satisfaction. There were six predictors, including two covariates. Two covariates, “help others” and “pride to work for the organization”, did not show a strength of relationship. All other variables, including intrinsic variables job salary, job security, desire to help, and the covariate, job flexibility, an intrinsic value, indicated overall strength of relationship with the dependent variable, job satisfaction (see Table 7).

Results

In their theory of SDT, Ryan and Deci (2000b) focused on the degree that an individual’s behavior is solely self-motivated and self-determined. Chen (2013) noted that extrinsic motivation comes from outside sources, such as rewards of salary increases, bonuses, recognition, or benefits. Intrinsic motivation is internal to each person, deriving from personal ethics, personal values, beliefs, and a desire to be altruistic and to help those in need. Intrinsic factors are influenced by one’s personality traits and the desire to be altruistic influence positive social change. In this study, I investigated the impact of intrinsic and extrinsic motivational factors toward job satisfaction of nonprofit executives at one NPO.

Two research questions guided this study:

RQ1: Is there a positive correlation between intrinsic motivation factors and job satisfaction for executives in NPOs?

RQ2: Is there a positive correlation between extrinsic motivation factors and job satisfaction for executives in NPOs?

I conducted an initial bivariate analysis using Pearson's product-moment correlation (r). In this study, the overall strength is moderately related to job satisfaction; $R^2 = .404$ of the variance of job security. A bivariate correlation analysis was used to answer the two research questions in this study.

A multivariate analysis was conducted using an OLS regression to examine the impact of the two intervening variables on the relationships between the dependent variable and the two independent variables. Five out of six predictor factors of extrinsic motivation, including job salary, job security, job flexibility, desire to help, pride to work for the organization, were strongly correlated with job satisfaction. Results appeared in Table 10. For the independent variable of intrinsic motivation, the factors were the desire to help and help others. For the independent variable of extrinsic motivation, the factors were job salary and job security.

Implications for Social Change

This study contributes to positive social change concerning nonprofit organizations and how their executives make better choices in their operations and human resources policies. In this study, I informed nonprofit leaders, researchers, and society concerning the adoption of strategies that will motivate executive employees in nonprofits and attain optimal levels of job satisfaction. Positive social change will be achieved by informing NPO decision makers about how to sustain and retain their executive staff effectively, efficiently, and proficiently. The benefits for those executives

who are satisfied with their jobs include long-term retention, job stability, efficiency, effectiveness, and increased altruism.

By understanding what motivates executives, NPOs can improve services to the populations that the nonprofit serves. Understanding what motivates executives in nonprofits can help the executives be more motivated toward improved decision making and toward being more compassionate. Potentially, this can result in a higher quality of life for those served by the nonprofit.

According to this study's findings, the mean of external or extrinsic motivations are also valuable as the mean of internal or intrinsic motivations expanding from SDT that solely attributed that all effects to intrinsic motivation exclusively. In my study, I expanded on the SDT theory to measure the factors of both intrinsic and extrinsic factors whereas SDT is exclusively intrinsic.

Assumptions

In this study, I assumed the executives would be reasonable and honest in their responses and that they were either intrinsically or extrinsically motivated. There was also the inherent bias that females tend to be more intrinsically motivated and males tend to be more extrinsically motivated.

Limitations of the Study

This study was limited to data collected from the NPO located in Sioux Falls, SD. Although the partnership comprises 14 offices throughout the state, the data were generated only from its headquarters. A sample gleaned from this single location and

entity may not represent the population in its totality; therefore, it is difficult to generalize these results to all nonprofits.

Delimitations of the Study

This study was delimited to one NPO. Their executives responded to the survey instrument questionnaire. This delimiter has created the limitation of not being able to generalize the findings to the general population, which is why further study is needed.

Suggestion for Future Research

Future researchers should conduct a cross-sectional study on many nonprofits to see if these results are representative of the total population of nonprofit executives. Future researchers should consider including more items in intrinsic and extrinsic motivations and use gender in various age brackets and career levels to find out the statistical difference in job satisfaction. Perhaps, further research can be conducted using a sample of executives from random nonprofits across the United States or globally to obtain more accurate results, with less standard error, and more representative of the total population. Moreover, in further research, other researchers may want to add gender as a variable to determine if females tend to be more intrinsically motivated and males tend to be more extrinsically motivated.

Summary and Conclusions

The purpose of this research was to test Ryan and Deci's (2000a, 2000b) SDT, defined as an individual behavior emanating from self-motivation, solely supported by intrinsic motivations. The SDT was used only as a theoretical foundation and not employed as a model. In Chapter 1, I explained the background of the study, statement of

the problem, the research questions, and the purpose of the study were addressed in this chapter. The theoretical framework was presented along with the nature of the study, the research questions, as well as applicable hypotheses. Subsequently, I addressed definition of terms, assumptions, imitations, and delimitations associated with the research study. The scope of the study, the significance of the research, and the social change implications of the study were also presented.

I outlined -the research, including the literature search strategy, and the theoretical base of self-determination theory in Chapter 2 (Ryan & Deci, 200a, 2000b). In the literature review, I explored motivations of employees in for-profit and nonprofit organizations and discovered gaps in the body of knowledge. The intrinsic factors are internal, such as personal values, need to be altruistic, and the desire to improve society. Extrinsic factors are external such as salary, benefits, and approval by colleagues. In the literature, the researchers concentrated on intrinsic and extrinsic motivations for employees in general in profit and nonprofit organizations but not executives, specifically.

In Chapter 3, I explained why I conducted a correlation study with a comparative component using a stratified random cluster sample of nonprofit executives. Additionally, I outlined the role of the researcher, the research questions, null, and alternative hypotheses, and independent and dependent variables. The survey instrument and justification for its selection over other instruments were addressed. Ethical protection of the research respondents and participants were addressed, along with the setting and

sampling. The types of quantitative measurements were identified. I explained the reliability and the validity of the selected instrument and ethical considerations.

In Chapter 4, I collected the data using a SurveyMonkey questionnaire and analyzed the data using regression and a two-tailed t test. I also showed the formulas and equations as well as tables to demonstrate and analyze the data. Chapter 4 included all of the output of data including Pearson's correlations.

In Chapter 5, I presented the conclusion and findings of the study. Internal and external motivations are mutually inclusive in nonprofit executives' job satisfaction. The results indicated that the desire to help is one intrinsic motivational factor that is significant to job satisfaction among nonprofit executives. In addition, salary and job security as external motivational factors are positively related to job satisfaction. Chapter 5 included a discussion and implications for social change. I also presented limitations and delimitations of the study.

Future researchers should conduct a cross-sectional study on a larger more random sample of NPO executives from a larger pool of NPOs to determine if intrinsic and extrinsic motivations lead to job satisfaction. I hope that other researchers can use this study I conducted as a springboard to further research into the motivations of NPO executives so that organizations can motivate these executives to offer higher quality, accessible services to the vulnerable populations they serve.

References

- Abraham, S. E., Freedman, B., & Thomas, R. (2007). The relationship among union membership, facets of satisfaction and intent to leave: Further evidence on the voice face of unions. *Employee Responsibilities and Rights Journal*, 20, 1–11
- Atkinson, M. M., Fulton, M., & Kim, B. (2014). Why do governments use pay per performance? Contrasting theories and interview evidence. *Canadian Public Administration*, 57(3), 436–458. <https://doi.org/10.1111/capa.12079>
- Baker, K. R., Hoffman, D. L., Neslin, S. A., & Novak, T. P. (2009). An optimal contact model for maximizing online panel response rates. *Management Science*, 55(5), 727–737. <https://doi.org/10.1287/mnsc.1080.0969>
- Bassous, M. (2015). What are the factors that affect worker motivation in faith-based nonprofit organizations? *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 26(1), 355–381.
- Berman, E. M. (2010). Professionalism among public and nonprofit managers: A comparison *American Review of Public Administration*, 29, 149–166.
- Biddix, I. P. (2009, July 20). *Research rundowns: Instrument, validity, reliability*. <https://researchrundowns.wordpress.com/quantitative-methods/instrument-validity-reliability>
- Black, A. E., & Deci, E. L. (2000). The effects of the instructors' support and students' autonomous motivation on learning organic chemistry: A self-determination theory perspective. *Science Education*, 84, 740–756. <https://doi.org/10.1002/1098-37>

- Boezman, E. J., & Ellemers, N. (2000). Intrinsic need satisfaction and the job attitudes of volunteers versus employees working in a charitable volunteer organization. *Journal of Occupational and Organizational Psychology*, 82, 897–914. <https://doi.org/10.1348/0963-17>
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279–307.
- Burkholder, G. (2013). *Sample size analysis for quantitative studies*. Walden University.
- Burkholder, G. (2013). *Sample size analysis for quantitative studies*. [Week 6 announcements]. Walden University.
- Bussell, H. & Forbes, D. (2002). Understanding the volunteer market: The what, where, who, and why of volunteering. *International Journal of Nonprofit and Voluntary Sector Marketing*, 7, 244–257. <https://doi.org/10.1002/nvsm.183>
- Campbell, D. T., & Stanley, J. C. (1963). *Experimental and quasi-experimental designs for research*. Houghton Mifflin.
- Case, D. O. (2007). *Looking for information: A survey of research on information seeking, needs, and behavior*. Academic Press.
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivator and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980–1008.
- Chen, C. A (2013). Nonprofit managers' motivational styles: A view beyond the extrinsic-intrinsic dichotomy. *Nonprofit Voluntary Sector Quarterly*, 43(4), 737–759.

- Chen, C.-A., & Bozeman, B. (2013). Public and nonprofit managers' motivation through the lens of self-determination theory. *Public Management Review*, *15*(4), 584–607
- Cinar, O., Bektas, C., & Asian, I. (2011). *Economics & Management*, *16*, 690–695.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches* (3rd ed.). Sage.
- Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Sage.
- Creswell, J. W. (2014). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Sage.
- Cronbach, L. J. (1951) Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*, 297–333. <https://doi.org/10.1007/BF02310555>
- De Cooman, R., De Gieter, S., Pepermans, R., & Jegers, M. (2011). A cross-sector comparison of motivation-related concepts in for-profit and not-for-profit service organizations. *Nonprofit and Voluntary Sector Quarterly*, *40*, 296–317.
- Deci, E. L., & Ryan, R. M. (2000a). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, *11*, 227–268. https://doi.org/10.1207/S15327965PLI11_104_03
- Deci, E. L., & Ryan, R. M. (2002). *Handbook of self-determination research*. University of Rochester Press.
- Deci, E. L., Connell, J. P., & Ryan, R. M. (1989). Self-determination in a work organization. *Journal of Applied Psychology*, *74*, 580–590. <https://doi.org/10.1002/job.322>.

- Deci, E., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum.
- Dresang, D. L. (2004). *Public personnel management and public policy* (4th ed.). Routledge.
- Dysvik, A., & Kuvaas, B. (2013). Intrinsic and extrinsic motivation as predictors of work effort: The moderating role of achievement goals. *British Journal of Social Psychology, 52*(3), 412–430
- Elliot, A. J., & Covington, M. (2001). Approach and avoidance motivation. *Educational Psychology Review, 13*, 73–92. <https://doi.org/10.1023/A:1009009018235>
- Evans, P. (2015). Self-determination theory: An approach to motivation in music education. *Musicae Scientiae, 19*(1), 65–68.
- factors of motivation for government doctors in India. *I2*(1), 1–26.
- Fehr, E., & Falk, A. (2002). Psychological foundations of incentives. *European Economic Review, 46*, 687–724.
- Field, A. (2005). *Discovering statistics using SPSS for Windows*. Sage.
- Field, A. (2009). *Discovering statistics using SPSS* (3rd ed.). Sage.
- Field, A. (2013). *Discovering statistics using SPSS for Windows*. Sage.
- Fisher, R. A. (1925). *Statistical methods for research workers*. Oliver and Boyd.
- Frankfort-Nachmias, C., & Nachmias, D. (2000). *Research methods in the social sciences* (6th ed.). Wadsworth.
- Frankfort-Nachmias, C., & Nachmias, D. (2008). *Research methods in the social sciences* (7th ed.). Worth.

- Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, 331–362. <https://doi.org/10.1002/job.322>
- Gagne, M., Forest, M.-H., H., Aube, C., Morin, E., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and Psychological Measurement*, 70, 628–646.
- Gagne, M., Koesner, R., & Zuckerman, M. (2000). Facilitating the acceptance of organization change: The importance of self-determination. *Journal of Applied Social Psychology*, 30, 1843–1852. <https://doi.org/10.1111/j.1559-1816.2000.tb02471.x>
- Gay, L. R. (1996). *Educational research: Competencies for analysis and application*. Merrill.
- Green, S. B., & Salkind, N. J. (2003). *Using SPSS for Windows and Macintosh: Analyzing and understanding data* (3rd ed.). Pearson Education.
- Haivas, S., Hofmans, J., & Pepermans, R. (2012). Self-determination theory as a framework for exploring the impact of the organizational context on volunteer motivation: A study of Romanian volunteers. *Nonprofit and Voluntary Sector Quarterly*, 41. <https://doi.org/10.1177/0899764011433041>
- Hansmann, H. (1980). The role of nonprofit enterprise. *Yale Law Journal*, 89, 835–901
- Hoffman, R. (2015). *Motivation for learning and performance*. Academic Press
- Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. Ligen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (pp. 255–276). Wiley.

- Institutional Review Board. (2009). *Research ethics review application to the Walden University Institutional Review Board requesting approval to conduct research.*
- Institutional Review Board. (2010). *Research ethics review application to the Walden University Institutional Review Board requesting approval to conduct research.*
Retrieved from <http://www.waldenu.research.edu>.
- Janus, K. (2014). The effect of professional culture on intrinsic motivation among physicians in an academic medical Center. *Journal of Healthcare Management, 59*(4), 287–303.
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology, 87*(3), 530–541.
<https://doi.org/10.1037/0021-9010.87.3.530>.
- Kirk, J., & Millar, M. (1986). *Reliability and validity in quantitative research.* Sage.
- Kolmos, A., Mejlgaard, N., Haase, S., Holgaard J. E. (2013). Motivational factors, gender, and engineering education. *European Journal of Engineering Education, 38*(3), 340–358.
- Laureate Education, Inc. (2009). *G*Power Software. A practical demonstration with Dr. Carl Sheperis.*
- Lavorata, R. L., (2017). *Science technology engineering math (STEM) classes and females career choices* (Walden University, Doctoral Dissertation). Retrieved from <https://scholarworks.waldenu.edu/dissertations/3353/>
- Lawler, E. E., & Hall, D. T. (1970). Relationship of job characteristics to job involvement satisfaction, and intrinsic motivation. *Journal of Applied Psychology, 54*, 305–312

- Lazear, L. P. (2000) Performance pay and productivity. *American Economic Review*, 90, 1346–1361.
- Lee, Y. (2015). Comparison of job between nonprofit and public employees.
- Leedy, P. D., & Ormrod, J. E. (2005). *Practical research: Planning and design* (8th ed.). Pearson Merrill Prentice-Hall.
- Leonard, R. W. (2013). Nonprofit motivation behavior and satisfaction. *Journal of Business and Behavioral Sciences*, 1(25), 81–93.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. Sage.
- Locke, E.A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
- Moorman, R.H. (1993). The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, 6(6), 759–776.
<https://doi.org/10.1177/001872679304600604>
- Morrow, J. (2013). *Video: Multiple regression*. Laureate Education.
- Moynihan, D. P., & Pandey, S. K. (2007). The ties that bind: Social networks, person-organization value fit, and turnover intention. *Journal of Public Administration Research and Theory*, 18, 205–227. <https://doi.org/10.1093/jopart/mum013>
- Mundhra, D. D., & Jacob, W. (2011). The impact of pay on productivity and motivation on general workers in India. *Journal of Organization Behavior*, 10(2), 21–39.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). McGraw-Hill.

- Ouyang, R. (2010). *Basic inquiring of quantitative research*. Retrieved from http://www.scitech.qut.edu.au/research/projects_hdr/infosys.jsp.
- Park, S. M. (2012). Toward the trusted public organization: Untangling the leadership, motivation and trust relationship in U.S. federal agencies. *The American Review of Public Administration*, 42, 562–590.
<https://doi.org/10.1177/0275074011410417>
- Patton, M. Q. (2002). *Quantitative research and evaluation methods* (3rd ed.). Sage.
- Purohit, B., & Bandyopadhyay, T. (2014). Beyond job security and money: Driving factors of motivation for government doctors in India. *Human Resources for Health*, 12(12). <https://doi.org/10.1186/1478-4491-12-12>
- Renard, M., & Snelgar, R. J. (2018). Can nonprofit employees' internal desire to work be quantified? Validating the Intrinsic Work Motivation Scale. *South African Journal of Psychology*, 48(1), 48–60.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86, 825–836. <https://doi.org/10.1037//0021-9010.86.5.825>
- Rousseau, D. M. (1995). *Psychological contracts in organization: Understanding written and unwritten agreements*. Sage.
- Ryan, R. M., & Deci, E. L. (2000a). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54–67.

- Ryan, R. M. & Deci, E. L. (2000b). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–75.
- Salamon, L. M, Geller, S. L. & Sokolowski, S. (2012). Nonprofit employment. *US Bureau of Labor Statistics, Quarterly Census of Employment and Wages*, 39.
- Shao, A. T. (2002). *Marketing research, an aid to decision making* (2nd ed.) Southwestern Thomas Learning.
- Skalland, B. (2011). An alternative to the response rate for measuring a survey's realization of the target population. *Public Opinion Quarterly*, 75(1), 89–98.
<https://doi.org/10.1093/poq/nfq072>.
- Speckbacher, G. (2011). The use of incentives in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 42(5), 1006–1025.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Sage.
- Strauss, A., & Corbin, J. (1990). *Basics of qualitative research: Grounded theory procedures and techniques*. Sage.
- Strauss, A., & Corbin, J. (1994). Grounded theory methodology: An overview. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research*. Sage.
- Thompson, E. R., & Phua, F. T. T. (2012). A brief index of affective job satisfaction. *Group & Organization Management*, 37(3), 275–307.
<https://doi.org/10.1177/1059601111434201>.

- Thompson, J. A., & Bunderson, J. S. (2003). Violations of principle: Ideological currency in the psychological contract. *Academy of Management Review*, 29, 216–225.
- Thompson, J. A., & Hart, D. W. (2006) Psychological contracts: A nano level perspective on social theory contract. *Journal of Business Ethics*, 68, 229–241
- Trochim, M. K. (2006). *Nonprobability sampling: Research methods knowledge base*. Cornell University Press.
- Tucker, C. R., & Winsor, D. L. (2013). Where extrinsic meets intrinsic motivation: An investigation of Black student persistence in pre-health careers. *Negro Educational Review*, 64(1–4), 37–57.
- Vallerand, R. J., & Ratelle, C. F. (2004). Intrinsic and extrinsic motivation: A hierarchical model. Retrieved from www.researchgate.net/publication/303119370
- Vansteenkiste, M., Niemiec, C. P. & Soenens, B. (2010). Capturing autonomy, competence, and relatedness at work: Construction and initial validation of the Work-Related Basic Need Satisfaction scale. *Journal of Occupational and Organizational Psychology*, 83, 981–1002.
<https://doi.org/10.1348/096317909X481382>
- Wade, N. G., Worthington, E. L., Jr., & Haake, S. (2009). Comparison of explicit forgiveness interventions with an alternative treatment: A randomized clinical trial. *Journal of Counseling & Development*, 87(2), 143–151.
- Walden University. (2010). Walden Laureate Education. Retrieved from <http://library.waldenu.edu/689.htm>.

- White, H. (1970). *Chains of opportunity: System models of mobility in organizations*. Harvard University Press.
- Whorton, J. W., & Wortley, J. A. (1981). A perspective on the challenge of public management: Environmental and organizational structure. *Academy of Management Review*. Retrieved from [www.Journal aom.org](http://www.Journal.aom.org)
- Williams, G. C., & Deci, E. L. (1996). International of biopsychological values by medical students: A test of self-determination theory. *Journal of Personality and Social Psychology*, 70. <https://doi.org/10.1037/0022-3514.70.4.767>
- Word, J. A., & Park, S. M. (2009). Working across the divide: Job involvement in the public and nonprofit sectors. *Review of Public Personnel Administration*, 29(2), 103–133.

Appendix: Online Survey Questionnaire Survey

Dear Respondents,

My name is Jacques Mambo. I am pursuing a Ph.D. program at Walden University in Public Policy and Administration. I am now in the process of writing my dissertation which requires data collection.

I know that your time is valuable. However, I am asking you for a few minutes of your time to answer the following questions as they apply to the scope of your engagement with your current organization.

Your answers will remain confidential and anonymous. At the end of the survey, you just need to indicate your position, gender, approximate age, position status meaning whether you are exempt or nonexempt employee, and the time you have been with [name of participant pool redacted], all for demographic purposes.

Thank you in advance for your participation.

Questionnaire¹

For each question or statement below, please answer using the scale of *strongly disagree, disagree, neither agree nor disagree, agree, or strongly agree*.

Tell us about your job and how the organization assists you

Job Satisfaction:

1. I feel encouraged to come up with new and better ways of doing things?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

2. My work gives me a feeling of personal accomplishment?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

3. On my job, I have clearly defined quality goals based on communities'

Needs?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

¹ A copy of the reprint permission granted on April 18, 2017, by R. L. Lavorata, is available from the author of this dissertation.

4. I understand why it is so important for {NPO} to continue to value diversity by recognizing and respecting differences in race, gender, age, etc. ?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

5. I am satisfied with my level of involvement with decision-making that affects my work?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

6. Considering everything, I am satisfied with my job?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

Pride to work for {NPO} willingness to help others

7. I experience personal growth such as updating skills, etc.?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

8. Senior Managers encourage me to be my best?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

9. I am rewarded for the quality of my work?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

10. Senior management looks for me for suggestions and Leadership?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

11. I am valued by my Senior Management?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

12. My job makes a difference in the lives of others ?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

Rewards and the overall quality of service provided

13. {NPO} is flexible with respect to my family responsibilities?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

14. I earn living wages for the work I render for my company?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

15. I am happy with the benefit package (salaries, fringe benefits, etc.) I received?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

16. I take part in my company flextime program?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

17. My work gives me a feeling of personal accomplishment?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

18. Overall, I am satisfied with my position?

- a. Strongly disagree
- b. Somewhat disagree
- c. Neither agree nor disagree
- d. Somewhat agree
- e. Strongly agree

Demographics:

19. What is your gender?

- a. Male
- b. Female
- c. Non-binary

20. Which of the following categories includes your age?

- a. 18 to 26
- b. 27 to 35
- c. 36 to 45
- d. 46 to 57
- e. 58 to 67
- f. Over 67

21. Length of time at your current position?

- a. less than one year
- b. 1 to 5 years
- c. 5 to 8 years
- d. 8 to 12 years
- e. over 12 years

22. What is your executive position status?

- a. CEO or CFO or Executive Director
- b. Senior Vice President
- c. Vice President
- d. Assistant Vice President
- e. Middle Manager

Thank you for your time to complete this survey.