

Influence of Intrinsic Motivation on Job Performance and Organisational Commitment among the Employees: Case of K-Unity, Kiambu County, Kenya

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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) 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 independent and dependent variable based on the hypotheses of the study. 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.

Key Words: intrinsic motivation, job performance, organizational commitment, organizational behaviour, industrial psychology

I. INTRODUCTION

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). 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 Aslan (2011) who opined that the organizational economic position focuses on extrinsic motivation and the organizational behavior position emphasizes intrinsic motivation.

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 fulfil some need or expectations. 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.

Statement of the Problem

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 while Nyandema and Were (2014) argued that career development and coaching/mentoring are among the greatest components of employee motivation. 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. What is more, Itotia, et. al (2013) advocated for organizations utilization of competitive salaries and wages and comprehensive and proactive career development programs.

Purpose of the Study

The purpose of the study was to determine how intrinsic motivation impact employees job performance and the impact of intrinsic motivation on organisational commitment among the employees.

Hypotheses of the Study

The study seeks to test the following hypotheses:

H01: There is no relationship between intrinsic motivation and job performance among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

H02: There is no relationship between intrinsic motivation and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

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.

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.

Scope of the Study

According to 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 in accordance with Bernardin and Russell in Kaswan (2012) which are work quality, employee productivity, and effectiveness and efficiency. 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.

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.

Limitations to the Study

The findings of the study can be generalized to similar savings and credit cooperative societies and financial institutions.

II. THEORETICAL FRAMEWORK

The study was guided by Herzberg's two-factor theory and Lawrence and Nohria's four-drive theory.

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 necessarily 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) and views 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 managers 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.

In conclusion, 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). 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).

III. RESEARCH METHODOLOGY

Research Design

The study adopted a quantitative and descriptive research design because it enabled the study to collect in-depth information about the population to be studied.

Location of the Study

The study was carried out in K-Unity Savings and Credit Cooperative Society Ltd, a Cooperative Union founded in 1974 under the Cooperative Society Act by 21 cooperatives of dairy and pyrethrum production in Kiambu County. The company 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.

Population of the Study

The population of 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 12 branches, 3 satellite branches and those operating from the head office.

Sampling frame and procedure

Simple random sampling was used to select 187 employees or K-Unity Savings and Credit Cooperative Society Ltd. represented 93.5% of the employees.

Data Collection Instrument

A self-administered questionnaire was 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.

Reliability of the Instrument

The first draft of the instrument which had 45 was piloted on 40 persons who were not part of the study. In the second testing, a coefficient of .93 was obtained on the modified instrument which had 24 items.

Validity of the Instrument

Several types of validity such as content validity, construct validity, concurrent validity, and face validity were used to evaluate to what extent the instrument items measured what it was designed to measure. Content validity of the instrument ensured that the items were chosen carefully in relation to each variable. Concept validity was 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).

Data Analysis and Interpretation

The items 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. 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.

IV. DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Demographic Results

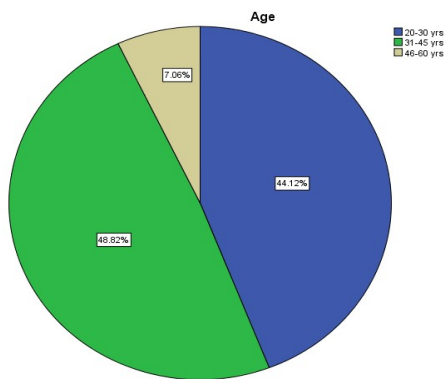
Gender

Nearly 52% of the respondents were female while male consisted 48.24%.

Age of Respondents

The results in Figure 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.

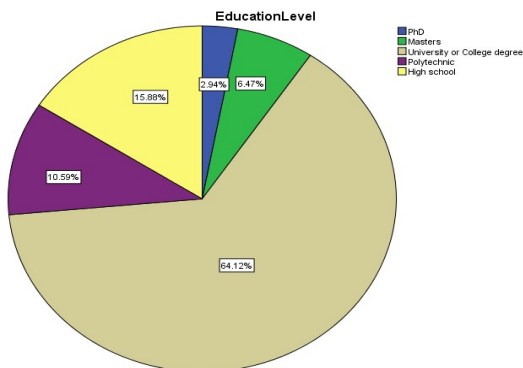
Figure 1: Age of the Respondents



Education level

The results in figure 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.

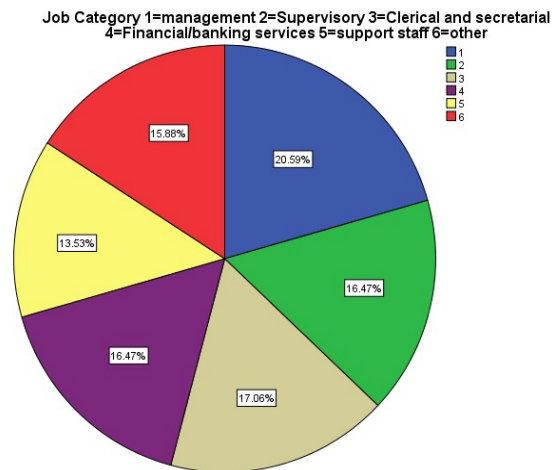
Figure 2: Education Level



Job Category

Figure 4 shows that 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. This means that the respondents were evenly distributed.

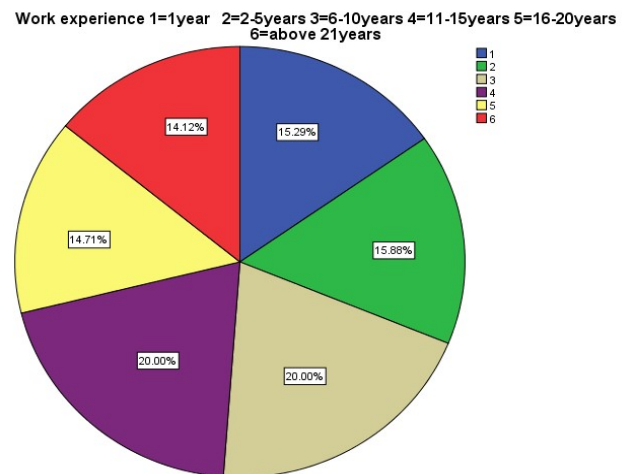
Figure4: Job Category



Work Experience

Regarding how long the respondents had been in the organization, Figure 5 shows that at 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.

Figure 3: Work Experience



Testing Hypotheses

Intrinsic Motivation and Job Performance

The first hypothesis stated that there was no relationship between intrinsic motivation and job performance among the employees of K-Unity Savings and Credit Cooperative Society Ltd.

To answer this hypothesis, 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)

Table 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).

Model Summary

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

Table 2: Summary of the model (motivation on job performance)

Model	R	R Square
1	.178	.032

The table shows that 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.

ANOVA: Relationship between Intrinsic Motivation and Job Performance

The analysis sought to determine if there is any relationship between intrinsic motivation and job performance.

Table 3: 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			

As the table shows, 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.

Significance of the Independent Variable

The study sought to determine whether there was statistical significance between the dependent variable of intrinsic motivation and independent variable of job performance.

Table 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

Table 4 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 $0.015 < 0.05$.

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.

Intrinsic Motivation and Organizational Commitment

The second hypothesis stated that there was no relationship between intrinsic motivation and organizational commitment among the employees of K-Unity Savings and Credit Cooperative Society Ltd. To examine this hypothesis, a simple regression model was 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 explain whether there was the effect significance or no significance and correlation or no correlation between intrinsic motivation and organizational commitment.

Table 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 5, intrinsic motivation and organizational commitment have a correlation of 0.202 (20.2%). The null hypothesis was therefore rejected. Therefore the study concluded that there is a positive relationship between intrinsic motivation and organizational commitment.

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 6: Model summary (Motivation on Organizational commitment)

Model	R	R Square
1	.202a	.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.

Relationship between Intrinsic Motivation and Organizational Commitment

The analysis shown in Table 7 aimed at establishing whether there was statistical significance between intrinsic motivation and organizational commitment.

Table 7: 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.

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 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 show 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 $0.006 < 0.05$.

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 Hypotheses

The first null hypothesis stating that there is no relationship between intrinsic motivation and job performance and organizational commitment among the employees of K-Unity was rejected. 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. The second null hypothesis stated that there was no relationship between intrinsic motivation and organizational commitment. The study revealed that there is a positive relationship between intrinsic motivation and organizational commitment at a correlation of 0.202 (20.2%). The null hypothesis was therefore rejected.

V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

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 this, two hypotheses were formulated to investigate the (1) the extent intrinsic motivation affects employees' job performance and (2) the extent intrinsic motivation affect employees' organisational commitment.

The study found 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. The study also found that 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 also 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 $0.006 < 0.05$.

Discussion

Intrinsic Motivation and Job Performance

There is significant awareness and understanding among organizations' managers that employees being the most valuable assets in any organization and investing in their intrinsic rewards will boost their optimum performance. This will ensure that 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, Zhou (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 Oburu 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.

Intrinsic motivation and Organizational Commitment

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 members of the organisation (Green, 2008) which brings about higher levels of productivity in the organisation performance through discharge of their work and job tasks (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 & Kee, 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 include 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).

Conclusion

The study 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. Second, 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 study 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 study also found that intrinsic motivation is a significant predictor of 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. 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.

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.

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.

The study recommends that the management of K-Unity K-Unity Savings and Credit Cooperative Society Ltd should:

1. Determine the long term outcomes emanating from investing in intrinsic motivation measures for future planning and budgeting.
2. Determine the cost of factors to 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.
3. 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.
 4. Explore 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.
 5. Adopt 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.

Recommendations for Further Research

1. A replication study be undertaken by the manufacturing industries in Kenya that concentrate on fast moving consumer goods (FMCG)
2. Further study should be undertaken that consider other factors on the influence of intrinsic motivation on job performance and organizational commitment.
3. Studies to be undertaken to determine the role of work-related attitudes in influencing job performance and organizational commitment.
4. Research needs to be undertaken to explore challenges 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.

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