

**INFLUENCE OF INTRINSIC MOTIVATION ON JOB PERFORMANCE
AND ORGANISATIONAL COMMITMENT AMONG THE EMPLOYEES:
CASE OF K-UNITY, KIAMBU COUNTY, KENYA**

KENNETH MACHARIA MUNYUA

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DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the University of Nairobi in Nairobi, Kenya for academic credit.

Signature.....Date.....

Munyua, Kenneth Macharia

C50/78456/2015

The research project was submitted for examination with my approval as a University of Nairobi Supervisor.

Signature..... Date.....

Prof. Michael M. Ndurumo,

Department of Psychology

University of Nairobi.

DEDICATION

This research is in honour of loving memory of my sister, Dorcas Wanjiku Munyua Kibanya (1968-2009), a remarkably wise woman, whose boundless love, faith and humour continue to inspire me in endless and limitless ways and her children Ian Waweru, Ivy Muhithe and Mark Munyua. Additionally, it is dedicated to everyone who taught me the values of life, knowledge, responsibility, respect, integrity, hard work, self-growth and improvement.

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TABLE OF CONTENTS

	Page
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS.....	v
LIST OF FIGURES.....	xi
LIST OF TABLES	Error! Bookmark not defined.
ABREVIATIONS AND ACRONYMS	xiv
Abstract.....	xv
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Purpose of the Study.....	4
1.4 Objectives of the Study.....	4
1.5 Research Questions	5
1.6 Hypotheses	5
1.7 Justification of the Study	6
1.8 Significance of the Study	7
1.9 Scope of the Study	7
1.10 Assumptions of the Study.....	8
1.11 Limitations to the Study.....	8
1.12 Theoretical Framework.....	8
1.13 DEFINITIONS OF OPERATIONAL TERMS	11
CHAPTER TWO:REVIEW OF LITERATURE.....	14
2.1 Introduction.....	14
2.2 Intrinsic Motivation	14
2.2.1 Components of Intrinsic Motivation	14

2.2.1.2 Mastery.....	17
2.2.1.3 Connection	17
2.3.1 Components of Employee Performance.....	19
2.3.1.1 Effectiveness and efficiency	20
2.3.1.2 Work quality and quantity	20
2.3.1.3 Productivity	21
2.4 Organizational Commitment	21
2.4.1 Dimensions of Organizational Commitment.....	22
2.4.1.1 Affective Commitment	22
2.4.1.2 Normative Commitment	23
2.4.1.3 Continuance Commitment.....	23
2.5 Intrinsic Motivation and Job Performance and Organizational Commitment.....	23
dimensions of organisational commitment.....	24
2.6 Gender and Job Performance and Organizational Commitment	25
2.7 Educational Level and Job Performance and Organizational Commitment.....	26
2.8 Status (job category) in the Organization and Job Performance and Organizational Commitment	27
2.9 Duration (experience) in Employment and Job Performance and Organizational Commitment	28
2.10 Chapter Summary	29
CHAPTER THREE:RESEARCH METHODOLOGY.....	31
3.1 Introduction.....	31
3.2 Research Design	31
3.3 Location of the Study	31
3.4 Population of the Study	32
3.5 Sampling frame and procedure	32
3.6 Data Collection Instrument and Measures.....	32
3.7 Reliability of the Instrument	32
3.8 Validity of the Instrument.....	33
3.9 Data Analysis and Interpretation	34

3.10 Ethical Considerations	34
CHAPTER FOUR:DATA ANALYSIS, PRESENTATION AND INTERPRETATION	35
4.1 Introduction	35
4.2 Demographic Results	35
4.2.1 General Information	35
4.2.2 Gender	36
4.2.3 Age	36
4.2.4 Education level	37
4.2.5 Job Category.....	38
4.3 Intrinsic Motivation and Job Performance	40
4.3.1 Correlation between Intrinsic Motivation and Job Performance	41
4.3.2 Model Summary.....	41
4.3.3 ANOVA (Analysis of Variance): Relationship between Intrinsic Motivation and Job...	42
4.3.4 Significance of the Independent Variable	42
4.3.5 Model	43
4.4 Intrinsic Motivation and Organizational Commitment.....	43
4.4.1 Correlation between Intrinsic Motivation and Organizational Commitment.....	43
4.4.2 Model Summary.....	44
4.4.3 ANOVA: Relationship between Intrinsic Motivation and Organizational Commitment	44
4.4.4 Significance of the independent variable	45
4.4.5 Model	46
4.5 Gender and Job Performance	46
4.5.1 Correlation between Gender and Job Performance.....	46
4.5.2 Model Summary.....	47
4.5.3 ANOVA (Analysis of Variance): Relationship between Gender and Job Performance..	47
4.5.4 Significance of the Independent Variable	48
4.5.5 Model	48
4.6 Gender and Organizational Commitment	48
4.6.1 Correlation between Gender and Organizational Commitment.....	49

4.6.2 Model Summary.....	49
4.6.3 ANOVA (Analysis of Variance): Relationship between Gender and Organizational Commitment.....	50
4.6.4 Significance of the Independent Variable	50
4.6.5 Model	51
4.7 Educational Level and Job Performance.....	51
4.7.1 Correlation between Educational Level and Job Performance	51
4.7.2 Model Summary.....	52
4.7.3 Analysis of Variance: Relationship between educational level and Job Performance	52
4.7.4 Significance of the Independent Variable	52
4.7.5 Model	53
4.8 Educational Level and Organizational Commitment.....	53
4.8.1 Correlation between Educational Level and Organizational Commitment	53
4.8.2 Model Summary.....	54
4.8.3 Analysis of Variance: Relationship between Educational Level and Organizational Commitment.....	54
4.8.4 Significance of the independent variable	55
4.8.5 Model	55
4.9 Status (Job category) in the Organization Job Performance	56
4.9.1 Correlation between Job category and Job Performance	56
4.9.2 Model Summary.....	56
4.9.3 Analysis of Variance: Relationship between Job category and Job Performance	57
4.9.4 Significance of the Independent Variable	57
4.10 Status (Job category) in the Organization and Organizational Commitment	58
4.10.1 Correlation between Job category and Organizational Commitment	58
4.10.2 Model Summary.....	59
4.10.3 Analysis of Variance: Relationship between Intrinsic Motivation and Job Performance	59
4.10.4 Significance of the Independent Variable	59
4.10.5 Model	60

4.11 Work Experience on Job Performance	60
4.11.1 Correlation between Work Experience and Job Performance	61
4.11.2 Model Summary	61
4.11.3 Analysis of Variance: Relationship between Work Experience and Job Performance..	61
4.11.4 Significance of the Independent Variable	62
4.11.4 Model	62
4.12 Work Experience on Organizational Commitment.....	63
4.12.1 Correlation between Work Experience and Organizational Commitment.....	63
4.12.2 Model Summary.....	63
4.12.3 Analysis of Variance: Relationship between Work Experience and Organizational Commitment.....	64
4.12.4 Significance of the Independent Variable	64
4.12.5 Model	65
CHAPTER FIVE:SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	66
5.1 Introduction.....	66
5.2 Summary of Findings.....	66
5.3 Discussion.....	67
5.3.1 Intrinsic Motivation and Job Performance and Organizational Commitment	67
5.3.2 Gender and Job Performance and Organizational Commitment	70
5.3.4 Educational Level and Job Performance and Organizational Commitment	70
5.3.5 Status (job category) in the Organization and Job Performance and Organizational Commitment.....	71
5.3.6 Duration (experience) in Employment and Job Performance and Organizational Commitment	72
5.4. Conclusions	72
5.4.1 Intrinsic Motivation and Employees' Job Performance and Organizational Commitment	72
5.4.2 Gender and Job Performance and Organizational Commitment	74
5.4.3 Educational Level and Job Performance and Organizational Commitment	75
5.4.4 Status (job category) in the Organization and Job Performance and Organizational Commitment.....	75

5.4.5 Duration (experience) in Employment and Job Performance and Organizational Commitment.....	76
5.5 Recommendations	76
5.5.1 Recommendations for Improvement.....	76
5.5.1.2 Gender and Job Performance and Organizational Commitment	78
5.5.1.3 Educational Level and Job Performance and Organizational Commitment.....	78
5.5.1.4 Status (job category) in the Organization and Job Performance and Organizational Commitment	79
5.5.1.5 Duration (experience) in Employment and Job Performance and Organizational Commitment	80
5.5.2 Recommendations for Further Studies.....	80
REFERENCES	82
APPENDICES	98
APPENDIX 1: Transmittal Letter	98
Appendix II: Letter to Conduct Study at K-Unity Savings and Credit Cooperative Society Ltd.	102
Appendix III: National Commission for Science, Technology & Innovation Permit.....	103

LIST OF FIGURES

Figure 2.1: Intrinsic motivation model (self-determination theory) of Deci & Ryan (1985 & 2000).	15
Figure 4.1: Gender.....	36
Figure 4.2: Age of the Respondents	37
Figure 4.3: Education Level	38
Figure 4.4: Job Category.....	39
Figure 4.5: Work Experience	40

LIST OF TABLES

Table 4.2: Summary of the model (motivation on job performance).....	41
Table 4.3: ANOVA (Analysis of Variance): Relationship between Intrinsic Motivation and Job Performance.....	42
Table 4.4: Significance of independent variable (Motivation on job performance)	42
Table 4.5: Correlation between intrinsic motivation and organizational commitment.....	44
Table 4.6: Model summary (Motivation on Organizational commitment)	44
Table 4.7: ANOVA: Relationship between Intrinsic Motivation and Organizational Commitment	45
Table 4.8: Significance of independent variable (Motivation on organizational commitment).....	45
Table 4.9: Correlation between Gender and Job Performance	47
Table 4.10: Model Summary (Gender on job performance)	47
Table 4.11: ANOVA (Analysis of Variance): Relationship between Gender and Job Performance.....	47
Table 4.12: Significance of the Independent Variable (Gender).....	48
4.5.5 Model	48
Table 4.13: Correlation between Gender and Organizational Commitment	49
4.6.2 Model Summary.....	49
Table 4.14: Model Summary (Gender on organizational commitment).....	49
Table 4.15: ANOVA (Analysis of Variance): Relationship between Gender and Organizational Commitment	50
Table 4.16: Significance of the Independent Variable (Gender on organizational commitment)	50
<i>Table 4.17: correlation between educational level and job performance</i>	<i>51</i>
<i>Table 4.18: Model Summary (Education level and job performance).....</i>	<i>52</i>
Table 4.19: ANOVA (Analysis of Variance): Relationship between educational level and Job Performance.....	52
Table 4.20: Significance of the Independent Variable (Education on job performance).	53
Table 2.21: Correlation between Educational Level and Organizational Commitment	54
4.8.2 Model Summary.....	54

Table4.22: Model Summary (Education on organizational commitment)	54
Table 4.23: ANOVA (Analysis of Variance): Relationship between Educational Level and Organizational Commitment	54
Table 4.24: Significance of independent variable (Educational level on organizational commitment)	55
Table 4.25: Correlation between Job category and Job Performance	56
Table 4.26: Model Summary (job category on job performance)	56
Table4.27: ANOVA (Analysis of Variance): Relationship between Job category and Job Performance	57
Table 4.28: Significance of the Independent Variable (job category on job performance)	57
Table 4.29: Correlation between Job category and Organizational Commitment.....	58
Table 4.30: Model Summary (job category and organizational commitment)	59
Table 4.31: ANOVA (Analysis of Variance): Relationship between Intrinsic Motivation and Job Performance	59
Table 4.32: Significance of the Independent Variable (job category on organizational commitment)	60
Table 4.33: Correlation between Work Experience and Job Performance	61
Table 4.34: Model Summary (work experience and job performance)	61
Table 4.35: ANOVA (Analysis of Variance): Relationship between Work Experience and Job Performance	62
Table 4.36: Significance of the Independent Variable (work experience on job performance) ..	62
Table 4.37: Correlation between Work Experience and Organizational Commitment.....	63
Table 4.38: Model Summary (job category and organizational commitment)	63
Table 4.39: ANOVA (Analysis of Variance): Relationship between Work Experience and Organizational Commitment	64
Table 4.40: Significance of the Independent Variable (work experience on organizational commitment)	64

ABBREVIATIONS AND ACRONYMS

K-UNITY: Kiambu Unity

SD: Standard Deviation

ANOVA: Analysis of Variance

FAO: Food and Agriculture Organization of the United Nations

SDT: Self-determination theory

Abstract

Motivation is a rare commodity and organisational leaders grapple with this challenge as no one knows with certainty what really motivates employees and once motivated how it could be sustained to bring out optimum job performance and organisational belongingness in employees towards the realisation of organisation's objectives as the belief in most organisations history is that money is the most available motivator yet studies are proving otherwise: money is not the best motivator. The study took into consideration that globally organisations are cutting down on costs owing to competition and converting some of the finances to other programs and incentives to boost their staff morale and enhance productivity. The purpose of the research project was to find out the relationship between intrinsic motivation and job performance and organisational commitment among the employees with reference to K-Unity Savings and Credit Cooperative Society Ltd. Theoretical framework for the study was based on Herzberg's two-factor theory (Teck-Hong & Waheed, 2011), Robbins and Judge (2013), and Lawrence and Nohria (2002) four-drive theory. The study adopted a quantitative and descriptive research design. A structured study instrument was used to collect the relevant data that adopted content, face, construct and concurrent validity while instrument reliability was addressed through a pilot survey to pre-test the questionnaire. Simple random sampling method was used to get the appropriate population size of 187 representing 93.5% of the total population while correlational and analysis of variance (NOVA) was used to find the relationship between the study's independent and dependent variable measures based on the study's objectives and hypothesis. The findings established that intrinsic motivation and rewards contribute significantly to employees' job performance (p- value of $0.015 < 0.05$ and R square value of 0.032) and organisational commitment (correlation of 0.202 (20.2% and p-value of $0.006 < 0.05$). The study concludes that by utilising and investing in non-financial rewards, employees improve their job performance and develop organisational citizenship behaviour displayed by their commitment to the organization. The study therefore recommends that organizations invest in non-financial rewards and incentives and more studies been done to determine the role that could be played by job-related attitudes in enhancing employees' job performance and organizational commitment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Motivation is among the most discussed, debated, and researched topics in the history of industrial and organizational psychology and human resources management. Influence of intrinsic motivation on job performance and organizational commitment has been a subject of study in many organizations because of the role motivation plays in the performance of employees yet not many organizations are willing to invest in non-financial incentives and schemes as the focus is on financial rewards, and non-financial rewards have become increasingly being overlooked (Chiang & Birtch, 2012). An organization can only achieve its objectives by having and working with motivated employees. It is on this basis Cheema and Shujaat (2013) opined that organizations, regardless of sector, size or industry require motivated workforce that ensures efficiency, high organizational output and prosperity. This apart, Reinholt (2006) argued that organizational science literature on motivation has for long been polarized into two main positions. This position too was supported by Çınar, Bektaş and Asla (2011) who opined that the organizational economic position focuses on extrinsic motivation and the organizational behavior position emphasizes intrinsic motivation.

Work motivation is an enigmatic topic in work and organizational science (Kanfer, Chen, & Pritchard, 2008) because in today's economy, a motivated workforce represents both a competitive advantage and a critical strategic asset in any work environment (Treblay, Pelletier & Villeneuve, 2009). More importantly, in today's economy a motivated work force represents both, a competitive advantage and a critical strategic asset in any work environment (Rohini, 2016). Similarly, motivation has dominated many organizational studies because every organization hopes to see employees attain superior performance (Ojo, 2009). Employees, therefore, are regarded as an unsurpassed vital resource of organization and their motivation has become an indispensable part of the human resource strategy of an organization (Hossaini & Hossainii, 2012). Motivation can be defined as a driving force within a person which stimulates the individual to do something up to the target level in order to fulfill some need or expectations.

Intrinsic rewards according to Thomas (2009) “are psychological rewards that employees get from doing meaningful work and performing it well and also entails the satisfaction of employee to his jobs emerging out of the pleasure of working that he experiences in a good organization that rewards him for his job (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014). Such intrinsic or non-financial rewards include training and continuous development courses, job titles, good work environment, on-the-spot praise, leadership roles, team spirit, social gatherings, time-off, social recognition and performance feedbacks (Dobre, 2013). Hence this kind of motivation implies that employees will not work expecting direct material or monetary rewards. When it comes to extrinsic rewards these are motivations schemes whereby workers expect to be rewarded with material or financial rewards after performing given tasks better or beyond the employer’s or organization’s expectations. For this reason they are referred to as performance-contingent rewards (Benabou & Tirole, 2003). Examples of extrinsic motivation schemes include bonus and competitive salaries and wages (Itotia, Mugambi, & Wachira, 2013) and other monetary rewards (Omollo, 2015).

Osabiya (2015) identified three components of motivation that comprise direction, effort, and persistence. Motivation directs employees’ behavior toward the desired goal of an organization and enables employees to positively contribute to improve their performance (Jones & George, 2008). A study by Ali, Abrah and Haider (2012) showed 20% of workers performance is leveraged by motivation. Needless to say, intrinsic motivation derived from satisfaction and work fulfillment ensures employees do their best (Khan, Shahid, Nawab, & Wali, 2013).

Having human capital that comprises organization’s employees is not enough. How they are motivated to help the organization achieve its objectives is one of the most challenging endeavours that every employer grapples with as most organizational leaders think it is just psyching them up. Motivation therefore remains a rare commodity that managers face in executing business strategies to achieve competitive advantage and consists of the employment of motivational techniques that build operating excellence (Arnolds, 2007) yet many an organizational manager do not know with certainty what wholly motivates employees and how it could be sustained. This is a complex dilemma that is confusing as it revolves around which

rewards really motivates employees –intrinsic or performance-contingent rewards (Benabou & Tirole, 2003)?

For many years money representing financial rewards has been used widely as a way of motivating financial sector employees. For this reason Itotia, Mugambi and Wachira (2013) and Omollo (2015) argued that employees are motivated by monetary rewards including competitive salaries and wages. Even though other organizational scholars like Khan, et al. (2003) have urged for the utilization of financial rewards (extrinsic) in motivating employees this has been opposed by many studies for several reasons. Monetary incentives are not the best and as Onanda (2015) established they are insufficient and exceed results as disparity between salaried individuals may divide rather than unite employees. Additionally, Torrington (2008) noted proven non-monetary positive motivators that foster team and organizational commitment are recognition, responsibility, participatory environment and fairness. Concurring with these findings Ayobami (2013) and Khan, et al. (2013) showed that intrinsic motivation schemes are far more effective, in the long run, and more economical than monetary rewards alone.

1.2 Statement of the Problem

From the analysis of the findings of the study, it is notable that motivation influences job performance and organizational commitment yet there are many challenges associated with motivation that is essential to optimize employee performance. Available literature related to intrinsic motivational strategies on Kenyan financial institutions is conflicting with each research supporting and standing their ground. Ngui, Mukulu and Gachunga (2014) found that there is a positive relationship between strategic reward and compensation and employee performance among commercial banks in Kenya. Nyandema and Were (2014) argued that career development and coaching/mentoring are among the greatest components of employee motivation. On the other hand, Ochieng (2014) found that motivational strategies (money; recognition; promotion; responsibility; personal growth; influence and psychological contract) offered to generation Y improves performance and lowers job turn over. Omollo (2015) found out that employees are motivated by monetary rewards that are directly related to their output while Onanda (2015) found out that motivating employees will in no way show decreased performance. What is more,

Itotia, Mugambi, and Wachira (2013) advocated for organizations utilization of competitive salaries and wages and comprehensive and proactive career development programs.

The aforementioned studies have not done enough to establish which intrinsic rewards are the best to influence employee motivation and organisational commitment. Moreover, the results provide conflicting findings leaving one wondering what is the most appropriate reward system: intrinsic or extrinsic? Subsequently, this presented a knowledge gap that this study would investigate by focusing on the role of intrinsic motivation in enhancing and sustaining employee job performance and organisational commitment. The research project was to address the question: What is the influence of intrinsic motivation on job performance and organisational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd?

1.3 Purpose of the Study

The purpose of the study was to determine the influence intrinsic motivation has on job performance and organisational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

1.4 Objectives of the Study

1. Determine in what ways intrinsic motivation influences job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.
2. Determine to what extent gender predicts job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.
3. Determine in what ways educational level influences job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.
4. Determine to what extent status predicts job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

5. Determine in what ways duration in employment influences job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

1.5 Research Questions

1. In what ways does intrinsic motivation influence job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.?
2. To what extent does gender predict job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.?
3. In what ways does educational level influence job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.?
4. To what extent does status in the organization predict job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.?
5. In what ways does duration in employment influence job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.?

1.6 Hypotheses

The study adopted null hypotheses which were generated and tested for the purpose of the study. The study hypothesized that intrinsic motivation and gender, educational level, status and tenure will not significantly predict job performance organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

HO1 There is no relationship between intrinsic motivation and job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

H02 Gender does not predict job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

H03 There is no significant relationship between educational level and job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

H04 There is no relationship between status (job category) in the organization and job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

H05 Duration (tenure) in employment does not significantly predict job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

1.7 Justification of the Study

Improving the performance of employees has drawn attention of many organizational managers because of the role played by employees in helping organizations achieve their objectives. The studies on motivation from available literature shows intrinsic and non-financial rewards are cost-effective and sustainable which organizations could manage in the medium and long term. Furthermore, money and other resources saved by utilising non-financial motivators could go to support organizations core business and enhancing its competitive edge. There is no consensus among researchers on job motivation literature where each showcases that material rewards or non-material rewards should be adopted. Additionally, no study has sought to establish the relationship between intrinsic motivation and job performance and organizational commitment in K-Unity Savings and Credit Cooperative Society Limited. Hence there is need to gain understanding about intrinsic motivation and job performance and organizational commitment in K-Unity Savings and Credit Cooperative Society Ltd. The research therefore intends to explore the extent to which intrinsic motivation influences job performance and organizational commitment of employees at K-Unity Savings and Credit Cooperative Society Limited thus filling the knowledge gap. The research will also aid in bridging the knowledge gap by comparing what is known elsewhere and what will be established at K-Unity Savings and Credit Cooperative Society Limited.

1.8 Significance of the Study

A study of this nature will help inform K-Unity Savings and Credit Cooperative Society Limited about motivational problems and challenges so as to develop strategies that maximise on employees work performance and organisational commitment, facilitate the institution's leadership to understand motivation, realise its obligation and responsibility towards better performance of its employees by utilising intrinsic motivation and rewards. Needless to say, the study will rally around policy makers to foster an appropriate understanding to find ways to address inherent challenges and pertinent motivational issues in order to furnish organisational psychology and human resource practitioners on ways of boosting employee morale and performance without directly relying on cash. Additionally, the research findings will challenge organisations utilising financial rewards to adopt non-financial schemes that could benefit the employees in enhancing their organisational commitment and productivity and subsequently add to existing literature and contribute to practice by serving to forecast employee performance and organisational commitment. Finally, this study will be useful to scholars and researchers in industrial and organizational psychology who might be interested in studying employee motivation. The study will help them understand the role that could be played by non-monetary incentives in enhancing job performance and organisational commitment.

1.9 Scope of the Study

The study aimed at establishing the influence of intrinsic motivation, job performance, and organizational commitment being the independent variable and dependent variables respectively. The researcher went further to discuss components of intrinsic motivation. Accordingly, and in line with the study's broad objectives the study explored the three components of intrinsic motivation: autonomy, mastery, and purpose (relatedness/connection). Therefore, the study will not discuss other aspects of motivation that have to do with extrinsic motivators. The research also took time to discuss the dimensions of employee's job performance (Robbins & Coulter, 2003) and Bernardin and Russell in Kaswan (2012) which are work quality, employee productivity, and effectiveness and efficiency. The researcher was aware that there could have been other elements of job performance worth discussing such as innovation, creativity, satisfaction, cohesiveness, and flexibility critical to customer relations, communication patterns and employee efforts towards the goals of an organization (Robbins, 2003) but it was most appropriate that the study restricts itself to constituents of the study's first dependent variable of

job performance. Finally, the research extended its tentacles to capture the components of organizational commitment in accordance with Meyer & Allen's model (1993) and Jaros (2007), that is, affective commitment, continuance commitment, and normative commitment.

1.10 Assumptions of the Study

The study was based on the assumptions that intrinsic motivation has a significant effect on job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd. Correspondingly, gender, educational level, organizational tenure, and duration in the organization have significant influence on employees' job performance and their commitment to the organization.

1.11 Limitations to the Study

The current study had several limitations. The research just concentrated on one independent variable of intrinsic motivation and two dependent variables, namely, job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd. The study also used a relatively small sample of K-Unity Savings and Credit Cooperative Society Ltd employees and so cannot be applied to other savings and cooperative societies or financial institutions. Although generalization of results of this study is limited by its scope, the findings nonetheless is a major contribution to existing literature on the extent of relationship between intrinsic motivation and job performance and organizational commitment and demographic characteristics among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

1.12 Theoretical Framework

Motivation theories endeavour to explain the genesis, perpetuation and maintenance of behaviour. Referring to the work of Jones (1995), Bosompem, Kwarteng & Obeng-Mensah (2012) held that motivation means "how behaviour gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organism. This view as also supported by Uzonna (2013). The study was guided by Herzberg's two-factor theory and

Lawrence and Nohria's four-drive theory. These theories will help to explain how intrinsic motivation contributes to job performance and organisational commitment.

Herzberg two-factor theory

Fredrick Herzberg (1987) contended that the primary function of any organization is to satisfy individual needs and meaningful existence. The basic tenet of the theory was what people work for. Their responses on how they feel about their jobs were rated as bad or good. He referred the deferring responses as the motivation-hygiene theory. Respondents felt good and these resulted in job satisfaction as they said there were opportunities and room for recognition, advancement, responsibility, and achievement. Motivators came about with these factors that promote job satisfaction (Teck-Hong & Waheed, 2011).

The two factors, satisfaction and no satisfaction are separate and distinct implying that removing dissatisfying characteristics from a job does not necessary make the job satisfying. Accordingly, managers who seek to eliminate job dissatisfaction factor so as to boost employees' motivation have to ensure provision of hygiene (high quality factors) that consist of supervision, pay, company policies, physical working conditions, relationship with others, and job security (Khuluzauri & Syed, 2010). Job-related characteristics that are intrinsically rewarding are promotion of personal growth opportunities, recognition, responsibility, and achievement (Khalifa & Truong, 2010). Herzberg theory is still relevant to the workplace today and organizational leaders could utilize it as an instrument of maximizing their workforce's performance and organizational citizenship behaviour.

Four-Drive Theory

This theory was introduced by Lawrence and Nohria (2002). They supposed that people are driven by four basic emotional needs or drives (Abbah, 2014). These are drive to acquire, drive for bond, drive to comprehend and drive to defend (Nohria, Groysberg & Lee, 2008). Their basic assumption that could help organisational mangers in boosting human capital performance is to address the challenge of what can be done to motivate employees' behaviour to bring out desirable work-related outcomes. First is the drive to acquire. It is the drive to acquire scarce

goods, to seek, control, take and retain objects and personal experiences. There is a desire to acquire beyond the basic needs (that is, water, food, clothing, shelter) to recognition in society, self-esteem, and competitiveness. There is an inclination in people to want more than what others possess (Aworemi, Abdual-Azeez & Durowoju, 2011). Second is the drive for bond being the desire that emanates from the basic understanding that humans are social beings. They desire to relate and congregate. When this desire is met, there are positive emotions of love and care. From an organizational perspective it makes people motivated, encourages cooperation (team work) thereby building organizational belongingness or citizenship, a fundamental ingredient for organizational success and development of societies (Abbah, 2014). Third comprises the drive to comprehend and satisfy and make sense of what is around the individual in search for meaning. It is noted that employees tend to derive motivation from challenging tasks and jobs which call upon them to learn and grow. Hence, the need for managers to put in place incentives that promotes it. Fourth, consists of the drive to defend which goes beyond the need to protect including defending one's belongings, accomplishments, ideas and beliefs and relationships with friends and family. When this is fulfilled it leads to feeling of confidence and security (Singh, 2017). Work motivation is derived from the attainment of the four drives.

In conclusion, it is imperative to ask what value and significance this theory holds for organisations. Herzberg two-factor theory supports and fits into this study's objectives in many respects. One, because it advocates organisations to address employees' dissatisfaction by providing job characteristics which are motivating and intrinsically rewarding (Khalifa & Truong, 2010) and two, because non-financial hygiene factors that increase motivation for better job performance are company policies and good work environment (Khuluzauriand Syed, 2010). Needless to say, Nohria and Lawrence's (2002) four-drive theory backs the study's goals as it has shown that people have greater needs which could only be fulfilled intrinsically rather than through financial (material) needs as they desire recognition, esteem, bond, and translate their work experiences into meaningful existence (Aworemi, et al., 2011). Organizations should therefore ensure they provide enough opportunities for all the drives to be fulfilled in a harmonious manner (McShane & Glinow, 2010).

Finally, these theories are related to the study's variables as they describe the intrinsic needs employees seek to satisfy from their work. When organisations provide environment and factors that are intrinsically satisfying, employees tend to find fulfilment in work tasks which translates to better and high job performance. For Herzberg people want hygiene factors that make them motivated. Supporting the study's independent variable which is intrinsic motivation the factors are job satisfaction, recognition, advancement, responsibility, and achievement. It is for this reason that Khalifa and Truong (2010) found intrinsic rewards (comprising recognition, responsibility, growth opportunities, and achievement) as maximising workers performance (first dependent variable). Correspondingly, Lawrence and Nohria's four-drive theory supports the study's second dependent variable of organisational commitment. This is because employees' desire for bond shows they need love, care, and belongingness (Aworemi, et al., 2011). This apart, Petrova's (2011) argument seems to support Lawrence and Nohria's theory which point to the direction that could help to answer the puzzle of what really motivates employees as he quipped by referring to earlier opinions by Deci (1971); Galbraith (1977) and Staw (1989) that people might be driven by motives that reflect their needs and goals to perform a task, or to achieve specific outcomes. Indeed, they saw intrinsic motivation as being stimulated by developing a work environment where people can achieve their goals.

1.13 DEFINITIONS OF OPERATIONAL TERMS

- **Motivation:** refers to "the reasons underlying behaviour" (Guay et al., 2010). Human behaviour is driven by motivation to do something or not to do it.
- **Intrinsic motivation:** consists of doing an activity for its inherent satisfaction rather than for some separable consequence (Ryan & Deci, 2000). Intrinsic motivation is animated by personal enjoyment, interest, or pleasure, whereas extrinsic motivation is governed by reinforcement contingencies (Lai, 2011).
- **Job performance:** is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed [and] effectiveness of work completed (Mathis & Jackson 2009). Employee Performance is the successful

completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment (Thao & Hwang, 2015).

- **Organizational commitment:** has several definitions: organisational membership (Robbins, 2001), acceptance of organizational goals and values (Schultz and Schultz, 2002), employee loyalty (Newstrom, 2007) and what binds the employee to the organisation (Mcmahon, 2007). According to Igbaekemen and Idowu (2014), organizational commitment is a belief by the employee which reflects the “strength of a person’s attachment to an organisation.”
- **Normative commitment:** refers to sense of responsibility where employees consider themselves members of the organisation (Gürses & Demiray, 2009). Normatively committed employees says “I ought” and remain loyal to their organisation (Danish & Muhammad, 2015) because they consider it as an obligation and morally right behaviour (Oludey, 2015)
- **Affective commitment:** it refers to the kind of affective commitment measures an employee’s emotional attachment. A worker who has affective or emotional attachment to the organization strongly identifies with the goals of the organization and remains loyal to it as it is a personal decision to be committed to their organisation (Sundas et al., 2009; Ogaboh et al., 2010; Yusuf & Metiboba, 2012).
- **Continuance commitment:** Continuance commitment refers to employees’ evaluation of the cost of leaving the organisation based on the perceived costs, both economic and social, of leaving the organization (Jaros, 2007). It comprises the “consciousness of the expenditure linked with parting the organization” (Aydogdu and Asikgil, 2011).
- **Demographics:** refers to personal characteristics and include information such as ethnicity, race and family size (George, 2010). Bell (2008) defines demographic characteristics as personal statistics on information such as gender, age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate, average size of family, average age at marriage.

- **Gender:** refers to the roles and responsibilities of men and women that are created in our families, our societies and our cultures. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men, that is, femininity and masculinity (UNESCO, 2013).
- **Educational level:** it refers to the academic credentials or a degree an individual has obtained (Ng & Feldman, 2009).
- **Employment/ organizational Status:** also referred to as job category or rank, indicates an employee's job level or job seniority in a particular occupational classification (Kabere, 2014).
- **Downsizing:** shrinking an organization's workforce (Rehman & Naeem, 2011). Downsizing also refers to cutting and removal of job-positions, which does not include the retirement or voluntary resignation (Cascio, 1993).
- **Organogram:** a drawing or plan that gives the names and job titles of all the staff in an organization or department, showing how they are connected to each other (McMillan dictionary, 2009).
- **Duration in an organisation:** also referred to as tenure it is the period an employee has worked in an organisation (Ng & Feldman, 2010).
- **Performance-contingent rewards:** refer to rewards that are based on how well an individual performs a task (available at: <https://www.psychology-lexicon.com>). Performance-contingent rewards are defined as those given for performing an activity well, matching a standard of excellence, or surpassing a specific criterion (Ryan, Mims, & Koestner, 1983).

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

This chapter focuses on intrinsic motivation, job performance, organizational commitment and how intrinsic motivation influences job performance and organizational commitment. Components of intrinsic motivation and job performance and organizational commitment are also discussed.

2.2 Intrinsic Motivation

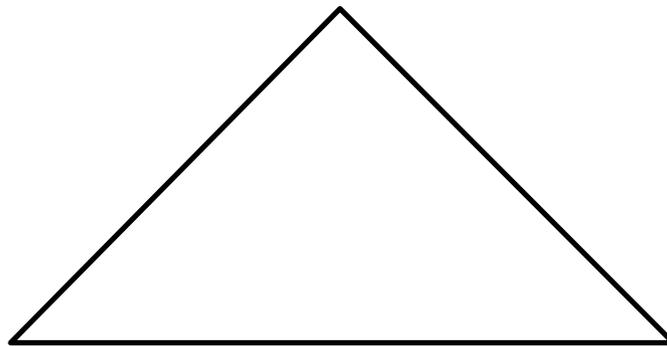
Intrinsic motivators are rewards that are not pegged to performance and they do not necessarily need money to sustain them and according to Armstrong (2006) they are likely to have deeper and long term effect because they are inherent in individuals. Intrinsic motivation means the inner drive of an individual which provides energy or force to an individual to work for better outcomes (Farwa & Niazi, 2013). They emanate from within the workplace and the individual (working for the love of work or because it is part of their duty) and relates the worker and the task, hence self-applied; for example, appreciation and positive feedback from the boss. It impels employees to perform based on an aspect of nature that is expressed under certain conditions (Gyamfi, 2014) and includes responsibility, achievement, accomplishment, challenging work, achievement, and competence (Luthans & Avolio, 2007). Provision and availability of these factors means the employees will not wait for material or financial rewards that essentially meet basic needs of life but they will just feel the inner drive to execute their roles and tasks. Referring to the work of Mottaz (1985) Kilimo, Namusonge, Makokha, and Nyagechi (2016) opined that the other intrinsic motivation tools contain status, recognition, praise from superiors and co-workers, personal satisfaction and feelings of self-esteem.

2.2.1 Components of Intrinsic Motivation

Intrinsic motivators drive behaviour change by tapping into internal feelings of individuals so that they act for reasons that they find inherently enjoyable or fulfilling to do. The components of intrinsic motivation are based on self-determination theory (Deci & Ryan, 1985 & 2000). Self-determination theory (Ryan and Deci, 2000, 2017) has emerged as the principle

framework for the study of intrinsic motivation (Di Domenico & Ryan, 2017). Within SDT, competence and autonomy are seen as essential elements in people's active propensities to seek out challenges, to be curious and interested, and to develop and express their capacities (Di Domenico & Ryan, 2017). This theory proposed that individuals have three innate psychological needs of autonomy (need to feel sense of choice), competence (the need to believe that one has ability to the job required) and relatedness (the need to experience meaningful satisfying and supportive relationships). Simply put, intrinsic motivation involves three essential factors: autonomy, mastery and connection as the following figure 2.1 illustrates. Feelings of autonomy and competence are necessary conditions for intrinsically motivated behaviour.

Autonomy (control/self-determination)



Competency (mastery)

Connection (relatedness-purpose)

Figure 2.1: Intrinsic motivation model (self-determination theory) of Deci & Ryan (1985 & 2000).

2.2.1.1 Autonomy

Autonomy refers to the feeling of having a choice in what one does and not being controlled by others. It is the desire to direct one's life and this emanates from the fact that human beings are naturally self-directed and autonomous (Pink, 2013). Job autonomy is defined as the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling work and in determining the procedures to be used in carrying it out (Sexton, 2013). The concept of autonomy is not new to the history of organizations and human

resources as it has been found to be closely related to favourable employees' motivation outcomes. The more autonomy one feels the more intrinsically motivated one becomes (Ryan & Deci, 2006). It means creating a favourable working environment where workers are at liberty to make work-related decisions and therefore such employees will not need extra incentives to be motivated to bring out the best results (Petrova, 2011). He went further to argue that in an organization where employees have no autonomy in decision making, a motivated worker would need stronger incentives to work than the unmotivated one. Consequently, the employer will give autonomy to the motivated employee.

Many theoretical hypotheses argue and suggest that autonomy plays a decisive role in determining the level of human motivation: people tend to be more intrinsically motivated in doing an activity when it is their independent choice to do so (Ishinda, 2011). His study model found $p=1$. This is as enshrined in Cognitive Evaluation Theory (Deci & Ryan, 1985) and Job Characteristic Theory (Hackman & Oldham, 1976). Cognitive evaluation theory is a precursor of self-determination theory and centers on the distinction between intrinsic and extrinsic motivation (Vansteenkiste, Lens, & Deci, 2006). When individuals experience intrinsic motivation, they engage in behaviours they perceive as inherently interesting, satisfying, gratifying, enjoyable, fulfilling, and absorbing (cognitive evaluation theory, Deci & Ryan, 1985). The job characteristics model is based on the idea that the task itself is crucial to employee motivation.

Job autonomy influences employee's perception to feel as trusted to carry out allocated tasks (Savagih, 2011). For this reason Luo (2006) and Thakur (2015) argued emphasized the role of autonomy in influencing positive organizational outcomes through employees job performance because it enhances firms ability to play a strategic role in supporting the company's competitive position, its enthusiasm for strategic flexibility, product adaptation, and capability building thereby making big savings from coordination, communication, and centralization. Fontanetta (2007) maintained that autonomy influences employees' organizational commitment and their motivation level thereby enhancing their ability to perform well.

2.2.1.2 Mastery

Mastery or competence refers to feelings of effectance, the sense of growing mastery in activities that are optimally challenging and that further develop one's capacities (Di Domenico & Ryan, 2007). It therefore represents feeling competent in one's abilities mixed with the right level of challenge and achievement. Pink (2009) held that mastery is based on the need of being better and better in one's area of job specification and roles and according to Fullan (2011) it can only be sensed when an employee is fully engaged. An individual is required to know their work goals and objectives if their job is to bring out constructive and favourable outcomes. This is what is known as mastery of goals which fosters and promotes intrinsic motivation. For this reason Cerasoli and Ford (2013) concurring with an earlier opinion by Pink (2009) found mastery to be resultant of three elements, namely, mindset, painfulness, asymptote. Mindset means awareness of assigned work tasks and goals, handles and challenges inherent in the job tasks the employee will encounter. It can also be referred to as psychological preparedness to handle any job-related challenge. Performing job tasks is not always a walk in the park and therefore by pain it means an employee has to be fully determined to exercise self-efficacy and resilience. Asymptote means that one's job is not only painful and hard especially when accomplishing some goals and meeting some targets, but also fascinating and enjoyable (Pink, 2009) when one has raised the bar and met the targets and fulfilled work goals.

2.2.1.3 Connection

It is also called relatedness and often times referred to as purposefulness. It has to do with experiencing a sense of purpose in what one does as well as how one relates to other people. It is believed that individuals comprise part of the society or community and therefore there is innate feeling to bond with others. This component builds on Lawrence and Nohria's four drive theory (2002) that holds human beings possess an innate drive for bond being a desire that emanates from the basic understanding that they are social beings. They desire to relate and congregate. When this desire to bond is met, there are positive emotions of love and being caring. In the workplace it makes people motivated, encourages cooperation (team work) thereby building organizational belongingness or citizenship (Abbah, 2014). When an employee has purpose it means an individual does not only work to finish or fulfil a task but also sees himself or herself aiming at something bigger (Ryan & Deci, 2012) in the big picture of self-realization and actualisation. Conversely, intrinsically motivated individuals set objectives and create a plan and

pursue the activities that will help them accomplish the plan (Pink, 2009). For this reason Fullan (2011) was quick to argue that employees want to contribute by sharing their skills and time with others in order to achieve the most meaningful purpose. Employers and managers who are more involved with their employees have highly motivated and self-directed employees (Vallerand, Pelletier, & Koestner, 2008). Therefore, relatedness is based upon interpersonal affiliation, authentic care and the sharing of enriching experiences (Deci & Ryan, 2009) with significant people in an individual employee's life who include colleagues, family, peers, and community.

2.3 Job Performance

Employees' job performance is vital for any organizational success which is regarded human capital of organizations. Employee performance has therefore become one of the most important constructs in both organizational psychology and human resource management (Aboazoum, Nimran & Musadieq, 2015). Employees are contracted by organisations to assist in the realisation of certain objectives through optimum performance. Job performance is one of the most critical elements in an organisation and that is why employees are hired as organisations have to make profits, grow and sustain themselves through the use of their skills and expertise. It therefore consists of record of outcomes produced as specified job functions or activities during a specified time period (Bernardin, 2007). Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014). Performance is important for organizations as the end result is business success and performance which is important for individual as accomplishing tasks can be a source of satisfaction to the employees (Muchhal, 2014).

Job performance comprising of all employees activities in an organization could be characterized as low, moderate or high (Robbins and Coulter, 2003). They noted that employee performance in an organization is normally measured using such attributes as effectiveness, efficiency, quality, innovation, creativity, commitments, satisfaction, cohesiveness, flexibility, customer relations, communication patterns and employee efforts towards the goals of an organization.

Employees exert effort and are productive because they are motivated and therefore their performance depends on whether they perceive themselves as having the ability and willingness to do things and whether they have the means to do them. According to Kohli (2008) an

employee may be motivated by individual (recognition, or driving needs) or organizational factors (e.g. enabling culture, feedback, environment, existence of effective performance management leadership's support and encouragement).

2.3.1 Components of Employee Performance

Improvement of employee performance has been a key area under investigation by organizational scientists. New mechanisms have been proposed as employees are a strategic asset of organization as their contributions enable the organization to sustain a highly competitive environment (Altrasi, 2014). Employee performance means employee productivity and efficiency as a result of employee growth which impinge on the organization's performance.

Employee performance is a result of one's work achieved in carrying out the task assigned to him based on skills, experience, and ingenuity and time (Hasibuan, 2000) in Resubun, Hadiwidjojo, Rofyaty and Djazuli (2013). Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed [and] effectiveness of work completed (Mathis & Jackson, 2009). Accordingly, Thao & Hwang (2015) intimated that employee performance comprises the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment. From these understandings job performance then is measured according to quantity and quality achieved by an employee in carrying out their duties according to the responsibility given to him. Resubun et al. (2013) further opined that performance is resultant of three combined factors: ability and interest of a worker, ability and acceptance of explanation, on tasks delegation and worker roles. Additionally, Resubun et al. (2013) gave a seven components criterion that could be used to measure individual employee performance, namely, quality resulting in work carried out in near-perfect or meeting expected goal; productivity comprising the number of activity that can be completed; punctuality, that is, being able to complete tasks at a predetermined time or maximize available time; effectiveness, referring to maximum utilization of resources to increase organizations profits and reduce losses; self-reliance, that is, being able to carry out the work without assistance; work commitment comprising commitment between employee and the organization, and lastly, responsibility of

employee to his or her organization. For the purpose of our discussion we shall explore the components (also referred to as employee performance metrics) of effectiveness and efficiency, work quality and quantity and employee productivity.

2.3.1.1 Effectiveness and efficiency

Successful employee job productivity requires both efficiency and effectiveness because a certain activity will not be productive if it is only efficient, but not effective (Koss, 1993) in Mwanda (2013). Effectiveness is the degree to which an employee helps the organisation to realize its objectives through the execution of job roles. Efficiency is capacity and capability of a person to produce target results with the help of limited resources (Hafiz, 2017). Organisations base their employee performance in terms of effectiveness and efficiency which relates to the optimal use of resources to achieve the desired output (Chavan, 2009).

2.3.1.2 Work quality and quantity

Employee job performance quality denotes the individual's accuracy and the amount of thoroughness through which they meet the job's requirements of the position they were hired for as well as an employee's timely completion of work or project assigned. When quality of work is evaluated, it means it is either acceptable or unacceptable; requires revision and correction or it is of good and exceptionally high quality. It is therefore measured in terms of errors, waste, and rework. Work quality is said to be characteristics of services or products that allow the ability to assure the desired or stated needs in line with an organization's objectives. Due to quality of services or products, an organization offers better services and products at a competitive price (Hafiz, 2017). In performance management, organizations confirm that employees are generating products or services of high quality or not (Nankwo, 2013). Work quality refers to the amount of work (products or services) an individual employee accumulates within specified time or deadline. Just as in work quality, individual work quantity is one of the indicators used by managers to appraise employees where they are assessed based on the extent to which they have been able to help the organization achieve its goals. Employee work quality therefore is measured in terms of standard errors or mistakes waste and rework.

2.3.1.3 Productivity

Employee productivity' refers to the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from the employees' job description (Ferreira & Plessis, 2009). Productivity which is also called labour productivity is concerned with the output per person, system, machine, or group of people working together for the same objectives and therefore comprises results achieved, the performance of activities, competencies needed to perform these activities from every individual, group or team or department and the organization as a whole (Available at: shodhganga.inflibnet.ac.in/bitstream) productivity therefore denotes how well an individual performs.

Individual employee productivity could be influenced by a number of factors comprising working conditions, working hours, nature of job, employee's competencies, quality of leadership and management approach, liberty at work to perform (autonomy), rewards and recognition. Others according to Yamoah (2013) include employee health and interpersonal communication which he found to be symbiotic. For example, high compensation influences employee productivity and vice versa. Findings from his study posted significant results to support these (53% agreed; Pearson Chi Square Value was 26.296 and significant level of $0.002 < 0.05$). Additionally, Kinoti (2009) held that factors influencing employee productivity includes positive attitudes, compensation, and conducive environment, insufficient pay, working hours, overtime, amount of work, working conditions, problems with management and terms of service (Muturi, 2008), participatory decision making and communication (Itumbiri, 2013), and job stress (Naqvi, 2013).

2.4 Organizational Commitment

Organizational commitment is a multidimensional construct because of the role it plays in bringing out favourable organizational outcomes which may include performance, turnover, tenure and organizational goals (Morrow, 1993) and Meyer & Allen (1997) in Jena (2015). Organisational commitment has been given several definitions: organisational membership (Robbins, 2001), acceptance of organizational goals and values (Schultz and Schultz, 2002),

employee loyalty (Newstrom, 2007) and what binds the employee to the organisation (McMahon, 2007). According to Igbaekemen and Idowu (2014) organizational commitment is a belief by the employee which reflects the “strength of a person’s attachment to an organisation.” It has attitudinal reciprocity as it is reflected when an employee perceives the employer fulfilling the psychological contract (obligations related to pay, job security and career development).

Committed employees consider themselves employees of the organisation (Green, 2008). Age and work experience was also found to be significantly related to organisational commitment because as employees remain in the organisations that provide intrinsic organisational factors they are observed to have high degree of organisational citizenship.

Organisational commitment is beneficial for the employee and organisation as it enhances among other things feelings of belongingness, job security, career advancement, intrinsic rewards, increased employee tenure (Azeem & Akhtar, 2014) and favourable organisational outcomes (Rafiei, Khosravani, & Mohsenpour, 2017). Organizations are seen to rely on committed employees to create and maintain competitive advantage and achieve superior performance (Irefin & Mechanic, 2014) because they provide the organisation with one of the most critical asset: intellectual capital (Hunjra, 2010). Commitment of employees is therefore an important instrument for improving the performance of the organization (Alimohammadi & Neyshabor, 2013).

2.4.1 Dimensions of Organizational Commitment

The study will explore the components of organizational commitment in accordance with Meyer, Allen and Smith (1993) model which has three dimensions.

2.4.1.1 Affective Commitment

This kind of affective commitment measures an employee’s emotional attachment. An employee’s affective commitment is dependent on positive feelings towards the organization and Liaou (2008) held that it often results from organizational policies and activities that promote a positive connection with the work group.

2.4.1.2 Normative Commitment

Normative commitment reflects pressures on an employee to remain within the organisation because of organisational obligations. Normative commitment is sense of responsibility in employees and according to Green (2008) brings about faithful employees who consider themselves members of the organisation and higher levels of productivity (Gürses & Demiray, 2009). Normatively committed employees says “I ought” and remain loyal to their organisation (Danish & Muhammad, 2015) because they consider it as an obligation and morally right behaviour (Oludey, 2015). Such employees also give due consideration and weigh to the effort which the organisation invests in their welfare (such as family or training and development (McMahon, 2007) and as Oludeyi (2015) further opined such employees stay on the job in the organisation to “repay the debt.” Organizations that develop normative commitment culture towards their employees experience positive employees’ outcomes (Kathak & Seith, 2012). From their study they noted it has a positive correlation value of .932 and R-square of .99%. They noted the effects to be willingness, loyalty and appropriate emotions of employees.

2.4.1.3 Continuance Commitment

Continuance commitment refers to employees’ evaluation of the cost of leaving the organisation based on the perceived costs, both economic and social, of leaving the organization (Jaros, 2007). According to Aydogdu and Asikgil (2011) this kind of commitment represents an employee’s evaluation of the cost of leaving the organisation to include attractive benefits, the threat of wasting time, efforts spent acquiring, disrupted personal relationships, pension plans (or accruals), organizational benefits, and lost status quo or seniority (Dixit & Bhati and Ogaboh, Nkpoyen & Ushie, 2010).

2.5 Intrinsic Motivation and Job Performance and Organizational Commitment

Empirical studies on motivation indicate that motivation is closely related to employee performance (Bashir, Ghazanfar, Abrar & Dar, 2014). Specifically, intrinsic motivational factors attained from employees’ inherent performance of work tasks (Gyamfi, 2015). When individuals are intrinsically motivated there are better outcomes for the organisation like creativity, performance and involvement (Farwa & Niazi, 2013) and such employees are ready to take more responsibilities while performing particular tasks (Dysvik & Kuvaas, 2008). Additionally, a

study by Shahzadi, 2014) showed regression analysis of intrinsic employee motivation model is significantly and positively related.

Well-maintained intrinsic motivational factors have positive and significant influence on job performance because employees' productivity emanating from motivation is evaluated on how well they perform a job (Mundung & Pangemanan, 2015). Their findings proved that intrinsic motivation influences job performance significantly (value of intrinsic motivation at 5.364 was more than that of extrinsic motivation measures which stood at 1.984). The regression model used further showed the strength of this significance (value of R was 0.743 indicating a substantial positive association between independent and dependent variable). Nduro (2012) found that superior job performance is obtained from non-financial rewards: growth (69%), job security, and interpersonal relationship as human beings are relational beings, and challenging job tasks (80%). This was also supported by Albeiti (2015) who noted that challenging work responsibilities, provisions of challenges and support from the organization for professional development of the employee fetch better job performance. His study findings demonstrated there was significant relationship between intrinsic employee measures including motivating and encouraging employees to enjoy their work every day and do their best ($r=0.776$, $p>0.01$), relationship extended to the employees to work hard to compete with others who were clearly superior in skills ($r=0.463$, $p>0.01$), and encouragement of employees to reach higher goals ($r=0.885$, $p>0.01$).

As it has been noted organisational commitment is an important job and organisational attitude because of its relationship with job turnover (Tarigan & Ariani, 2015). Managers therefore have to consider factors that foster organisational commitment (Ziaie, Nargesian & Aiyeyahgi, 2008). Additionally, Zadeh, Moradi and Veisi (2016) found out that committed employees do their jobs in the best way which increases efficiency, effectiveness, and productivity and consequently correlated as it posted $r = 0.32$, $p < 0.01$. Research findings further indicate that high individual organisational performance is contributed by organisational commitment that has been confirmed in employees who are highly committed (Muhammad, Ziauddin, & Ramay, 2010). Their study posited that there is significant correlation (0.05 level, 2-tailed) between intrinsic motivation measures and all dimensions of organisational commitment.

2.6 Gender and Job Performance and Organizational Commitment

According to World Health Organisation gender denotes socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for men and women. Correspondingly, the food and agriculture organisation of the United Nations (FAO) holds that gender is not determined biologically (FAO, 1997). In work, labour, and processes of production from traditional to modern industries and organizations, there is division of labour that determines the different tasks for which men and women are responsible. Studies investigation the impact of gender on organisational commitment has shown it impacts on employees commitment. Affum-Osei noted that gender positively correlates with organizational commitment (Chi-Square= 60.601). Supporting this finding Akintayo (2010) reasoned that there is a significant difference between organisational commitment of male and female employees with male exhibiting higher organisational commitment than their female counterparts. Additionally Sharma & Sinha's study posted positive outcomes to reinforce these arguments (2015). It had df of 1; $F=0.37$; $p>F=0.848$ and significance level of 23.69.

The gender of an individual affects his or her performance and as such the human resource management should have the same in consideration when assigning duties and when looking at employee performance (Thakur, 2015). Recent studies support the view that sex-role stereotypes still exist in the workplace (Goldman et al., 2006) and that they are likely to be associated with men receiving more favourable performance appraisals than women (Lyness & Heilman, 2006). Their study posted significant results of gender and job performance ($\beta=.24$; $R^2 = .01$; $P< .05$). This viewpoint was also supported by Shrum (2007), Nazrul (2009) and Zhao & Seibeit (2006). Similarly, Andoh, Biako and Aframe (2001) in Thakur (2015) opined that it is important to recognize the fact that there are only a few gender related differences that will affect performance of men and women. For example, it is observed that women on one hand are good in obeying rules (company regulations] while men on the other hand are more aggressive and aim at seeing the results quickly (Thakur, 2015). In view of this then, it is safe to reason that such differences might not be used universally to explain that men or women are smart, outperform, or are better than the other. Nevertheless, when positively appropriated gender differences will see employees displaying good organizational commitment behaviours (Nifadkar & Dongere, 2014). Green, Jegadeesh and Tang (2009) found out in their study exploring the relationship

between gender and job performance among brokerage firm equity analysts that women's representation in analyst positions dropped from 16 percent in 1995 to 14 percent in 2005. The study thus found significant gender-based differences in performance on various dimensions. For example, women cover roughly 9 stocks, on the average, as compared to 10 for men, and women's earnings estimates tend to be less accurate than men's estimates. But the study also found that women are significantly more likely than men to be designated as All-Stars, which indicates that they outperform men in other aspects of job performance.

2.7 Educational Level and Job Performance and Organizational Commitment

An employee's education level is considered significant by considering that the worker's ability to absorb new instructions or to understand advanced technology is determined by their educational qualifications. This opinion was later supported by Kasika (2015) who opined that the more advanced employees education is, the more responsible they will be and conversely individual's ability to innovate and produce is much more possible for educated employees (14.3 % of the respondents who had high qualifications were committed to the organisation while 71.4% agreed that their education level boosted their performance and productivity). Still more those with high qualifications posted positive influence on all components of organisational commitment. That is, affective commitment ($p < 0.1$ and std. Dev. of 3.85 and 3.76 and 50.9) strongly agreed and 21.7 % (agreed) for college and university level entry employees. Continuance commitment indicated $p < .05$ and $p \leq .005$ (level of significance) and std. Dev. of between 0.91 and 0.97 of college and university students level employees at entry point among those with high levels of normative commitment. Another pointer was 47.8% (strongly agree) and 30.5 % agreeing that they feel obliged to remain loyal to current employer. Equally important was the higher qualifications (master's degree and above) who indicated high level of organisational commitment (Chi-Square value of 364.071) as such employees are entrusted with more responsibilities and being expected to be more committed to the organisation (Affum-Osei, Acquaan & Acheampong (2015).

An employee's education level can influence task-performance as well as commitment (or citizenship behaviour) which was found to represent 13% of the responses (Ng & Eldman, 2009). Additionally, they found education to be related to employee creativity essential to productivity (employee creativity at .25 and .27 of self-reported creativity). Pala, Eker and Eker (2008) found

education level to be correlated to organisational commitment as it was noted from their study's respondents that staff with university and higher qualifications have more commitment than others ($P < 0.05$). Moreover, they noted education to correlate with objective measures of task performance (correlation coefficient of .24). These findings were later confirmed by Bakan, Buyukbese and Ersahan (2011) as they found educational level be significant predictor of all forms of employees commitment to their organization (affective: $p < .01$), continuance ($p < .05$), and normative ($p < .001$). Education is a critical consideration which employees consider in the hiring and recruitment process where certain minimum educational qualifications are emphasized for suitability of a candidate.

2.8 Status (job category) in the Organization and Job Performance and Organizational Commitment

Status or rank refers to one's job category. Job ranking is an important instrument in understanding how the organisation operates (organogram) since the jobs at the top of the hierarchy execute high-end tasks that provide more value to the organization and importance decreases as the structure and functions move down. According to Kabeere (2014) job rank correlates with organizational commitment as respondents from his study indicated positive results as the respondents were agreeable that job rank significantly and positively impacts on work productivity (mean of 3.074), affective (mean of 2.618), and normative (mean score of 2.9).

Sharma & Sinha in their study posted positive outcomes showing that job rank is significant and positively correlated to organizational commitment (level of significance = 99%; F-values of 12.697). Ogunlanye & Osekita (2016) study revealed that employees job status has a significant main effect on work performance ($F_{2, 206} = 5.050$ & $p < .05$). Konya and Matic (2016) from their study established that job category (status) is statistically significant in predicting employee commitment to the organisation (values for the organisation: $t = 3.852$; $p \leq 0.01$ and commitment to stay: $t = 4.107$; $p \leq 0.01$).

2.9 Duration (experience) in Employment and Job Performance and Organizational Commitment

Duration of employment or tenure refers to the period an employee has worked in an organisation. Ng & Feldman (2010) found evidence of a curvilinear relationship between organizational tenure and job performance. Work experience similarly is a predictor of work performance ($P=.003$; $r=.219$) according to Shaffril & Uli (2010). Findings from Mahnaz, Mehdi, Mohammad and Abbolghasem (2013) different age groups in their study established that employees with more than 31 years of working experience showed the highest level of organizational citizenship behavior ($\alpha \leq 0.030$, $p < 0.05$). This may be because the employees who have been with the organization for a long time know how to help others and can easily pave the way for helping others and solve their problems. In addition, Mearaj (2010) believes that employees who had spent 21 years or above in the work field are more likely to show different organizational citizenship attitude. So the number of years with an organization would increase commitment to the organization and thus higher organizational citizenship behaviour and optimum work performance (Salami, 2008; Azeem, 2010; Padala, 2011; Kahtani, 2012 & Luchman, 2012).

Tenure has also been found to play a significant role in job-related associations (Calais, 2007; Shirom, Shechter, Yitzhak, Fried & Cooper, 2008). Tarajeyari and Uli (2010) found that tenure is a significant predictor of job performance as his study established that the relationship between social competencies and job performance is stronger for long-tenured employees thus being able to provide optimum performance and add value to the organisation ($SD=1.03$ where long-tenured employees predicted job performance was $0.53+0.895$). This find means that employees who remain in an organisation for longer time period obtain more competencies on their job, and therefore, perform at a higher level than employees with less tenure (Tarajeyari and Uli, 2011).

Work experience similarly is a predictor of work performance ($P=.003$; $r=.219$) according to Shaffril & Uli (2011). In their study Tiraieyari & Uli (2011) established that employees who remain in an organization for longer time period obtain more competency of their job and so perform at a higher level than employees with less tenure ($R=.588a$, $R^2=.346$) and $F(2, 207) = 61.772$; $p = .0001$). In their study (Konya, Matic & Pavlovic, 2016) established that tenure is a

significant predictor of organisational commitment. They found that tenure is positively correlated to all levels of organisational commitment ($r = .188$, $p \leq 0.01$; Spearman rank of .188 at $p \leq 0.01$).

2.10 Chapter Summary

The chapter reviewed related literature of intrinsic motivation and job performance and organizational commitment. It has revealed that intrinsic motivators and non-financial schemes have long and deeper effect on employees as they are inherent in them that lead to better work outcomes and their sustainability is not as costly as financial rewards. It is therefore obtained from non-financial rewards: growth (69%), job security, and interpersonal relationship as human beings are relational beings, and challenging job tasks (80%) as was established by Mundung & Pangemanan (2015) and Nduro (2012).

Job performance of employees has also been shown to be the most important function of organizations as it helps them achieve their objectives. To achieve better business outcomes organizations have to ensure this most valued asset performs optimally through specified job functions and activities and recorded tangible outcomes. Additionally, organizations business success is reflected in employees' satisfaction with individual accomplishment.

From the empirical studies it has been found out that employees who have sense of belongingness to their organizations are committed as displayed in their loyalty to the employer. Their commitment however is contingent upon employer's faithfulness to fulfill their part of the psychological contract regarding pay, career development, and job security. Subsequently, committed employees are productive as loyalty helps them remain consistent in their job tasks that increase efficiency, effectiveness and productivity ($\beta = 0.197$ and $p < 0.01$) as was noted by Shahzadi (2014).

The finding from the studies notwithstanding, there is a major weakness which could not escape the grasp of the researcher. This is on organizational commitment which has been revealed is an important ingredient for realization of organizational objectives and therefore cannot just be wished away. The available literature has not done enough to show if it is inborn or nurtured and raises so many yet-to-be answered questions. Could organizational commitment be an inborn

trait and attitude emanating in employees behavior when managers and leaders provide necessary motivators and appropriate leadership? What could happen if such factors are rare or unavailable as is the case in most organizations? Does it mean employees will be non-committal leading to high turn-over? If commitment to the employer and loyalty to the organization is inborn it could mean that companies have to conduct personality tests during hiring and if it is nurtured then companies have to train employees on commitment. Whichever the case, there are costs and challenges and costs to the organization. Lastly, the available literature has not done enough to explain barriers to organizational commitment and how it could be addressed.

Factors influencing employees' job performance and commitment to their organization as discussed and explored in the literary studies notwithstanding, some demographic factors and characteristics have also been shown to significantly affect job performance of employees and their commitment to their organizations. It is notable most of the studies under consideration emphasize or tend to give more attention to the demographic characteristics of education level, and duration in the organization (tenure), and to some extent organization status (rank). Gender and organization status (rank) role in influencing employees' job performance and their commitment to the organization has been given little attention. Perhaps this owes to gender differences and bias in hiring, retention and productivity of employees.

The above notwithstanding, all the four demographic characteristics have send a lot of light into how individual differences of employees could influence employees productivity and allegiance to their employer by displaying desirable citizenship behavior.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter details the study methodology by giving the research design and the target population. It also explains sampling procedures and data collection instruments used modes of analysing and presenting the data and finally recommendations from the research findings. Reliability and validity of instruments are included and there is a section on ethical considerations.

3.2 Research Design

This research adopted a descriptive research design as it was found appropriate for the study. Moreover, the choice of this research design was because it enabled the study to collect in-depth information about the population to be studied. Data was collected among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

3.3 Location of the Study

The study was carried out in K-Unity Savings and Credit Cooperative Society Ltd, a Cooperative Union founded under the Cooperative Society Act by 21 cooperatives of dairy and pyrethrum production in Kiambu County. The Union was founded in 1974 under the name of Kiambu Dairy & Pyrethrum Co-operative Union Ltd; its area of operation is the Kiambu and adjacent counties. It provides financial services to farmers, small and medium enterprises and particularly to primary society's members. Other services include insurance which guard the organization's liabilities and also where members and general public can enlist the services. It also has investments in real estate. The Union operates through 10 main branches and one sub branch serving more than 7,000 clients with a portfolio exceeding US\$ 8.3 million.

3.4 Population of the Study

The population involved in the study comprised the employees of K-Unity Savings and Credit Cooperative Society Ltd who consisted of 200 employees who work in all organization's levels, departments and subsidiary outfits (management, supervisory, clerical and secretarial, financial/banking services and support staff) spread in 10 branches, one sub-branch and those operating from the head office.

3.5 Sampling frame and procedure

Sample frame is a list [or procedure] for identifying all elements of the target population that includes every member of the population from which a sample is to be taken (Ross, 2005). Simple random sampling was used on the employees of K-Unity Savings and Credit Cooperative Society Ltd to get the required size. To ensure inclusivity, the selected respondents were from every department the organisation: management, supervisory, clerical and secretarial, financial/banking services and support staff. The appropriate sample size found to be significant for the study was 187 representing 93.5% of the total population.

3.6 Data Collection Instrument and Measures

A questionnaire was considered as the main instrument for primary data collection in the study consisting of 24 items to determine the influence of intrinsic motivation on job performance and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd. The questionnaire was to find out influence of non-financial reward systems (intrinsic) on employee job performance and organizational commitment in reference of K-Unity Savings and Credit Cooperative Society Ltd. The researcher personally administered the questionnaires to the employees of K-Unity Savings and Credit Cooperative Society Ltd.

3.7 Reliability of the Instrument

To ensure reliability of the research instrument a pilot testing method was used in order to get reliable data and accurate results in an easy and quick way thus saving time. Questions on the instrument were also worded correctly in a way they didn't appear ambiguous to the respondents.

This enabled the researcher to set a pilot test which produced reliable results (coefficient correlation) for adoption in the main study. The coefficient was 1 meaning the instrument was highly reliable.

3.8 Validity of the Instrument

The study adopted content, construct, concurrent, and face validity to evaluate to what extent the instrument items measured what it was designed to measure. Content validity of the study was safeguarded through carefully chosen question items for each variable to ensure the respondents addressed all concerns relevant to the constructs. Each question item asked relevant concerns which comprise each of the variables considered in the study. The questionnaires were validated for appropriateness by applying theoretically derived hypotheses involving the concept under consideration through the theoretical framework of the study. Face validity was addressed by ensuring that each question logically related to respondents intrinsic motivation and job performance and organisational variables characteristics. Construct validity ensured the instrument measured only the study's concepts of intrinsic motivation, job performance and organisational commitment. The respondents were required to evaluate to what extent intrinsic motivation (independent variable) influences their job performance and organisational commitment (dependent variables). The section on organisational commitment consisted of dimensions of this construct: affective, normative, and continuance (Haynes, 2008), El-Zeiny (2013); Marpady and Singhe (2014). Finally, concurrent validity was addressed by evaluating and comparing a similar test measuring the same construct (Albeiti, 2015). This saw the study utilise a shorter research-developed version of instrument of 24 items with three sections addressing the same construct in comparison to Albeiti's (2015) instrument which had 45 items. This ensured the participants took shorter time that encouraged much greater response rates. This was not only for time consideration (Kimberlin & Winterstein, 2008) for purpose of ensuring simple and direct questions addressing the constructs under consideration through the study objectives of job performance (first dependent variable) and organizational commitment (second dependent variable) and to what extent they are influenced by intrinsic rewards (independent variable). Needless to say, this criterion of modification ensured the new study has a unique context, culture, and location different from other studies conducted elsewhere (Vogt & King, 2004). To achieve this purpose at the piloting and pre-testing stage 40 respondents were given an

instrument that tested the same construct as in the actual study. The results indicated a coefficient of .93 and after three weeks they were given the modified instrument proposed for the main study that produced a coefficient of 1 which made it ideal for the final study instrument.

3.9 Data Analysis and Interpretation

The questionnaires were coded and entered into excel data sheet for adoption into the statistical package for social sciences (SPSS) version 21 for analysis of variance, standard deviations and use of tables and figures to describe interval data of the respondents' demographic characteristics and responses regarding the influence of intrinsic motivation on job performance and organizational commitment. Additionally, frequencies, percentages, and charts were used to describe the respondents' demographic characteristic according to gender, age, education, job category, and work experience. Units of analysis and interpretation for the study therefore were descriptive, inferential and correlational.

3.10 Ethical Considerations

Ethical consideration refers to principles that should be followed during data collection (Saunders, Lewis & Thornhill, 2009). The study was conducted in an ethical manner. The purpose of the study was explained to the respondents who were assured that the information shared with the researcher would be treated with confidentiality and that their names will not be disclosed. The researcher ensured that whatever was done is for the benefit of the employees under the ethical principal of beneficence (Taylor, 2006) and each respondent was at liberty to quit the exercise at any time or not participate.

Permission to conduct the study and carry out data collection among the employees was also sought from K-Unity Savings and Credit Cooperative Society Ltd human resources department and from the National Commission for Science, Technology and Innovation. .

Finally, honesty, integrity and confidence were maintained throughout the study as the information the respondents wished to know about the study was given and truthfulness maintained.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter addresses and outlines the results and findings on the role of intrinsic motivation on employees' performance and organizational commitment using the case of K-Unity Savings and Credit Cooperative Society Ltd. The findings are outlined according to the research questions and specific objectives of the study and are based on the responses from the questionnaires filled and information gathered on the research questions. The first research question and corresponding objective determined the extent to which intrinsic motivation affect employees' job performance. The second research question and corresponding objective determined the extent to which intrinsic motivation affect employees' commitment to their organization. Out of a targeted 187 respondents, 170 responded to the questionnaires. This represented an effective response rate of 90.9%. Responses from the questionnaires were coded using numerical values and the data entered into the Statistical Package for Social Sciences (SPSS) version 21 and Microsoft Excel using templates designed specifically for the data. Regression analysis was then performed using SPSS. It involved: creating pie charts to report on the demographic characteristics, getting the research model summary results, ANOVA (analysis of variance), correlation between the independent variable (predictor) and each of the dependent variables (responses), the significance of each independent variable and finally stating the research models. Since the analysis is answering two questions, that is, the effect of intrinsic motivation on job performance and the effect of intrinsic motivation on organizational commitment, two research models were used. The models are as shown below:

4.2 Demographic Results

4.2.1 General Information

The general information is organized in the following areas: gender, age, education level, job category, and work experience of the respondents.

4.2.2 Gender

The study sought to determine the gender of the respondents by profiling how many male and female are employees of K-Unity Savings and Credit Cooperative Society Ltd from those included in the study. The findings are presented in figure 4.1.

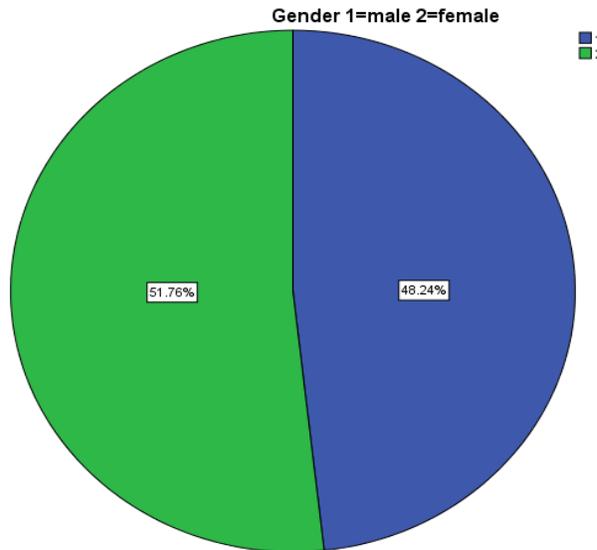


Figure 4.1: Gender

The results above show that approximately 51.76% of employees at K-Unity Savings and Credit Cooperative Society Ltd are females while 48.24% are males. The findings mean that the distribution of the respondents according to gender was even.

4.2.3 Age

This section of the study concerned itself with finding out the age of the respondents. The findings are presented in figure 4.2.

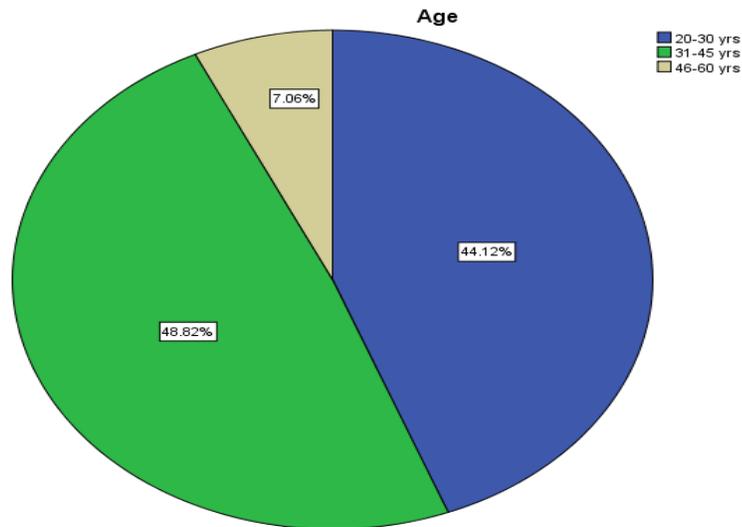


Figure 4.2: Age of the Respondents

The results in Figure 4.2 show that 44% of the respondents were in the age bracket 20 to 30 years. The findings further show that 49 % of the respondents were in the age bracket of 31 to 45 years. Another 7% were in the age bracket of 46-60 years. The findings show that the respondents were concentrated in the ages between 20 to 30 and 31 to 45 years respectively and that none among the K-Unity Savings and Credit Cooperative Society Ltd employees is above 60 years.

4.2.4 Education level

This section of the study sought to find the education level of the respondents. The findings are presented in figure 4.3.

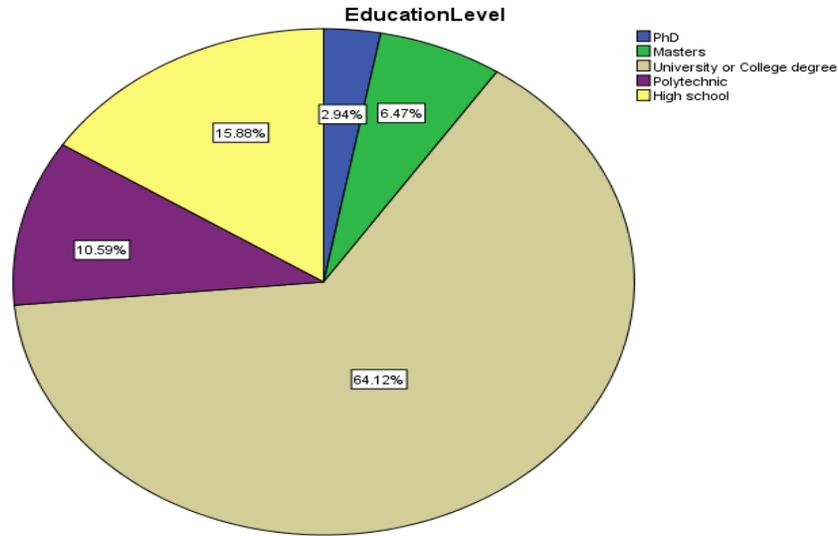


Figure 4.3: Education Level

The results in figure 4.3 show that most of the respondents (64%) were graduates holding university or college degree while 10.59% had polytechnic or technical institutions qualifications. The responses indicated that 9.40% of the respondents had post graduate education (PhD or Masters). The findings mean that the respondents were highly educated and therefore the responses provided for the study was highly informed.

4.2.5 Job Category

This section of the study sought to find out the respondents work designation in the organization. The findings are presented in figure 4.4.

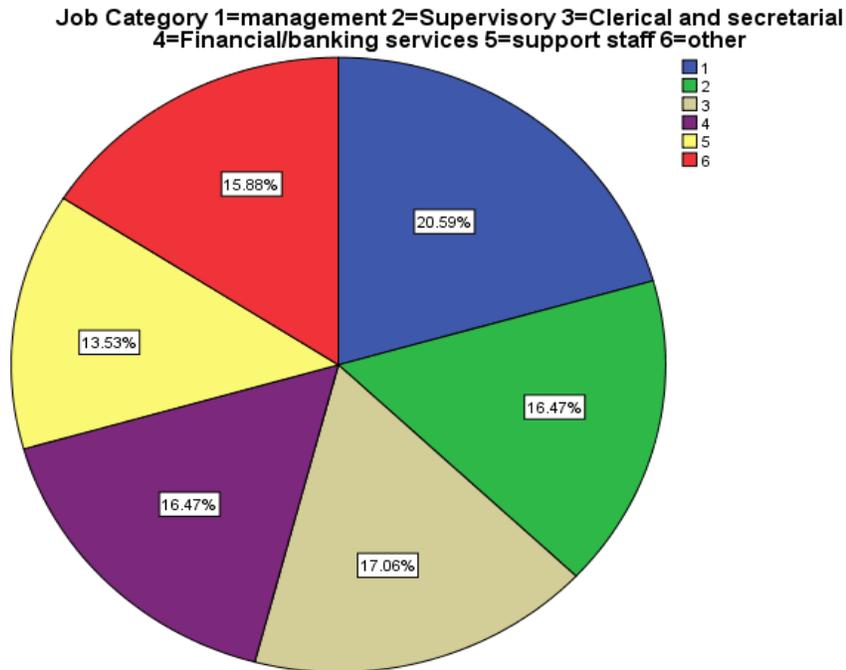


Figure 4.4: Job Category

This section concerned itself with asking the respondents to state their status (designation) in the organization. Their responses were coded, analyzed and presented in figure 4.4.

From the results above, 20.59% of the respondents are in management, 16.47% in supervisory and finance/banking departments. The findings also indicate that 17% and slightly 15% work in clerical & secretarial, support divisions of the organization while 13% in other positions which are either interns or trainees. The findings show that the study's respondents were evenly distributed to produce consistent and reliable feedback.

4.2.6 Work Experience

In this section the study sought to find out how long the respondents have been in the organization. The findings are presented in table 4.5 and figure 4.5 respectively.

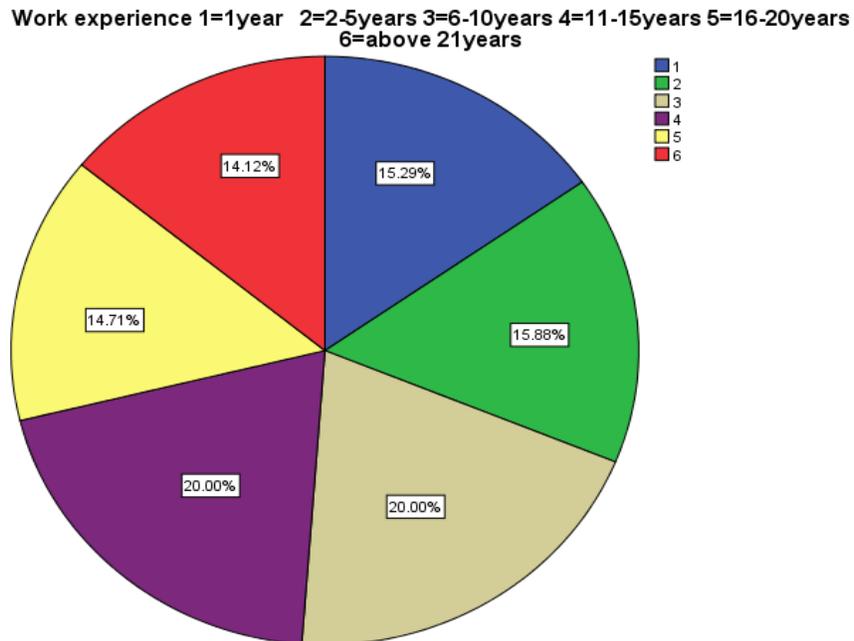


Figure 4.5: Work Experience

The findings illustrate that approximately 20% of employees at K-Unity Savings and Credit Cooperative Society Ltd have a 6-10 years and 11-15 years' experience, 15% less than 1 year and slightly 2-5years, 14.4% one year and 13.3% above 21 years' experience. A further indication is that 14.12 % of the employees have worked in the organization for more than 21 years and therefore a high chance that the information they provided about the organization is accurate.

4.3 Intrinsic Motivation and Job Performance

One of the study's objectives was to establish the extent to which intrinsic motivation affect employee performance from the respondents involved in the study. To answer this research question, a simple regression model was used, where the independent variable was intrinsic motivation and the dependent variable was job performance.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Job performance (dependent variable)

β = Model coefficients

X_1 = Intrinsic motivation (independent variable)

4.3.1 Correlation between Intrinsic Motivation and Job Performance

We wish to determine if there is a relationship between intrinsic motivation and job performance.

Table 4.1: Correlation between intrinsic motivation and job performance

	Job Performance	Intrinsic motivation
Intrinsic motivation	.178	1.000
Job Performance	1.000	.178

The results illustrate that job performance and intrinsic motivation have a correlation of 17.8%. In this case therefore, there is a positive significant relationship between intrinsic motivation (independent variable) and job performance (dependent variable).

4.3.2 Model Summary

This model as shown from the results in the tables aims at determining the relationship between intrinsic motivation and job performance.

Table 4.2: Summary of the model (motivation on job performance)

Model	R	R Square
1	.178	.032

The table above of the model showing relationship between intrinsic motivation and job performance has an R square value of 0.032. This implies that the model explains 3.2% of the total variance of the independent variable. This implies that other factors not studied account for the remaining 96.8% of the variation in the dependent variable.

4.3.3 ANOVA (Analysis of Variance): Relationship between Intrinsic Motivation and Job Performance

The analysis sought to determine if there is any relationship between Intrinsic Motivation and Job Performance.

Table 4.3: ANOVA (Analysis of Variance): Relationship between Intrinsic Motivation and Job Performance

Model		Sum of Squares	Degrees of freedom (df)	Mean Square	F	P-value
1	Regression	1.485	1	1.485	6.076	.015
	Residual	45.200	168	.244		
	Total	46.684	169			

The table above shows the analysis of variance (ANOVA) results for the model with intrinsic motivation as the independent variable and job performance as the dependent variable. The results show the model has a p- value of $0.015 < 0.05$. This implies that the model is statistically significant in showing the positive relationship between intrinsic motivation and job performance.

4.3.4 Significance of the Independent Variable

This section aimed at finding out if there is any statistical significance between the dependent variable of intrinsic motivation and independent variable of job performance.

Table 4.4: Significance of independent variable (Motivation on job performance)

Model	Unstandardized Coefficients		Standardized Coefficients	t	P-value
	B	Std. Error	Beta		
1 (Constant)	1.332	.084		15.907	.000
Intrinsic motivation	.065	.026	.178	2.465	.015

This table shows the significance of the independent variable (intrinsic motivation). In addition, it gives the model coefficients (column B). From the results, intrinsic motivation (independent variable) is a significant predictor of job performance (first dependent variable) since it has a p-value of $0.015 < 0.05$.

4.3.5 Model

From the model coefficients in table 5, the model that determines effect of intrinsic motivation on job performance is as given below:

$$1.332 + 0.065X_1 = Y$$

Where: X_1 is intrinsic motivation and Y is job performance.

4.4 Intrinsic Motivation and Organizational Commitment

The study also aimed at determining the influence of intrinsic motivation on organizational commitment. This formed the study's second research question and objective respectively. To check and explore this, a simple regression model was also used where the independent variable was intrinsic motivation and the dependent variable being organizational commitment.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Organizational commitment (dependent variable)

β = Model coefficients

X_1 = Intrinsic motivation (independent variable)

The results and findings below explain the effect: significance or no significance and correlation or no correlation between intrinsic motivation and organizational commitment.

4.4.1 Correlation between Intrinsic Motivation and Organizational Commitment

In line with the study's second research question and second objective, we wish to find out if there is a positive relationship between intrinsic motivation and organizational commitment.

Table 4.5: Correlation between intrinsic motivation and organizational commitment

	Organizational Commitment	Intrinsic motivation
Intrinsic motivation	.202	1.000
Organizational Commitment	1.000	.202

From the results in the table above, intrinsic motivation and organizational commitment have a correlation of 0.202 (20.2%). We therefore reject the null hypothesis above in favor of the alternative, that is, there is a positive relationship between intrinsic motivation and organizational commitment.

4.4.2 Model Summary

This model as illustrated in table 4.6 sought to find out the relationship between intrinsic motivation and organizational commitment (second dependent variable).

Table 4.6: Model summary (Motivation on Organizational commitment)

Model	R	R Square
1	.202 ^a	.041

From the table above, the research model has an R square value of 0.041. This implies that the model explains 4.1% of the total variation in the dependent variable. Statistically it means that other factors not studied account for the remaining 95.9% of the variation in the dependent variable.

4.4.3 ANOVA: Relationship between Intrinsic Motivation and Organizational Commitment

The analysis here as shown in table 4.7 aimed at establishing if there is any statistical significance between intrinsic motivation and organizational commitment.

Table 4.7: ANOVA: Relationship between Intrinsic Motivation and Organizational Commitment

Model		Sum of Squares	Degrees of freedom (df)	Mean Square	F	P-value
1	Regression	4.912	1	4.912	7.858	.006 ^a
	Residual	115.654	168	.625		
	Total	120.567	169			

Results of the analysis of variance (ANOVA) show that the model has a p-value of $0.006 < 0.05$. Therefore, the model is statistically significant in determining the effect of intrinsic motivation on organizational commitment.

4.4.4 Significance of the independent variable

This section aimed at enquiring if the independent variable of intrinsic motivation has any significance on the second dependent variable of organizational commitment.

Table 4.8: Significance of independent variable (Motivation on organizational commitment)

Model		Unstandardized Coefficients		Standardized Coefficients	T	P-value
		B	Std. Error	Beta		
1	(Constant)	1.599	.138		11.552	.000
	Intrinsic motivation	.145	.052	.202	2.803	.006

The table above shows the significance of the independent variable (intrinsic motivation) using the p-value and also gives the model coefficients (column B). From the results, the predictor variable (intrinsic motivation) is significant since it has a p-value of $0.006 < 0.05$.

4.4.5 Model

Using the model coefficients given in table 9 above, the following is the specific model showing the effect of intrinsic motivation on organizational commitment (the relationship between the independent and second dependent variable).

$$1.599 + 0.145X_1 = Y$$

Where X_1 is intrinsic motivation and Y is Organizational Commitment.

Conclusion on Objective One

From the above results, we reject the null hypothesis that stated there is no relationship between intrinsic motivation and job performance and organizational commitment among the employees of K-Unity. We therefore conclude that there is a statistically significant relationship between intrinsic motivation and job performance and organizational commitment among the employees of K-Unity.

4.5 Gender and Job Performance

The study aimed to determine the extent to which gender affects employee performance from the respondents involved in the study. To answer this research question, a simple regression model was used, where the independent variable was gender and the dependent variable was job performance.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Job performance (dependent variable)

β = Model coefficients

X_1 = Gender (independent variable)

4.5.1 Correlation between Gender and Job Performance

This section aimed at determining if there is any relationship between gender and job performance.

Table 4.9: Correlation between Gender and Job Performance

	Job Performance	Gender
Job Performance	1.000	-.122
Gender	-.122	1.000

The results illustrate that job performance and gender have a correlation of -12.2%. In this case therefore, there is a negative relationship between gender and job performance (dependent variable).

4.5.2 Model Summary

The aim of the model is to establish the effect gender has on job performance

Table 4.10: Model Summary (Gender on job performance)

Model	R	R Square
1	.122 ^a	.015

The table above shows that the model has an R- squared value of 0.015. This implies that the model explains 1.5% of the total variance of the independent variable. This shows that gender has minimal effects on job performance.

4.5.3 ANOVA (Analysis of Variance): Relationship between Gender and Job Performance

This section sought to find out the statistical relationship between gender and job performance.

Table 4.11: ANOVA (Analysis of Variance): Relationship between Gender and Job Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.626	1	.626	2.517	.114 ^a
	Residual	41.780	168	.249		
	Total	42.406	169			

The table above shows the analysis of variance (ANOVA) results for the model with gender as the first demographic characteristic and job performance as the dependent variable. The results

show the model has a p- value of 0.114>0.05. This implies there is no statistically significant relationship between gender and job performance.

4.5.4 Significance of the Independent Variable

This section sought to find out what significance gender has on job performance.

Table 4.12: Significance of the Independent Variable (Gender)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.681	.135		12.491	.000
	Gender 1=male 2=female	-.126	.079	-.122	-1.587	.114

This table shows the significance of the gender. In addition, it gives the model coefficients (column B). From the results, gender is not a significant predictor of job performance (first dependent variable) since it has a p-value of 0.114> 0.05.

4.5.5 Model

From the coefficients in table 13, the model is as given below:

$$1.681 - 0.126X_1 = Y$$

Where: X_1 is gender and Y is job performance.

4.6 Gender and Organizational Commitment

The study also aimed at determining the influence of gender on organizational commitment. To check and explore this, a simple regression model was also used where the independent variable was gender and the dependent variable being organizational commitment.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Organizational commitment (dependent variable)

β = Model coefficients

X_1 = Gender (independent variable)

4.6.1 Correlation between Gender and Organizational Commitment

This section sought to determine if there is any statistical relationship between gender and organizational commitment.

Table 4.13: Correlation between Gender and Organizational Commitment

	Organizational Commitment	Gender
Organizational Commitment	1.000	-.033
Gender	-.033	1.000

From the results in the table above, gender and organizational commitment have a correlation of -0.033 (-3.3%). Thus, there is a minimal negative relationship between gender and organizational commitment.

4.6.2 Model Summary

This model aimed at determining if there is any statistical relationship between gender and organizational commitment.

Table 4.14: Model Summary (Gender on organizational commitment)

Model	R	R Square
1	.033 ^a	.001

From the table above, the research model has an R square value of 0.001. This implies that the model explains 0.1% of the total variation in the dependent variable. Therefore, gender has very minimal statistical effect on organizational commitment.

4.6.3 ANOVA (Analysis of Variance): Relationship between Gender and Organizational Commitment

This section sought to find out the statistical relationship between gender and organizational commitment

Table 4.15: ANOVA (Analysis of Variance): Relationship between Gender and Organizational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.125	1	.125	.181	.671 ^a
	Residual	115.664	168	.688		
	Total	115.788	169			

Results of the analysis of variance (ANOVA) show that the model has a p-value of $0.671 > 0.05$. Therefore, the model is not statistically significant in determining the effect gender on organizational commitment.

4.6.4 Significance of the Independent Variable

This section sought to establish if there is any statistical significance between gender and organizational commitment.

Table 4.16: Significance of the Independent Variable (Gender on organizational commitment)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.056	.224		9.182	.000
	Gender 1=male 2=female	-.056	.132	-.033	-.426	.671

The table above shows the significance of gender using the p-value and also gives the model coefficients (column B). From the results, gender is not statistically significant in predicting organizational commitment since it has a p-value of $0.671 > 0.05$.

4.6.5 Model

Using the model coefficients given in table 17 above, the following is the specific model showing the effect of gender on organizational commitment.

$$2.056 - 0.056X_1 = Y$$

Where X_1 is gender and Y is Organizational Commitment.

Conclusion on Objective Two

From the above results, we fail to reject the hypothesis that states gender does not predict job performance and organizational commitment among the employees of K-Unity.

4.7 Educational Level and Job Performance

The study also aimed to determine the extent to which educational level affects employee performance from the respondents involved in the study. To answer this research question, a simple regression model was used, where the independent variable was educational level and the dependent variable was job performance.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Job performance (dependent variable)

β = Model coefficients

X_1 = Educational level (independent variable)

4.7.1 Correlation between Educational Level and Job Performance

This section aimed at find if there is a significant correlation between an employees' level of education and job performance.

Table 4.17: correlation between educational level and job performance

	Job Performance	Education level
Job Performance	1.000	.246
Education level	.246	1.000

The results illustrate that job performance and educational level have a correlation of 2.46%. In this case therefore, there is a positive relationship between educational level and job performance (dependent variable).

4.7.2 Model Summary

Table 4.18: Model Summary (Education level and job performance)

Model	R	R Square
1	.246 ^a	.060

The table above shows that the model has an R- squared value of 0.060. This implies that the model explains 6.0% of the total variance of the independent variable. This shows that educational level has minimal effects on job performance.

4.7.3 Analysis of Variance: Relationship between educational level and Job Performance

This section aimed at established the statistical relationship existing between educational level and job performance.

Table 4.19: ANOVA (Analysis of Variance): Relationship between educational level and Job Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.563	1	2.563	10.805	.001 ^a
	Residual	39.843	168	.237		
	Total	42.406	169			

The table above shows the analysis of variance (ANOVA) results for the model with educational level and job performance as the dependent variable. The results show the model has a p- value of $0.001 < 0.05$. This implies there is a statistically significant relationship between educational level and job performance.

4.7.4 Significance of the Independent Variable

The purpose of this section was to establish the statistical significance between education level and job performance.

Table 4.20: Significance of the Independent Variable (Education on job performance).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.252	.078		16.089	.000
Education	.095	.029	.246	3.287	.001

This table shows the significance of the independent variable (intrinsic motivation). In addition, it gives the model coefficients (column B).

From the results, educational level is a significant predictor of job performance (first dependent variable) since it has a p-value of $0.001 < 0.05$.

4.7.5 Model

From the coefficients in table 19, the model is as given below:

$$1.252 + 0.095X_1 = Y$$

Where: X_1 is educational level and Y is job performance.

4.8 Educational Level and Organizational Commitment

The study also aimed at determining the influence of educational level on organizational commitment. To check and explore this, a simple regression model was also used between educational level and the dependent variable of organizational commitment.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Organizational commitment (dependent variable)

β = Model coefficients

X_1 = Educational level (independent variable)

4.8.1 Correlation between Educational Level and Organizational Commitment

This section sought to establish if there is a correlation between educational level and organizational commitment.

Table 1.21: Correlation between Educational Level and Organizational Commitment

	Organizational Commitment	Education level
Organizational Commitment	1.000	.208
Education level	.208	1.000

From the results in the table above, educational level and organizational commitment have a correlation of 0.208 (20.8%). We therefore reject the null hypothesis above in favor of the alternative, that is, there is a positive relationship between educational level and organizational commitment.

4.8.2 Model Summary

Table 4.22: Model Summary (Education on organizational commitment)

Model	R	R Square
1	.208 ^a	.051

From the table above, the research model has an R square value of 0.051. This implies that the model explains 5.1% of the total variation in the dependent variable. Statistically it means that other factors account for the remaining 94.9% of the variation in the dependent variable.

4.8.3 Analysis of Variance: Relationship between Educational Level and Organizational Commitment

This section aimed at establishing the statistical relationship between educational level and Organizational Commitment.

Table 4.23: ANOVA (Analysis of Variance): Relationship between Educational Level and Organizational Commitment

Model	Sum of Squares	Degrees of freedom (df)	Mean Square	F	P-value
1 Regression	5.978	1	5.978	8.806	.004 ^a
Residual	114.054	168	.679		
Total	110.341	169			

Results of the analysis of variance (ANOVA) show that the model has a p-value of $0.004 < 0.05$. Therefore, the model is statistically significant in determining the effect of educational level on organizational commitment.

4.8.4 Significance of the independent variable

This section aimed at establishing the statistical significance education level has on organizational commitment.

Table 4.24: Significance of independent variable (Educational level on organizational commitment)

Model	Unstandardized Coefficients		Standardized Coefficients	T	P-value
	B	Std. Error	Beta		
1 (Constant)	1.389	.102		11.752	.000
Educational level	.136	.054	.201	2.780	.004

The table above shows the significance of the educational level using the p-value that also gives the model coefficients (column B).

From the results, the predictor variable (educational level) is significant since it has a p-value of $0.004 < 0.05$.

4.8.5 Model

Using the model coefficients given in table 23 above, the following is the specific model showing the effect of educational level on organizational commitment, the second dependent variable.

$$1.389 + 0.136X_1 = Y$$

Where X_1 is educational level and Y is Organizational Commitment.

Conclusion on Objective Three

From the above results, we reject hypothesis in favour of the alternative hypothesis that states that there is a significant relationship between educational level and job performance and organizational commitment among the employees of K-Unity.

4.9 Status (Job category) in the Organization Job Performance

The study also aimed to determine the extent to which job category affects employee performance from the respondents involved in the study. To answer this research question, a simple regression model was used between job category and the dependent variable which was job performance.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Job performance (dependent variable)

β = Model coefficients

X_1 = Job category (independent variable)

4.9.1 Correlation between Job category and Job Performance

The aim of this section was to find if there is a correlation between Job category and Job Performance.

Table 4.25: Correlation between Job category and Job Performance

	Job Performance	Job Category
Job Performance	1.000	.030
Job Category	.030	1.000

The results illustrate that job category and job performance has a correlation of 3.0%. In this case therefore, there is a positive relationship between job category and job performance (dependent variable).

4.9.2 Model Summary

Table 4.26: Model Summary (job category on job performance)

Model	R	R Square
1	.030 ^a	.001

The table above shows that the model has an R- squared value of 0.001. This implies that the model explains 0.1% of the total variance of the independent variable. This shows that job category has very minimal effects on job performance.

4.9.3 Analysis of Variance: Relationship between Job category and Job Performance

The aim of this section was to establish if there is any statistical relationship between Job category and Job Performance.

Table 4.27: ANOVA (Analysis of Variance): Relationship between Job category and Job Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.039	1	.039	.155	.694 ^a
	Residual	42.367	168	.252		
	Total	42.406	169			

The table above shows the analysis of variance (ANOVA) results for the model between job category and job performance as the dependent variable. The results show the model has a p-value of 0.964 > 0.05. This implies there is no statistical significant relationship between job category and job performance.

4.9.4 Significance of the Independent Variable

The objective of this section was to establish if job category has any statistical significance over the independent variable of job performance.

Table 4.28: Significance of the Independent Variable (job category on job performance)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.452	.073		19.792	.000
	Job Category	.009	.023	.030	.394	.694

This table shows the significance of job category. In addition, it gives the model coefficients (column B).

From the results, job category is not a significant predictor of job performance (first dependent variable) since it has a p-value of 0.694 > 0.05.

4.9.5 Model

From the coefficients in table 27, the model is as given below:

$$1.452 + 0.009X_1 = Y$$

Where: X_1 is educational level and Y is job performance.

4.10 Status (Job category) in the Organization and Organizational Commitment

The study also aimed at determining the influence of job category on organizational commitment. To check and explore this, a simple regression model was also used where the independent variable was job category and the dependent variable being organizational commitment.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Organizational commitment (dependent variable)

β = Model coefficients

X_1 = Job category (independent variable)

4.10.1 Correlation between Job category and Organizational Commitment

The aim of this section was to find out if there is any correlation between job category and organizational commitment.

Table 4.29: Correlation between Job category and Organizational Commitment

	Organizational Commitment	Job Category
Organizational Commitment	1.000	.089
Job Category	.089	1.000

From the results in the table above, job category and organizational commitment have a correlation of 0.089 (8.9%). There is a minimal positive relationship between job category and organizational commitment.

4.10.2 Model Summary

Table 4.30: Model Summary (job category and organizational commitment)

Model	R	R Square
1	.189 ^a	.006

The table above shows that the model has an R- squared value of 0.006. This implies that the model explains 0.6% of the total variance of the independent variable. This shows that job category has very minimal effects on organizational commitment.

4.10.3 Analysis of Variance: Relationship between Intrinsic Motivation and Job Performance

The purpose of this section was to find out if there is any statistical Relationship between Intrinsic Motivation and Job Performance

Table 4.31: ANOVA (Analysis of Variance): Relationship between Intrinsic Motivation and Job Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.142	1	3.142	4.725	.124 ^a
	Residual	111.647	168	.665		
	Total	115.788	169			

Results of the analysis of variance (ANOVA) show that the model has a p-value of $0.124 > 0.05$. Therefore, the model is not statistically significant in determining the effect of job category on organizational commitment.

4.10.4 Significance of the Independent Variable

This section endeavored to find out if there is any statistical Relationship between Intrinsic Motivation and Job Performance

Table 4.32: Significance of the Independent Variable (job category on organizational commitment)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.012	.149		12.375	.000
Job Category	.042	.068	.169	1.025	.124

The table above shows the significance of the job category using the p-value and also gives the model coefficients (column B).

From the results, the predictor variable of job category is significant since it has a p-value of $0.124 > 0.05$.

4.10.5 Model

Using the model coefficients given in table 31 above, the following is the specific model showing the effect of status on organizational commitment (the relationship between job category and second dependent variable).

$$1.012 + 0.042X_1 = Y$$

Where X_1 is job category and Y is Organizational Commitment.

Conclusion on Objective Four

From the above results, the fourth hypothesis is not rejected as there is no relationship between status in the organization (job category) and job performance and organizational commitment among the employees of K-Unity.

4.11 Work Experience on Job Performance

The study also aimed to determine the extent to which work experience (employee tenure in the organization) affects employee performance from the respondents involved in the study. To

answer this research question, a simple regression model was used to find out the relationship between work experience and the dependent variable of job performance.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Job performance (dependent variable)

β = Model coefficients

X_1 = Work experience (independent variable)

4.11.1 Correlation between Work Experience and Job Performance

This section sought to establish if Work Experience correlates with Job Performance

Table 4.33: Correlation between Work Experience and Job Performance

	Job Performance	Work experience
Job Performance	1.000	.191
Work experience	.191	1.000

The results illustrate that work experience and job performance has a correlation of 19.1%. In this case therefore, there is a positive relationship between work experience and job performance (dependent variable).

4.11.2 Model Summary

Table 4.34: Model Summary (work experience and job performance)

Model	R	R Square
1	.191 ^a	.036

The table above shows that the model has an R- squared value of 0.036. This implies that the model explains 3.6% of the total variance of the independent variable. This shows that work experience has very minimal effects on job performance.

4.11.3 Analysis of Variance: Relationship between Work Experience and Job Performance

The aim of this section was to establish the statistical relationship between Work Experience and Job Performance.

Table 4.35: ANOVA (Analysis of Variance): Relationship between Work Experience and Job Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.543	1	1.543	6.345	.013 ^a
	Residual	40.863	168	.243		
	Total	42.406	169			

The table above shows the analysis of variance (ANOVA) results between work experience as and job performance as the dependent variable. The results show the model has a p- value of $0.013 < 0.05$. This implies there is a statistical significant relationship between work experience and job performance.

4.11.4 Significance of the Independent Variable

The purpose of this section was to determine if there is any statistical significance between Work Experience and Job Performance.

Table 4.36: Significance of the Independent Variable (work experience on job performance)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.316	.074		17.756	.000
	Work experience	.064	.026	.191	2.519	.013

This table shows the significance of the independent variable (job category). In addition, it gives the model coefficients (column B). From the results, duration of employment (experience) is a significant predictor of job performance (first dependent variable) since it has a p-value of $0.013 < 0.05$.

4.11.4 Model

From the coefficients in table 35, the model is as given below:

$$1.316 + 0.064X_1 = Y$$

Where: X_1 is work experience and Y is job performance.

4.12 Work Experience on Organizational Commitment

The study also aimed at determining the influence of work experience on organizational commitment. To check and explore this, a simple regression model was also used to find out the relationship between work experience and the dependent variable of organizational commitment.

$$\beta_0 + \beta_1 X_1 = Y$$

Where: Y = Organizational commitment (dependent variable)

β = Model coefficients

X_1 = Work experience (independent variable)

4.12.1 Correlation between Work Experience and Organizational Commitment

This section aimed at determining the correlation between work experience and organizational commitment.

Table 4.37: Correlation between Work Experience and Organizational Commitment

	Organizational Commitment	Work experience
Organizational Commitment	1.000	.226
Work experience	.226	1.000

From the results in the table above, duration of employment (work experience or tenure) and organizational commitment have a correlation of 0.226 (22.6%). There is a minimal positive relationship between duration of employment (work experience or tenure) and organizational commitment.

4.12.2 Model Summary

Table 4.38: Model Summary (job category and organizational commitment)

Model	R	R Square
1	.226 ^a	.051

The table above shows that the model has an R- squared value of 0.051. This implies that the model explains 0.1% of the total variance of the independent variable. This shows that job category has very minimal effects on organizational commitment.

4.12.3 Analysis of Variance: Relationship between Work Experience and Organizational Commitment

The aim of this section was to find out if there is any statistical relationship between work experience and organizational commitment.

Table 4.39: ANOVA (Analysis of Variance): Relationship between Work Experience and Organizational Commitment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.921	1	5.921	9.055	.003 ^a
	Residual	109.867	168	.654		
	Total	115.788	169			

Results of the analysis of variance (ANOVA) show that the model has a p-value of $0.03 < 0.05$. Therefore, the model is statistically significant in determining the effect of work experience on organizational commitment.

4.12.4 Significance of the Independent Variable

The aim of this section was to establish the statistical significance between work experience and organizational commitment.

Table 4.40: Significance of the Independent Variable (work experience on organizational commitment)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.650	.122		13.580	.000
	Work experience	.126	.042	.226	3.009	.003

The table above show the significance of the independent variable (work experience) using the p-value and also gives the model coefficients (column B). From the results, the predictor variable (work experience) is significant since it has a p-value of $0.003 < 0.05$.

4.12.5 Model

Using the model coefficients given in table 40 above, the following is the specific model showing the effect of work experience (work duration) on organizational commitment, the second dependent variable.

$$1.650 + 0.126X_1 = Y$$

Where X_1 is work experience and Y is Organizational Commitment.

Conclusion on Objective Five

From the above results, we reject the fifth null hypothesis in favour of the alternative hypothesis that states; duration (tenure) in employment significantly predicts job performance and organizational commitment among the employees of K-Unity.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the overall results and the findings from the study. This chapter also points out conclusions arrived at from the study as well as highlighting recommendations and areas for further study on identifying the measures to be taken on the most appropriate intrinsic reward system in enhancing employees' motivation. The research discussion is on the basis of the research questions.

5.2 Summary of Findings

The purpose of this study was to investigate the influence of intrinsic motivation on job performance and organizational commitment with reference to employees of K-Unity Savings and Credit Cooperative Society Ltd. To achieve the objectives the study was guided by the following research questions. To what extent does intrinsic motivation affect employees' job performance in K-Unity Savings and Credit Cooperative Society Ltd? To what extent does intrinsic motivation affect employees' organisational commitment in K-Unity Savings and Credit Cooperative Society Ltd?

The study adopted a descriptive research design. The population of the study was employees of K-Unity Savings and Credit Cooperative Society Ltd. A simple random sampling was done and so 200 employees constituted the sample size. A structured questionnaire was used to collect the data. The questionnaire was administered by the researcher which was edited and scrutinized for completeness, reliability and validity through appropriate measures during the piloting stage. The data was entered and coded through Excel template and analysed using SPSS version 21 computer package. The data was interpreted using percentages and regression and correlation analysis, analysis of variance, and findings presented in the form of tables and figures.

The findings established that most of the employees of K-Unity Savings and Credit Cooperative Society Ltd were motivated to work hard through support for personal growth and availability of challenging and high goals and tasks (correlation of 17.8% and R square value of 0.032) in their organization. Additionally, opportunities for advancement, well-explained work tasks, cognitive and emotional involvement and employee involvement in company decisions were equally found to be of high motivational value. This accounted for 96.8% and p-value of $0.015 < 0.005$.

The study determined intrinsic motivational factors influencing employees' commitment to their organization. The findings suggest most of the respondents agreed that colleague support, job security, and company appreciation of individual efforts promotes and enhances attachment and belongingness. This was evidenced by correlation of 0.202 (20%). Other intrinsic motivational factors and ways which the respondents agreed as advancing organizational commitment include employer fulfilment of obligations, being valued, and identification with organizations' goals and values (95.9%) and p-value of $0.006 < 0.05$.

5.3 Discussion

5.3.1 Intrinsic Motivation and Job Performance and Organizational Commitment

There is significant understanding among organizations' managers that employees are the most valuable assets in any organization. Awareness, understanding, and investing in employees intrinsic rewards will go a long way in boosting optimum employee performance. Increasing employee intrinsic motivation will ensure organizations realize purpose for hiring the employees: assist the organization achieve its objectives through performance of job tasks.

The findings revealed that the selected research model was significant in determining the influence of intrinsic motivation on job performance. It was noted that respondents were motivated to work hard by having challenging and high goals (mean square of 1.485 and p-value of $0.015 < 0.05$). This means that intrinsic motivation has a positive correlation with job performance. Similarly, and in support of the model, Zou (2003) and Joo and Pak (2010) opined that motivating employees through intrinsic factors spurs high performance and better outcomes

as established in the study that intrinsic motivation is a significant predictor of job performance. Such employees are more responsible in their job tasks (Daysvik & Kuvaas, 2008). In support of this argument, Mundung & Pangemanan (2015) found that well-maintained intrinsic motivational factors have positive and significant influence on job performance. Provision of challenging work opportunities for career and professional improvement as Albeiti (2015) found out may present one of the best incentives towards boosting employees' performance. This finding had earlier been established by Nduro (2012) where she found out that money is not the ultimate motivation. The results from her study established that 69% of the employees obtained motivation from non-financial rewards comprising of growth, job security, interpersonal relationships, and challenging job tasks.

Non-monetary types of rewards can inspire employees towards superior performance. As was found out by Obum and Atambo (2016) they reinforce positive behaviors and improve retention rates. Similarly, majority of the respondents intimated that they are motivated when their organization create enabling environment that support and promote growth and self-confidence. Such environment according Aktar, Sachu and Ali (2012) allows employees to identify, exercise and display positive work-related attitudes and behaviors. Perhaps these results could reflect in the maxim which employees could work with that attitude determines altitude. In work situation an employee who has high goals – set by himself/herself and employer – and challenges and thinks highly and positively about work will in no doubt perform highly (Irefin & Mechanic, 2014). Finally, it is imperative that employers encourage employees to reflect and realize the relationship between cause and effect so that they exercise appropriate effort which bring about desirable work-related outcomes. Employees in reciprocation must sustain such an attitude as organizations make an effort to invest and bring about work-related intrinsic factors that are sustainable in the immediate and long-run for benefit of both, employee and organization.

According to the findings, the second model was significant in indicating the influence of intrinsic motivation on organizational commitment. The findings further revealed that intrinsic motivation has a significant positive correlation with organizational commitment. The study was able to establish that intrinsic motivation is a significant predictor of organizational commitment. Employee commitment and loyalty are optimistically connected with higher level of place of

work performance (Sarah, Jolian, Robert & Karl, 2011). Indeed, committed employees consider themselves employees of the organisation (Green, 2008). Additionally, individuals with higher levels of organisational attachment will be more willing to work for the organization and to stay as a member of the organisation, which brings about higher levels of productivity in the organisation (Gürses & Demiray, 2009). Productive employees who provide high performance in their work and job tasks have high degree of organisational belongingness. By considering themselves members of the organization (Green, 2008) they help the organization attain its objectives because of operating in favourably intrinsic environment (Gürses & Demiray, 2009).

Employees who are fully committed to their organization do so continuously, normatively and affectively as they have total and whole-hearted allegiance to their organization (Choong & Wong, 2011). It is this kind of employees among the study's respondents (correlation of 20.2 %) who opined that intrinsically motivating environment provided (employer fulfilment of obligations to me strengthens organizational attachment) gives them a reason to remain part and parcel of the organization. Creating such desirable environment is the organization's obligation as it was noted from the study that it ensures employees find solidly convincing reasons to continue working for their organization as in such motivating environment provided and guarded by the management employees will not only feel obliged to do their best but will continuously do so in their organization without contemplating to quit. The study established that such management-supported intrinsic motivation policies and schemes are highly correlated to organizational citizenship (p-value of 0.006 and mean square of 4.912). Cognizant with these findings, it remains to be seen to what extent organizations could go in creating favourable environment where employees see the need to continue faithfully working for their employer (Azeem, 2010; Padala, 2011 & Kahtani, 2012) which promotes emotional attachment (McMahon, 2007).

Factors which the study found to be critical in promoting and bearing on employees commitment for organization's competitive advantage that management could enhance are leadership style (Lo, 2009), organisational fairness (Ponnu & Chuah, 2010) and welfare of employees and their families (Ali, 2010). The study's findings further established that 4.1% of the respondents with a p-value of $0.006 < 0.05$ opined their commitment to their organization is contingent upon feeling

they are needed and valued and recognized by the employer. Similarly, it will be interesting too to find that when organisations create favourably intrinsic factors among the employees, it as well brings down staff turnover as evidenced in employees investing their energy and time to remain members of the organization than leave for another employer as they will weigh and find that the former has no costs while the latter comes with a heavy price (Jaros, 2007) and Aydogdu and Asikgil (2011).

5.3.2 Gender and Job Performance and Organizational Commitment

The study findings have alluded to the fact that gender is a significant factor in organization's employee performance and their level of commitment. It remains an organization's challenge to find ways of tapping from skills and competencies of different gender among her employees so that it boosts its competitive advantage.

The study findings revealed that gender is related to both job performance and organizational commitment and so it cannot just be wished away by a conscientious organization. However, it was interesting to find that it produced minimal effect (1.5% of total variance and R-square= 0.015). Gender therefore may not be used to rate and measure employees job performance as it was found not to have positive significance to job performance (p-value of 0.114>0.005). On the other hand of whether gender is related to organizational commitment the correlation results showed -0.033(-3.3%) implying gender and organizational commitment has minimal positive relationship. Conclusively then, gender cannot predict organizational commitment (p= 0.671>0.05) hence conforming the hypothesis: gender does not predict organizational commitment.

5.3.4 Educational Level and Job Performance and Organizational Commitment

One of the study's objectives was to determine the influence of education level on organizational commitment. Identifying the right qualifications at hiring and recruitment level is crucial in knowing the competencies and skills employees have that will assist the organization in knowing how to empower its staff bring out desirable outcomes through optimum job performance and organizational commitment in realization of its objectives. The more the employees continue working with the organization, the more they acquire relevant expertise and knowledge their work roles and challenges demand (Hsiung & Wang, 2012). This too is

consistent with Kasika's (2015) proposition that employee's use of appropriate work-related technology is contingent upon their education's level ability to help them acquire advanced knowledge and skills.

Educational level not only denotes having employees with right qualifications but matching them with the right roles and tasks. The study findings having explored significance of education level on employees job performance and organization commitment showed that there is a significant and positive correlation between education level and job performance (2.46%) and r-square of 0.060 and p-value of $0.001 < 0.005$). This means that education level of employees displayed in execution of their job tasks and roles is statistically significant to their job performance. Similarly, organizational commitment of employees is highly influenced by their education level (positive correlation of 20.8%). This aside, the findings posted significant statistical level (p-value of $0.004 < 0.05$). Conversely, the higher an employee's education level is the more organizational citizenship behaviour they display that promotes belongingness and commitment to the employer.

5.3.5 Status (job category) in the Organization and Job Performance and Organizational Commitment

An employee's job status or job category is a significant consideration that also comprised the study's objectives and research questions. Job status is a pointer to what the employee the employee was hired to do to help the organization achieve its objectives. Equally important is the employees' job status describing their duties and responsibilities indicating where in the organization they will operate from; doing what tasks and work with. The findings posted r-square value of 0.001(0.1%) implying that job category has very minimal effects on job performance. There was no statistically significant relationship between job category and job performance ($p=0.964 > 0.05$). This implies that job category is not a significant predictor of job performance. Organizational commitment was also found to be minimally affected by job category (8.9%). This supports the fourth hypothesis that there is no relationship between job status in the organization and organizational commitment (p-value of $0.124 > 0.05$).

5.3.6 Duration (experience) in Employment and Job Performance and Organizational Commitment

Duration of employment or tenure refers to the period an employee has worked in an organisation. It is believed that the more an employee remains within the organization the more they strengthen their competencies through work experience in their job roles and tasks. They earn more skills and better ways of doing their jobs they were hired to do as they help the organization achieve its mission and objectives. More importantly, as employees remain with their employer they are hopeful that they will earn more benefits and allowances that they do not want to lose hence the reason to continue rendering their services (continuance commitment). Accordingly, this makes them more relevant in their responsibilities to the organization (Newstrom, 2007); Salami (2008) and Iqbal (2010). The latter found significant correlation between duration of employment and job performance and organizational citizenship behaviour ($r=0.16$; $p < 0.01$). The study's findings consistent with the fifth objective and research question respectively endeavoured to enquire what could be the influence of employment tenure on job performance and organizational commitment. It was indeed found that work experience is a significant predictor of job performance (correlation of 11.1%), this posting positive relationship of $p= 0.013 < 0.05$. As far as organizational commitment is concerned the model used posted statistically and significantly positive relationship between work experience (duration in employment) and employees commitment to their organization (standard coefficients of .226 and $p= 0.003 < 0.05$).

5.4. Conclusions

5.4.1 Intrinsic Motivation and Employees' Job Performance and Organizational Commitment

The findings were able to established that both regression models used in the study were significant in determining the influence of intrinsic motivation on job performance. The study concluded that by utilising and investing in non-financial rewards, employees not only improve their performance but also promotes their organisational citizenship and therefore this study recommends more strides be made in investing in employees' motivation through non-monetary incentives as they are sustainable. The management could also draw lessons from the theoretical

models found suitable for the study. Firstly, Herzberg two-factor theory will help organizations management to address employees' dissatisfaction by providing job characteristics which are motivating and intrinsically rewarding that could be tapped from company policies and good work environment. Secondly, Nohria and Lawrence's four-drive theory will bear in the minds of employers that factors and reasons that motivate employees are not necessary material or carry monetary value but from within what the organisations has that could include recognition and appreciation, esteem, and bonding. When organisations provide environment and factors that are intrinsically satisfying, employees tend to find fulfilment in work tasks which translates to better and high job performance. From these findings the researcher concluded that it is possible for employers to motivate their employees from minimal resources that do not bring about heavy financial burden. This thinking outside the box philosophy will help management realize that money does not necessary translate happy employees and money is not the ultimate motivation for spurring optimum job performance.

The findings also established that intrinsic motivation is a significant predictor of both job performance and organizational commitment. When organizations create intrinsic incentives that ensure employees do not keep thinking of leaving the employer, it will translate into huge savings as it is notable the cost of hiring new employees and orienting them is much higher than investing in employees' intrinsic motivators which are also sustainable in the long run. It is also interesting to find that contrary to ordinary opinion creating an enabling environment for employees organizational belongingness where they always identify with the organization and feel part and parcel of it does not necessary require a lot of monetary involvement. A case in point as the study established is employers' consideration and concern of employees' welfare including what is happening in employee's family; and the management finding out some of issues, concerns or challenges that could impact negatively on employee efficiency and productivity? As management builds policies and schemes and infrastructure that promote organizational citizenship it would be beneficial if organizational leaders enhance in employees the spirit and attitude of gratitude where they do not just wait for extra benefits but appreciate and work within what is available.

5.4.2 Gender and Job Performance and Organizational Commitment

Gender representing different roles played by employees and the tasks they perform in their work duties and responsibilities is an important job factor that could influence organisational outcomes, positively or negatively. A few studies show exactly the significance of gender if influencing job performance and organisational commitment of employees. This notwithstanding, it is important to recognise and appreciate that favourable organizational outcomes are possible because different tasks and roles are performed by both gender: men and women who are competent in their responsibilities and assigned tasks. Hence organisations should tie job performance and organizational commitment measures equally among employees irrespective whether they are male or female. Even as this reality and organizations challenge is explored, there still remain an equal challenge on which tasks and jobs should be allocated men and women because owing to gender differences there those capabilities that nature dictates or they are better performed by men than women and vice versa. For example, fast moving consumer goods industries have both genders in lines of production just like in financial services industries. What about in firms dealing with heavy tasks requiring masculine abilities, e.g. coal, steel, or heavy equipment production line requiring more masculine endurance and long hours standing? In such industries men tend to dominate perhaps due to biological or physiological prowess they have over women not because they are weak but because of the challenges inherent in their tasks and job roles. This should be understood and explored further as long as at hiring and during recruitment neither of gender is discriminated against.

Lastly, men and women could show different levels of performing their tasks optimally and commitment to the organization. Whether one is committed to the organization or has superior performance and as the study's findings show there is not positive relationship it is not dictated by their gender but in each individual's attitudes to their work and realization that it all emanates and ends within each person. Moreover, what this means and implies to the organizational is that employees' high performance and organization commitment is not automatic, it has to be earned and exerted by each employee doing their best with what is available and in accordance with each skills and competencies while recognising the need to continuously develop and improve it.

5.4.3 Educational Level and Job Performance and Organizational Commitment

An educated and knowledgeable work force is indeed an asset to an organization. That why it is regarded human capital representing the most important asset that an organization has. Still it is one thing to have an educated work force and another thing to have knowledgeable employees who are well-versed with their job tasks and responsibilities. It's therefore a challenge of organizational managers to identify who employee has what skills for what job. Hence having the right workforce with the appropriate education and level that match inherent each jobs challenges is a plus for any organization. It's equally important to note that with a workforce that is well-educated the organization will have high performing and organizationally committed workers. Lastly, retaining a qualified and competent workforce is not a walk in the park as it comes with costs and fair share of challenges which every conscientious organization are of having a competent and royal human capital should be ready to deal and address continually.

5.4.4 Status (job category) in the Organization and Job Performance and Organizational Commitment

As it was noted in exploring job category of employees, job rank is critical organizational factor as job level is instrumental in understanding who is doing what for the organization. It means that there is an inclination and tendency for employees to value and consider their job ranks as it boosts their morale and esteem. Seniority in the organization is given a lot of importance since it is also held that jobs at the organization's hierarchy are seen as adding the organization more valued than lower-cadre jobs. If this is so then organizations have a daunting task to boost and encourage the employees to develop positive organisational acceptable attitudes as there could be a feeling that the more senior employees are more important than the junior ones especially support staff yet they are work for the same objectives. This still could create divisions within the organisations into two camps of seniors and juniors which may not augur well for the organization especially when employee's team's cohesiveness is needed.

5.4.5 Duration (experience) in Employment and Job Performance and Organizational Commitment

Duration of employment or tenure refers to the period an employee has worked in an organisation. It has been noted that the more an employee is experienced the more they attain relevant knowledge and skills that boosts their performance and to remain dedicated to their employer. As they remain working for the organization they become more and more proficient in their tasks and roles. It becomes an important consideration for organizations that the more experienced employees are the more they will assist it not only remain relevant to its core business and objectives and more so strengthening its competitive advantage. The implication for organizations is that the more employees know how to do their jobs better the more they are able to do their jobs and remain loyal to their employer. These implications mean that it's the organization's challenge to ensure higher retention rates as it invests heavily in employee improvement and development. Having uncommitted employees or who are not loyal can mean many things, among them, sabotage, loss of focus and working for the sake of it.

5.5 Recommendations

The overall recommendation based on the results, the management of K-Unity K-Unity Savings and Credit Cooperative Society Ltd should concentrate and invest on intrinsic motivation since it positively affects job performance and also organizational commitment.

5.5.1 Recommendations for Improvement

Findings from any research and regular engagement among stakeholders, organizational leaders will help to inform the best solutions and measures for enhancing and sustaining employees' job performance and organizational commitment.

5.5.1.1 Intrinsic Motivation and Employees' Performance and Organizational Commitment

The study found that it is important to have a comprehensive and far-fetched understanding of employee motivation as it is very crucial in boosting employees' performance. Some of the financial efforts, schemes and resources utilized to sustain financial motivation could be taken up

by other more deserving and challenging areas including high quality, competitive and affordable, services and products and maintaining a highly-skilled and competent workforce. Besides this, the study encourages organizational leaders to invest in employees' intrinsic motivation by empowering them realize and build the belief and attitude that this is possible through finding meaning in their work and seeing the actual results of their work activities. Needless to say, practicing managers and policy makers need to craft new ways and mechanisms appropriate to each organizational context to improve employee's performance. The researcher felt The K-Unity leadership has an obligation to find out the long term outcomes emanating from investing in intrinsic motivation measures for future planning and budgeting.

That apart, the researcher opines that a lot to be done by the management to determine the cost of factors that will be considered in boosting employees intrinsic motivation so as to document sustainability measures and the degree to input-output. This will help inform management and future researchers on costs and statistical significance of intrinsically motivating employees to boost their performance and organizational belongingness. Lastly, organizational leaders should explore investing in new incentive programs which focus on lifestyle changes, work/life balance, health and fitness issues as they bear on employees a feeling of being valued which translate to their optimum performance.

Having productive employees aside committed employees with strong allegiance to their employer is not only an aspiration of many an employer but a great and valuable asset every organization dreams of. Organizational leaders' have to explore investing in favorably intrinsic environment as it will in the long run lower the rate of staff turnover as employees with high sense of belongingness will see the obligation to continue being members of the organization. The researcher was of the opinion that this sense of belongingness will translate into employees who have appropriate and desirable organizational citizenship that could help organizations attain their mission and objectives. The researcher recommends that management explores the best, appropriate, affordable, and sustainable means towards realization of having employees who have allegiance to their organization through work roles and in realization of its vision and mission. Indeed, management should understand that organizational commitment is not necessary tapped from financial resources but from factors within the organization that are

sustainable in the long run. Correspondingly, the researcher recommends adoption of Lawrence and Nohria's four-drive theory that supports the study's second dependent variable of organisational commitment. This is because employees' desire for bond shows they need love, care, and belongingness which subsequently foster team spirit that builds organisational commitment, a fundamental ingredient for organisational success (Nohria, Groysberg & Lee, 2008).

5.5.1.2 Gender and Job Performance and Organizational Commitment

Although the study has established that gender doesn't significantly influence employee's performance and loyalty to their employer there is a need for organization to exploit gender differences that ensures that her employees have a united force to help in realization of its mission. Even when it is not absolutely impossible to eliminate gender bias in hiring or recruitment, management should ensure that where some roles could be performed by both gender, all are given equal chances to work or rotate and operate where their skills are not only needed but where they fit for the timely and appropriate job outcomes. The organization still is encouraged to be the source and pillar of employee unity as indications of human weaknesses of favouring certain gender seeing some as weak could divide the organization into camps or groups. This will ensure employees not only do their jobs as required but are always faithful and loyal to the organization as they identify with it. It should be clear to all employees at entry point and in their entire tenure that the leadership and management is for all and all employees are from one and the same organisation. This study therefore recommends that there be an organisational philosophy and culture that respects and support all employees irrespective of gender differences through a clearly-spelt and unambiguous policy against gender discrimination.

5.5.1.3 Educational Level and Job Performance and Organizational Commitment

The study was able to establish that there is significant and positive influence of employees' education level on job performance and organisational commitment. The research recommends organizations to hire not only highly qualified employees but also employees with the right qualifications for the right jobs during the entire recruitment and selection process. Through their

planning, coordination and supervisory roles managers have to ensure that employees match their skills and competencies to day-to-day job needs and challenges. Additionally, they have to provide timely and appropriate guidance and mentorship when hardships arise that will see them becoming inspirational and motivating to the employees.

Organizations have to empower their employees by providing on-going training so that they are at par with the organization's growth. Still when organizations are being restructured and undergoing downsizing, it is important to consider employees with superior education qualifications which have produced desirable job outcomes and acceptable organizationally acceptable behaviours. This means that the organization should have a proactive training department that remains relevant in helping the organization achieve its mission by having well-trained and staff with right skills.

5.5.1.4 Status (job category) in the Organization and Job Performance and Organizational Commitment

The researcher urges organisational leaders to create balance within the workforce so that juniors may not see their senior as the more important employees. Still the management has to enhance proper work-related attitudes especially where each employee sees themselves as equal team members working for the same organisation with similar objectives. It will also be crucial for the leadership to include education and training programs that consist of corporate culture that enhances respect, equity, and unity among all employees. Team building initiatives that bring together employees in different cadres should be promoted as it builds in employees' awareness that they have similar obligations though in different departments and sections: to exert high performance and demonstrate commitment and allegiance to their organization. The regard to which the employees view themselves as valued by the management irrespective of where they operate from or what they do in the organisation will go a long way in ensuring the organisation has optimally performing and organizationally committed employees.

5.5.1.5 Duration (experience) in Employment and Job Performance and Organizational Commitment

Duration of employment or tenure refers to the period an employee has worked in an organisation. The management must assist employees to remain loyal to the organization as this will reduce staff turnover that ensures the organization doesn't lose the more experienced and competent workforce. This could be done by creating enabling environment to do their jobs effectively and have reasons to remain with the current employer. The management is then urged to explore utilising organizationally-friendly and sustainable incentives that could motivate the employees to continue rendering their services to the organization through their superior performance. These costs of such incentives should be evaluated in view of find out which are cost-friendly and beneficial to the organization and the employees. The researcher hopes that the management could do all it can to support and retain its most qualified and experienced staff as one of its most valued asset because to get a replacement when gone will be costly, financially and time-wise.

5.5.2 Recommendations for Further Studies

The study recommends future research to be expanded to other industries especially the manufacturing sector in Kenya especially among organizations that concentrate on fast moving consumer goods (FMCG) to verify the results. Additionally, the study recommends further research while considering more factors, so as to check on the influence of intrinsic motivation on job performance and organizational commitment. It is recommended that further study could be extended to determine the role of work-related attitudes in influencing job performance and organizational commitment. Moreover, research needs to explore challenges and solutions to employee motivation to boost commitment of employees to the employer and how much such efforts could cost the organization as each investment comes with a cost so that organizations get value for their investment in such schemes.

It is also the opinion of the researcher that more studies be done to examine the further role played by gender and organization status (rank) and age in enhancing employees' productivity and organizational citizenship behavior desirable in helping the organization achieve their

objectives. This was in view of the fact that only limited studies have tackled these two demographic characteristics as findings could be pivotal in putting organizations at a competitive advantage. This apart, organizational psychology researchers and scholars need also to devote some time to find the relationship between the relationship between past experience and an ability to perform duties according as most organization tend to hinge a candidate's suitability for job to past work experience. The research question could be: does it mean employee with prior experience perform could perform better than those with no hands-on experience?

Finally, the study recommends more research be devoted to finding the role gender bias and jobs ranking could play in enhancing organizationally acceptable behaviours. Such study can also seek ways of finding out how organisations could exploit gender differences in their workforce as strength and as an organizational asset.

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APPENDICES

APPENDIX 1: Transmittal Letter

Part A: INTRODUCTION

To Whom It May Concern

Dear Sir/Madam,

I am a student at University of Nairobi pursuing a Master's degree in Organizational Psychology. I have designed a questionnaire to gather information on the role of intrinsic motivation (non-financial reward systems) on employee job performance and organizational commitment: the case of K-Unity Savings and Credit Cooperative Society Ltd.

Please note that any information you give will be treated with extreme confidentiality and at no instance will it be used for any other purpose other than for this project. Do not indicate your name, employee ID or number anywhere in the questionnaire. Your assistance will be highly appreciated.

I look forward to your prompt response.

Yours Faithfully,

Munyua Kenneth Macharia (Researcher)

Part B: THE QUESTIONNAIRE

This study is a requirement for the partial fulfilment for the award of a Master's degree in Organizational Psychology. The purpose of this research is **to determine the influence of intrinsic motivation (non-financial reward systems) on employee job performance and organizational commitment in reference of K-Unity Savings and Credit Cooperative Society Ltd.** Please note that any information you give will be treated with great confidentiality and at no instance will it be used for any other purpose other than for this project. Your assistance will be highly appreciated. I look forward to your prompt response.

Section I: Demographic information

Kindly tick (√) where applicable and do not indicate your names or personnel number.

1. Gender: Male [] Female []

2. Age bracket: 20 – 30 [] 31 – 45 [] 46 – 60 [] above 61 []

3. Job Category: Management [] Supervisory [] Clerical and Secretarial []

Financial/banking services [] Support Staff []

Other: _____

4. Work experience

Less than 1 year [] 2 – 5 years [] 6 – 10 years [] 11 – 15years [] 16– 20 years [] above 21 years []

5. Educational Level

PhD [] Masters Level [] University or College Degree [] Polytechnic/Technical Institution []
College/Institute diploma/certificate []

High School [] Other (Specify) _____

Section II: Intrinsic Motivation and Job Performance

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where 1= strongly disagree and 5 = strongly agree. Please tick (✓) which best describes your opinion of the statement.

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. I have inner drive to work hard and achieve my targets.					
2. My job provides an opportunity for advancement.					
3. Work challenges motivate me to work harder.					
4. The management duly explains my work roles for optimum performance.					
5. Challenging work responsibilities motivates me to work hard.					
6. Support of personal growth boosts job performance.					
7. My organization facilitates personal growth, improvement and self-confidence, and foster self-esteem that foster job improvement.					
8. Having challenging and high goals and tasks enhances my performance.					
9. The organization allows me to grow as a person, improve self-confidence and foster self-esteem for job improvement.					
10. Cognitive, emotional, and physical involvement promotes high job performance.					
11. Help by management in my competence and ability boosts my performance.					
12. Involvement in company and work-related decisions helps me give my best.					

Section III: Influence of Intrinsic Motivation on Organizational Commitment

Please indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where 1= strongly disagree and 5 = strongly agree. Please tick (√) which best describes your opinion of the statement.

Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1. Support from colleagues is helpful to work hard and remain faithful to my employer.					
2. Being valued and recognized encourages commitment to the organization.					
3. Job security strengthens attachment to my employer.					
4. Appreciation by management promotes organizational citizenship.					
5. Mastery of tasks supports organizational belongingness.					
6. Employer fulfillment of obligations to me strengthens organizational attachment.					
7. Sense of belonging regarding the organization makes me loyal/faithful to the organization.					
8. Acceptance the goals of the organization fosters interest to continue belonging to the organization.					
9. Identification with the organizational values advances MY organizational citizenship.					
10. Feeling of belongingness, job security and career advancement maintains good relation with the organization.					
11. Mastery of tasks supports organizational belongingness.					
12. Employer attendance to my welfare and that of my family enhances commitment to my employer.					

Appendix II: Letter to Conduct Study at K-Unity Savings and Credit Cooperative Society Ltd



K-UNITY

SAVINGS AND CREDIT CO-OPERATIVE
SOCIETY LIMITED

Wednesday, 8th June, 2016

**KENNETH MACHARIA MUNYUA
UNIVERSITY OF NAIROBI
DEPARTMENT OF PSYCHOLOGY**

Dear Sir,

RE: APPLICATION TO CONDUCT MASTERS STUDY SURVEY

This is to inform you that you have been granted permission to carry out a survey in our financial institution in fulfillment of your master's program course to which your topic is: **Influence of Intrinsic Motivation on Employee Performance and Organizational Commitment among the employees of K-Unity Finance.**

You are urged to follow the laid down company and ethical guidelines during your survey. The human resources department will work with you to achieve your objectives and the employees have been made aware of the same.

Similarly, our organization looks forward to benefiting from your findings in line with our company's goal of enhancing employee performance.

Yours sincerely,

K-UNITY SAVINGS AND CREDIT CO-OPERATIVE SOCIETY LTD.
THE HUMAN RESOURCES
MANAGER
SIGNATURE: *Catherine Ngendo*

**CATHERINE NGENDO,
HUMAN RESOURCES MANAGER**

Together we Grow

K-Unity Savings and Credit Co-operative Society Ltd
P.O. Box 268 00900 Kiambu

Tel: 066 2022816/2022052/2022011
Wireless 020-2047678

Fax: 066 2022951
Email: info@unityfinance.co.ke

Appendix III: National Commission for Science, Technology & Innovation Permit