Motivation in Paid Work for Non-Profit Organisations: The Case of Private Social Solidarity Institutions

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Abstract

This research characterizes the motivations of paid employees in Private Social Solidarity Institutions (Instituições Particulares de Solidariedade Social – IPSS\(^2\)), based on self-determination theory. It analyses the impact of types of motivation and employee identification with an organisation on their intention to stay in the organisation. An online questionnaire was given by the District Union of Private Social Solidarity Institutions of Porto (União Distrital de Instituições Particulares de Solidariedade Social do Porto – UDIPSS Porto) to the employees of the IPSS, and the use of structural equations for data analyses allows characterising the relationship between motivations and the intention to remain in an institution.

The results show that the more internalized motivations are those most valued by employees and they also show a strong intention to remain in the institution. Internalized motivation is not predictive on the intention to stay with an organisation; however, integration and external regulation do have predictive roles. It is also possible to conclude that IPSS employees identify strongly with the organisation they work for, and that this intensifies the impact of their motivations in the intention to stay in the organisation.

Keywords: Motivation; Non-profit organisations (NPOs); Intention to stay; Identification with the organisation.

Classification-JEL: L30

\(^2\) equivalent to British charities
1. Introduction

The importance of the social economy in Portugal has been growing, due in part to the economic, financial and social crisis and a need for change at various levels.

The Portuguese non-profit sector is a significant economic force, involving the energies of nearly a quarter of a million full-time employees, of which 70% are in paid positions and the others on a voluntary basis. In Portugal, Non-profit Organisations (NPOs) employ more people than some big industries such as utilities and transport (Franco et al., 2005).

Given the difficulty of measuring performance in NPOs as well as allocating extrinsic incentives (Lee and Wilkins 2011), the question arises of what constitutes NPO employee motivation and causes them to want to continue working in an organisation.

The literature review shows that there are not many studies in Portugal in this area when it comes to paid work. On the other hand, motivation among volunteers in NPOs has been more investigated (Ferreira, Proença and Proença, 2012). In this sense, the aim of this study is to understand the motivations of employees at work in NPOs, and more specifically of Private Social Solidarity Institutions (IPSS) given their weight and importance in the social economy sector at Portugal. The aim is threefold; First, to characterize the motivations of paid employees in IPSS, and second, to show whether these motivations impact on the intention of remaining in the organisation. Third, we believe that the mission of these organisations is linked to employee identification with the organisation and important to explaining willingness to remain in these workplaces, and it is, therefore, an important tool in managing human resources and their motivations in NPOs.

2. Literature review

2.1 Non-profit Organisations and IPSS

NPOs are characterized by the absence of for-profit purposes in favour of concerns for meeting social needs, the reach of social welfare and the development of solidarity (Caeiro, 2008). NPOs are organisations with paid staff and / or volunteers performing functions essentially related with defending causes, cultural expression, religious outreach, environmental protection or human rights (Franco et al., 2005).
IPSS are one of the NPO groups in Portugal. According to Andrade and Franco (2007) they are institutions established by private initiative with non-profit purposes and aim at the organized expression of the community concerning a moral responsibility of solidarity and justice. They distribute goods and provide support services to children, youth and families; they provide social and community integration, protection of citizens, as well as education and vocational training, promotion and protection of health and the resolution of housing problems. IPSS can be regarded as associations for social solidarity, voluntary associations of social action, mutual aid associations, and charitable foundations. Altogether, IPSS have more than 3000 institutions in Portugal and more than half of them are linked to the Catholic Church, having paid staff and / or volunteers (Franco et al., 2005).

2.2 Intrinsic and extrinsic motivation

According to Ryan and Deci (2000), being motivated means to be moved to do something; a person who does not feel any impulse or inspiration to act is considered unmotivated while someone energized to an end is considered motivated. Work motivation refers to the attitudes that drive individual behaviour toward work, i.e., the thread that employees follow to perform their work well, within the context of their organisations (Lee and Wilkins, 2011).

Linking compensation to motivation at work is inevitable. However, a number of other rewards are also important motivations. A distinction commonly found in the literature is extrinsic or intrinsic motivations. Extrinsic motivations are related to economic incentives (Mozes et al., 2011) such as performance bonuses related to wages, career progress or retirement plans (Lee and Wilkins, 2011), and intrinsic or non-economic motivations are related with employee aspirations and values such as autonomy and self-determination, the desire for justice and reciprocity, or the desire to work for a common purpose (Darrington and Howell 2011).

Intrinsic motivation involves behaviour that occurs because the activity itself is fulfilling. Intrinsically motivated individuals perform certain activities for the resulting positive sentiments. In contrast, extrinsic motivation involves performing a given activity for a result that follows. The clearest examples of extrinsically motivated behaviours are those that are performed to get a tangible reward or to avoid a punishment (Deci and Ryan, 2008).
The self-determination theory (SDT) plays a central role in the study of intrinsic and extrinsic motivations and presents a different perspective about the interaction between these two types of motivation (Van den Broeck et al., 2008). According to self-determination theory intrinsic motivation has an important role, in that it reflects the natural human propensity to learn and assimilate and links to high quality performance and a sense of autonomy. “In the classic literature, extrinsic motivation has typically been characterized as a pale and impoverished (even if powerful) form of motivation that contrasts with intrinsic motivation (Ryan and Deci, 2000, 55).” Traditionally, the classic definition of extrinsic motivation is related with the feeling of being externally propelled into action, due, for instance, to the presence of a supervisor or the fear of somehow being punished for not having the proper behaviour.

In self-determination theory, extrinsic motivation can thus vary according to individual behaviour regulation, in that the greater the internalization of the reason for a behaviour the more an individual is independently motivated to perform the activity (Van den Broeck et al., 2008). The perception that not all types of extrinsic motivation are necessarily controlled externally as conceived in classic literature on motivation implies there are distinct paths that managers and institutions can take to optimally motivate their employees with tasks that are not so intrinsically interesting (Sheldon et al., 2003).

The SDT has proposed a continuum of behaviour with varying degrees of individual autonomy (Lieury and Fenouillet, 1997, Ryan and Deci, 2000). At one end of the continuum, amotivation reflects the absence of intention to act and no sense of personal causality (Deci and Ryan 2000), therefore a lack of intentionality (Gagné and Deci, 2005). Motivation by external regulation is the classic case of extrinsic motivation, supported by behaviours performed to achieve an externally imposed reward (Ryan and Deci, 2000). People follow certain behaviours to achieve a desired goal such as tangible rewards or to avoid punishment (Deci and Ryan, 2000). An introjection, the second type of extrinsic motivation, represents self-esteem regulation to the extent that people act with a sense of pressure to avoid guilt, shame or anxiety or improve ego or pride (Ryan and Deci, 2000, Deci and Ryan, 2000). This is a type of internal regulation which is still very controlled, to the extent that regulations are not internalized assimilated by "self" and so the resulting behaviours are not self-determined. An introjection represents a partial internalization of the regulations of the person (Ryan and Connell, 1989). The third type of extrinsic motivation is identification, where the person identifies him/herself with the behaviour and therefore accepts the regulation as his/her own
Identification is a more autonomous extrinsic motivation, based on the recognition and acceptance of the underlying value of a behaviour by the individual (Deci and Ryan, 2000). The most autonomous type of extrinsic motivation is integrated regulation or integration. Integration occurs when regulations have been fully assimilated into the “I”. This is the most complete form of internalization of extrinsic motivation, because when the regulations are integrated people have accepted them fully, bringing them into congruence with their values and needs. Despite being based on an extrinsic instrumental value, integration shares many qualities with the intrinsic motivation, because individuals value the activity for itself and show a deliberate behaviour (Ryan and Deci, 2000). At the opposite end of the continuum, intrinsic motivation represents self-determined activity, an activity that is performed for its inherent satisfaction, challenge and fun (Ryan and Deci, 2000).

The SDT thus proposes various types of extrinsic motivation. The key aspect of this theory is based on the idea that extrinsic motivations can vary considerably in their relative autonomy and as such, reflect external control or true self-regulation (Ryan and Deci, 2000). Extrinsic motivation can therefore vary to the extent that individuals internalize and integrate their behaviour, according to how they feel about the reason for performing an act, in particular as a part of themselves (Van den Broeck et al. 2008). Thus, extrinsically motivated behaviour is no longer seen as invariably non-autonomous and may vary greatly in the degree of autonomy (Deci and Ryan, 2000). The distinction between autonomous motivation and controlled motivation is the central aspect of self-determination theory (Gagné and Deci, 2005), which states that the adoption of autonomous versus regulated regulation has positive effects in terms of well-being and performance (Deci and Ryan, 2000).

2.3 Motivations in Non-profit Organisations

People working in NPOs may be motivated by factors such as preferring to work with and for people, altruism, personal growth, social contacts or the opportunity to learn (Schepers et al., 2005). The employees of NPOs are motivated by the organisational mission and the significance of their task (Devaro and Brookshire, 2007). Their own training plans can be intrinsic motivators for NPO employees, in that they feel that the interest they owe to the organisation is reciprocal (Benz, 2005; Zaman, 2011). Employees are more concerned to meet public needs than with obtaining extrinsic rewards, demonstrating a very strong commitment to the philosophy of the organisation in which they work (Schepers et al., 2005).
Baines (2010) identified possible motives in social services such as the values of the employee, the desire and hope for change, political ideals, giving a voice to people and to change the system, to work with amazing people (staff and customers), the mission of caring, ethics, serving God and community needs. Thus, NPO employees will have high levels of intrinsic motivation, such as the feelings of accomplishment and self-respect when they do their job well, or pride in their organisation (Leete, 2000), feeling that the mission of the organisation fits their own value system (Devaro and Brookshire, 2007; Cooman et al., 2011).

Given the difficulty of assigning extrinsic incentives in NPOs, employees of these organisations accept lower wages (Preston, 1989; Hallock, 2000; Devaro and Brookshire, 2007) in exchange for a series of pleasant amenities in their work such as flexible schedules, the prospect of more stable employment, a slower pace of work (Hallock, 2000; Benz, 2005), or simply in exchange for the opportunity to work in a social mission (Devaro and Brookshire, 2007; Cooman et al., 2011).

The above literature shows the great extent of inherently intrinsic and self-controlled motivations within NPOs. However, this is mainly based on the traditional distinction between extrinsic and intrinsic motivation, and any use of Self-determination Theory to characterize employee motivation in NPOs is still scarce.

### 2.4 Organisational identification and intention to stay

The literature review also highlighted the importance of employee identification with the mission and values of their organisation.

According to Ellemers et al. (2004), identifying with the organisation is an alternative motivational force and allows further understanding of motivation in work. Van Knippenberg (2000) also emphasizes a positive relationship between organisational identification and motivation in work. Individuals who identify with their organisation are motivated by a need to help their organisation to be successful (Tidwell, 2005).

The concept of organisational identification arises in the context of social identity, that is, the sense of belonging to a group, and identification with this group affects the "self" concept (Van Knippenberg, 2000). Social identification is the process by which information about the group is related to the "I", denoting the inclination of individuals to act in a manner which is representative of their group (Ellemers et al., 2004), i.e., referring to the perception of the
individual about himself in terms of the features shared with other members of the group, which typically takes the form of the act of performance of the group (Van Knippenberg, 2000). Organisational identification is defined as the sense of belonging to a human aggregation, to a collectivity (Mael and Ashforth, 1992), at an emotional level, which shortens the distance between the individual’s identity and the identity of the organisation (Berger et al., 2006). The sense of a collective identity fosters an employee’s efforts for an organisation's goals (Ellemers et al., 2004), because the individual tends to conceive of her/himself in terms of her/his own group and organisation (Mozes et al., 2011).

3. Objectives and research model

According to the previous discussion, paid work at NPOs presents more difficulties that arise from generally lower salaries than those of for-profit companies (Preston, 1989; Hallock, 2000; Devaro and Brookshire, 2007), and from the weak possibility of providing financial incentives (Benton and Austin, 2010). However, in most functions, financial reward is one of the most rewarding incentives to motivate work (Darrington and Howell, 2011).

As already mentioned, in Portugal the third sector represents 2.8% of national GVA, 4.7% of total employment and 5.5% of paid employment (INE, 2012). According to Franco et al. (2005), the problem of low wages and long working hours at NPOs are a Portuguese reality, especially when we talk of Private Institutions of Social Solidarity. In this regard the weight of this type of NPO in the third sector is noteworthy, since there are over 3000 IPSS (Andrade and Franco, 2007) in Portugal.

In Portugal the low wages and long working hours that characterize NPOs are the most serious problems for retaining employees, and many of the most qualified employees join public or private for-profit (Franco et al., 2005) enterprises. It is, therefore, important to make a detailed study of this type of organisation, of the employee motivations in day-to-day work and what makes them want to continue working in the organisation.

The first and major objective of this study is to determine the main motivations of paid NPO employees, specifically the PISS, based on the Self-Determination Theory. We intend to further investigate possible links with socio-demographic and professional variables.
Given the apparent difficulty in employee retention as a result of low wages in these organisations, the goal that follows is to inquire about the permanence of these workers and measure the influence of the types of motivation on their intention to stay in an organisation.

The other major objective is to ascertain whether identification with the organisation acts as a motivational factor, enhancing the influence of each type of motivation in the intention to stay with an organisation.

The theoretical model of the research is presented at Figure 1.

![Theoretical model](image)

**Figure 1** - Theoretical model

### 4. Methodology

#### 4.1 Data collection procedures and sample

Data collection was conducted by an online questionnaire sent by e-mail from the general coordinator of UDIPSS from Porto (Portugal) to the employees of IPSS who belong to this association. The questionnaire was placed online on June 7, 2012 and the last considered response was obtained on July 11, 2012.

According to the information provided by the general coordinator of UDIPSS this district union involves about 280 IPSS with an average of 30 employees at each IPSS, which gives us a sample of approximately 8400 people. A total of 102 valid questionnaires were returned, yielding a response rate of 1.2%. The sample shows the prominence of women (89%), employees over 41 years-old, more than 50% of whom have been working at their organisation for more than 10 years, which is consistent with the fact that about 86% of the employees have a permanent contractual relationship (see Table 1).
Gender | Women | 89.2% 
---|---|---
Age | Over than 41 | 82.3% 
Education | Undergraduate | 32.4% 
| Post-graduate/Master’s | 18.6% 
Tenure | > 10 years | 53.9% 
| < 3 years | 17.6% 
Contract | Permanent | 86.3% 

**Table 1 - Sample characteristics**

Regarding education, 34.3% of the employees have completed secondary education and 51% have higher education qualifications.

**4.2 Measures**

The questionnaire has four parts. In the first part, socio-demographic and professional data was collected: gender, age, education level, seniority in the organisation and type of contract.

The second part of the questionnaire was designed to determine the respondent's level of motivation in regard to the six types or motivational states defined by the SDT. It used **WEIMS – Work Extrinsic and Intrinsic Motivation Scale** (Tremblay et al, 2009), which begins with the question “Why do you do your work”, followed by 18 items such as “because this is the type of work I chose to do to attain a certain lifestyle” or “for the income it provides me”. A Likert scale was used to indicate to what extent each of the items corresponds to the reasons why the interviewee is presently involved in his/her work (1 = “Does not correspond at all” and 7 = “Corresponds exactly”).

The third part of the questionnaire corresponded to the dependent variable – intention to stay, using Lyons’ propensity to leave scale (Lyons 1971) adapted by Zeytinoglu et al. (2010). The scale consisted of three positively-worded items. The items were: ‘I would like to stay at this workplace for a long time’, ‘If I had possibility to choose, I would prefer to keep on working at this organisation’; ‘If I had to leave for some time (for example due to personal/family motives) I would like to return to this organisation’. Responses were scored on a Likert scale with higher values indicating that they strongly intended to stay (1 = “Totally disagree”; 7 = “Totally agree”).
The last part of the questionnaire was intended to measure the employee's identification with the organisation. Mael’s (1988) measure was adapted for this study. Participants were asked to respond to the following statements: “When someone criticizes my organisation it feels like a personal insult,” “I am very interested in what others think about my organisation,” “When I talk about my organisation with others I usually say ‘we’ rather than ‘they’,” and “My organisation’s successes are my successes.” The items were assessed on a seven point Likert scale (7 - strongly agree to 1 - strongly disagree). These four items are an adaptation of Mael’s measure of organisational identification (1988) by Tidwell (2005).

A faithful translation of the scales and revision by an English professor specialized in translation was conducted. Before distribution to employees of IPSS the questionnaire was answered by six people chosen by convenience in order to highlight any mistakes, lack of clarity or other gaps. The only changes made were connected to socio-demographic and professional variables, including the type and contractual relationship and the level of education.

5. Results

First, confirmatory factor analysis (CFA) was used to determine if the factorial structure of WEIMS for this sample was similar to the original model of Tremblay et al. (2009). Second, Cronbach’s alphas were conducted for reliability testing of all measures. Then descriptive statistics, correlations and hierarchical regression analyses were conducted. Data was analysed based on the Statistical Package Social Science for Windows version 20.0 (SPSS 20.0) and its supplement for structural equation modelling – AMOS 20.

5.1 Confirmatory Factorial Analyses and Reliability

As shown in Figure 2, the factorial structure is similar to that of Tremblay et al. (2009). All the items have factorial loadings higher than 0.3, which is sufficient for it to belong to a factor (Pasquali, 2003). Moreover, the majority of the factorial loadings obtained in each subscale are higher than 0.71, which are very good values according to Comrey and Lee (2003). The goodness of fit indices values obtained for the model revealed a good fit, showing satisfactory values for all the estimated indices (Table 2), according to Byrne (2001), Formiga (2011) and Hair et al. (2006).
Table 2 - Goodness of fit indices obtained in the confirmatory factor analysis of WEIMS

<table>
<thead>
<tr>
<th></th>
<th>$\chi^2$</th>
<th>$\chi^2$/df</th>
<th>AGFI</th>
<th>CFI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>285.5**</td>
<td>2.36</td>
<td>.8</td>
<td>.85</td>
</tr>
</tbody>
</table>

* $p < .05$; ** $p < .01$

Figure 2 shows up the inter-correlations between each factor. As we can see, intrinsic motivation, integration, identification, introjection and external regulation present correlations greater than 0.5 between them. The weak correlations are found between these types of motivation and amotivation, showing a weak relationship between motivation and lack of motivation. In this regard it is noteworthy that amotivation shows no correlation with integration and a correlation of 0.16 with intrinsic motivation, i.e., the more internalized types of motivation.

Figure 2 – Confirmatory Factor analysis of WEIMS.

Legend: MI=Intrinsic motivation; Integration= Integrated Regulation; Identification=Identified Regulation; Introjection= Introjected Regulation; ER= External Regulation; AM=Amotivation.

Reliability testing of all measures was conducted and Cronbach’s alphas are presented in Table 3. Regarding WEIMS, Cronbach’s alphas subscales varies between 0.619 and 0.860,
values which are similar to those obtained by Trembley et al. (2009) – 0.64 and 0.83, which are good or acceptable values (Marôco and Garcia-Marques, 2006). Intention to stay and organisational identification also show appropriate values.

<table>
<thead>
<tr>
<th>Measures</th>
<th>Number Items</th>
<th>Cronbach Alpha</th>
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<tbody>
<tr>
<td>Intrinsic Motivation</td>
<td>3</td>
<td>0.834</td>
</tr>
<tr>
<td>Integration</td>
<td>3</td>
<td>0.844</td>
</tr>
<tr>
<td>Identification</td>
<td>3</td>
<td>0.718</td>
</tr>
<tr>
<td>Introjection</td>
<td>3</td>
<td>0.860</td>
</tr>
<tr>
<td>External Regulation</td>
<td>3</td>
<td>0.619</td>
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<tr>
<td>Amotivation</td>
<td>3</td>
<td>0.643</td>
</tr>
<tr>
<td>Intention to stay</td>
<td>3</td>
<td>0.943</td>
</tr>
<tr>
<td>Organisational Identification</td>
<td>4</td>
<td>0.724</td>
</tr>
</tbody>
</table>

Table 3 – Reliability testing – Cronbach Alpha

5.2 Descriptive Values and Correlations

As presented in Table 4, respondents are mainly intrinsically motivated (M = 6.24, SD =1.08) and integrated (M = 6.01, SD = 1.26), and their intention to stay in their workplace and organisational identification are both high (M = 6.03, SD = 1.53; M = 6.12, SD = 1.03).

Regarding intrinsic motivation, about 75% of respondents gave at least 6 on a seven-point Likert scale, and almost 50% gave the highest score. Integration scores are not much different from the previous, obtaining more than 60% of level 6 and about 37% of the maximum score. Identification obtained a score of less than 5 points from about 60% of the respondents. Regarding introjection, 33% gave it the maximum score. For external regulation, about 40% of our sample awarded a score of less than 4. Amotivation obtained a score of less than 4 from 65.7% of respondents.
Regarding correlations, Table 4 shows significant positive correlations between motivation variables (except the amotivation variable) and intention to stay in the workplace and organisational identification. Furthermore, intention to stay in the workplace is significantly and positively associated with organisational identification. In terms of demographics: women are more intrinsically motivated, integrated and introjected; less educated employees show higher identification, introjection and external regulation; age is positively associated with intention to stay; employees having higher education show lower intention to stay and lower organisational identification; tenure is positively associated with organisational identification and with external regulation.

Table 4 - Means, standard deviations and correlations between demographic, dependent and independent variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
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<th>4</th>
<th>5</th>
<th>6</th>
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<tr>
<td>2. Age</td>
<td>3.44</td>
<td>1.03</td>
<td>-0.02</td>
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<td>3. Education</td>
<td>2.65</td>
<td>1.14</td>
<td>0.05</td>
<td>-3.89</td>
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<tr>
<td>4. Contractual link</td>
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<td>0.35</td>
<td>-0.14</td>
<td>-0.19</td>
<td>0.12</td>
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<td>5. Tenure</td>
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<td>1.10</td>
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<td>-0.599</td>
<td>-2.81</td>
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<td>6. Intrinsic Motivation</td>
<td>6.24</td>
<td>1.06</td>
<td>-0.23</td>
<td>0.13</td>
<td>-0.16</td>
<td>0.06</td>
<td>0.17</td>
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<tr>
<td>7. Integration</td>
<td>5.11</td>
<td>1.47</td>
<td>-0.06</td>
<td>0.06</td>
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<td>-0.04</td>
<td>0.14</td>
<td>0.710</td>
<td>0.662</td>
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<td>8. Identification</td>
<td>5.93</td>
<td>1.26</td>
<td>-0.19</td>
<td>0.10</td>
<td>-2.09</td>
<td>-0.02</td>
<td>0.16</td>
<td>0.751</td>
<td>0.595</td>
<td>0.690</td>
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<td>9. Introjection</td>
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<td>1.43</td>
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<td>0.17</td>
<td>-3.35</td>
<td>-0.14</td>
<td>0.261</td>
<td>0.450</td>
<td>0.338</td>
<td>0.583</td>
<td>0.495</td>
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<td>10. External Regulation</td>
<td>3.77</td>
<td>1.48</td>
<td>-0.10</td>
<td>0.16</td>
<td>-0.17</td>
<td>-0.02</td>
<td>0.15</td>
<td>0.04</td>
<td>0.03</td>
<td>0.19</td>
<td>0.17</td>
<td>0.07</td>
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<td>11. Amotivation</td>
<td>6.02</td>
<td>1.53</td>
<td>-0.07</td>
<td>0.19</td>
<td>-3.15</td>
<td>-0.07</td>
<td>0.17</td>
<td>0.564</td>
<td>0.645</td>
<td>0.537</td>
<td>0.503</td>
<td>0.489</td>
<td>-0.04</td>
<td></td>
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<td>12. Intent to stay</td>
<td>6.12</td>
<td>1.03</td>
<td>0.14</td>
<td>0.16</td>
<td>-3.33</td>
<td>-0.12</td>
<td>0.215</td>
<td>0.485</td>
<td>0.418</td>
<td>0.450</td>
<td>0.428</td>
<td>0.250</td>
<td>-0.01</td>
<td>0.468</td>
<td></td>
</tr>
</tbody>
</table>

Notes: n = 102; ** p < 0.01; * p < 0.05

Gender: 1 = male, 2 = female; Age: 1 = less than 21, 2 = from 21 to 30, 3 = from 31 to 40, 4 = from 41 to 50, 5 = from 51 to 60, 6 = more than 60; Education: 1 = Basic, 2 = high school, 3 = undergraduation, 4 = pos-graduation; 5 = master degree; 6 = doctoral degree; Contractual link: 1 = effective, 2 = non effective; Tenure: 1 = less than 3 years, 2 = from 3 to 10 years, 3 = from 10 to 15 years, 4 = more than 15 years

5.3 Research model

The objective of this study is to inquire about the influence of motivation and organisational identification among employees of NPOs on their intention to stay in the workplace. To test our theoretical model presented in Figure 1, multiple linear regression was used. First a set of assumptions were validated: errors have zero mean, constant variance, are independent (Durbin-Watson index = 1.806) and have a normal distribution. Therefore, and according to Marôco (2011), we can proceed with multiple linear regressions.
Standardized coefficients from the regression model are shown in Figure 3. Multiple linear regression allows the confirmation of Hypothesis 1 that the model is globally valid (F = 16.560, p <0.001) and quite satisfactorily explains the variability of Intention to Stay (adjusted R² = 48%)

**Figure 3 – Structural Equation model I**

In the above model, the relationship between the explanatory variables and intention to stay is described by unidirectional arrows that can be described mathematically as linear regression lines (Pilati and Laros, 2007). In Figure 3 it can be seen that the variables of integration (t=4.494; p<0.001) and external regulation (t=3.321; p=0.02) are the significant predictors of intention to stay.

A new regression analysis was conducted, with only these two predictors as independent variables. The new model is valid (F = 49.416) and presents an adjusted R² = 48.9%, slightly higher than that found in the regression model with the six types of motivation. Thus, we conclude that the proportion of variability explained by the intention to stay model with two significant predictors is superior to the model with six types of motivation.

To analyse whether organisational identification is intensifying the relationship between types of motivation and intention to stay we first conducted a multiple linear regression with only
the above two motivation predictors (Integration and external regulation) and second, multiple linear regression with all motivation variables.

To estimate the coefficients of the model it is necessary to adjust the following linear regression models:

Organisational identification = β₁ x Integration + β₂ x External Regulation Externa + e₁ (1)

Intention to stay = β₃ x Integration + β₄ x External Regulation + β₅ x Identification with Organization + e₂ (2)

The model is presented in Figure 4. Integration has a direct effect of 0.47 on intention to stay and an indirect effect mediated by organisational identification (0.38 x 0.20). The total effect of integration on the intention to stay is therefore 0.47 + 0.38 x 0.20 = 0.546. Regarding the variable external regulation, the direct effect on intention to stay is 0.28 and the indirect effect mediated by organisational identification is 0.12 x 0.20, giving a total effect of 0.28 + 0.12 x 0.20 = 0.304. As can be seen, integration has the greatest impact on intention to stay (0.546).

**Figure 4 – Structural Equation Model II**

In order to show whether the value of the motivation variables calculated earlier on intention to stay is increased by organisational identification, we conducted a new structural equation model for the six types of motivation.

This model is shown in Figure 5, and allows us to see that organisational identification intensifies the effects of the four types of motivation involved in the intention to stay, excluded from the previous model shown in Figure 3. Intrinsic motivation has a direct negative effect but a positive indirect effect via identification with the organisation of 0.27 x 0.21. Identification, which also had a negative direct effect, now has a total positive effect on intention to stay due to the indirect effect of 0.25 x 0.21. Introjection, with a direct effect of 0.10, increases to 0.10 + 0.12 x 0.21. Only amotivation has its full effect intensified
negatively via identification with the organisation. Integration, as previously noted, has the highest direct effect on the intention to stay followed by external regulation, and both have their effects increased via mediation by organisational identification.

![Figure 5 – Structural Equation Model III](image)

6. Discussion and Conclusions

According to the results, the employees of the IPSS belonging to UDIPSS Oporto are mostly female (89.2%), aged between 31 and 50 years (60%) and have completed secondary education (34.3%) or have higher education (51%). In many aspects this characterization corroborates the study carried out in 2010 by IPI Consulting Network Portugal in the district of Castelo Branco, which characterized the members of the IPSS as having quite varied academic qualifications and usually were older in age, denoting an increasing attempt by many of these institutions to rejuvenate their employees and to hire workers with higher education in order to implement new procedures. The attempted rejuvenation of existing cadres is evident in this research, with 17.5% of the employees working in the organisation for less than 3 years and 13.8% who do not have permanent contracts. Nevertheless, 31.4% of those working in these organisations have tenure of more than 15 years and 86.3% have a permanent contract.
In the literature review we observed that although financial incentives are key drivers of work for most of the functions (Darrington and Howell, 2011), in Portugal the third sector employees are often paid less than employees of the other two sectors, and often have other than economic motivations (Andrade and Franco, 2007). The results achieved in this research appear to be consistent with the literature review since the employees of these IPSS showed, on average, external regulation as the lowest motivator of their work. The main motivations of IPSS employees are intrinsic motivation and integration, which correspond to more internalized and autonomous motivations. In the first case, motivation comes from the interest and challenge that the activity raises and in the second, integration comes from the fact that the work itself allows for the achievement of individual desired values (Deci and Ryan, 2000). Therefore, it is possible to corroborate the theory that employees of Non-profit Organisations are motivated by intrinsic factors such as a sense of accomplishment (Leete, 2000) or the adjustment of their function to their own value system (Cooman et al., 2011). According to self-determination theory, the main motivations of these employees are self-determined (Deci and Ryan, 2000), thus there is a tendency for the autonomous regulation of behaviour, as evidenced in previous studies (Engelmann 2010).

Regarding motivation and socio-demographics, we find that intrinsic motivation, integration and introjection are more intense for females. This finding may be related to the fact that women give more value to motivations that are not directly linked to remuneration, recognition and career goals because they have a disadvantaged position compared to men concerning these extrinsic rewards. In fact, according to a study conducted by the European Community (2011), in Europe there is a practice of giving lower wages to women and undervaluing women's work and skills. Thus, women may be transferring their motivation to intrinsic factors. It is also possible to state that none of the studied types of motivation depends on the age of the employee. The external regulation is the sole kind of motivation that depends on education, which is more distinct among employees with lower qualifications. This is understandable according to need theories such as Maslow’s, since individuals with lower qualifications usually have lower wages, and therefore give greater value to financial rewards as they need them more, while individuals with higher education will be more sensitized to motivations such as recognition, career advancement and / or identification with an organisation's values since their financial needs are already comparatively satisfied.
Intrinsic motivation and external regulation are positively related to seniority of the employee in the organisation. This result may be related to the fact that almost 100% of the employees work full time at these institutions, and as such their material means depend on this work. Therefore, external regulation will become increasingly important with seniority in the organisation, as financial and family responsibilities also increase over the life of the employee. On the other hand, it is also understandable that intrinsic motivation is higher among long-tenured employees, since those that remain in the organisation are probably those that more appreciate their tasks in the workplace.

The study shows high employee intention to stay, which is similar to other research such as Engelmann (2010) and Hayden and Madsen (2008). Motivations with stronger influence on intention to stay in an organisation are integration and external regulation. Contrary to what would be expected, given the importance of intrinsic motivation at work in NPOs and the results of other research (Engelmann, 2010), in this study intrinsic motivation does not have a direct impact on intention to stay in the workplace, it even has a negative impact. We believe that our result is very interesting and understandable in the work context of Portuguese IPSS. Work in IPSS is generally difficult. These institutions deal with socio-economic situations that are quite difficult economically, psychologically and emotionally, such as poverty, mental and physical disability, loneliness of the elderly, etc. and for that reason it is not likely that the tasks involved are very pleasant or intrinsically motivating. Instead, these activities have importance and high social value which may be fundamental motivators for those who work in these organisations, and mainly involve integration according to self-determination theory.

With regard to external regulation as a predictor and considering that the work of individuals in IPSS is their only source of income, it is plausible that in most cases their stay in the organisation depends on their remuneration. Intrinsic motivation might, therefore, be important in job satisfaction and engagement but it is not relevant to the intention of staying in the workplace.

In this research we also find that IPSS employees identify strongly with their organisation and this identification enhances the impact of motivations in intention to stay. Hence people stay because they are motivated and identify with their organisation, which supports the idea that the employees of NPOs remain in their workplace mainly due to the cause or mission of the
organisation to which they belong, more than for economic reasons (Andrade and Franco, 2007) or intrinsically motivating tasks.

In short, all motivations are interrelated and directly or indirectly contribute in some way to explaining the intention to stay, as evidenced by structural equation models. Mainly integration, but also external regulation and introjection have a direct impact on intention to stay, and these three have also an indirect impact through organisational identification. As we stated earlier, intrinsic motivation does not contribute to intention to stay unless employees identify with their organisation. The negative effect of intrinsic motivation on intention to stay is modified, or better, reversed by the identification with the organisation. That is, the effect of intrinsic motivation on intention to stay becomes positive when mediated by organisational identification. As expected, amotivation has a negative direct impact on intention to stay (Engelmann, 2010), which is important when taking identification with the organisation into account.

This research contributes to the understanding of motivation in paid work in NPOs in Portugal according to self-determination theory. Thus, in a Portuguese context it is possible to corroborate the theory that the more internalized motivations such as challenge and identifying tasks with personal values are the most-valued by employees of such institutions. Furthermore, financial motivation has less importance.

It is clear that employees who want to continue working in an organisation are moved by apparently conflicting motivations. On the one hand they are motivated by external regulation, where financial remuneration is important. On the other hand they are also motivated by integrating the importance of the mission and values of the organisation. Intrinsic motivation does not impact the will to stay in the workplace. Future research could further explore this apparent paradox by looking at differences between different groups of employees in NPOs in a more extensive study. The main limitation of this investigation is the use of a convenient sample, even though the characterization of this sample appears to follow a model of workers in this sector. Further research should be conducted with larger samples and other NPOs besides the IPSS. These results are important to managing human resources in these NPOs, specifically in the area of rewards as well as in the recruitment of new employees through the selection of people who fit the motivation profile. Given the importance of organisational identification as a driving factor in intention to stay in the
workplace, managers should foster a sense of collective identity and involvement with the organisation’s mission, enhancing relationships, collaboration and loyalty.

7. References


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