

**Affectivity and Job Outcomes:
Mediating Role of Intrinsic Motivation**

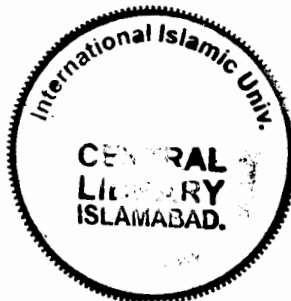
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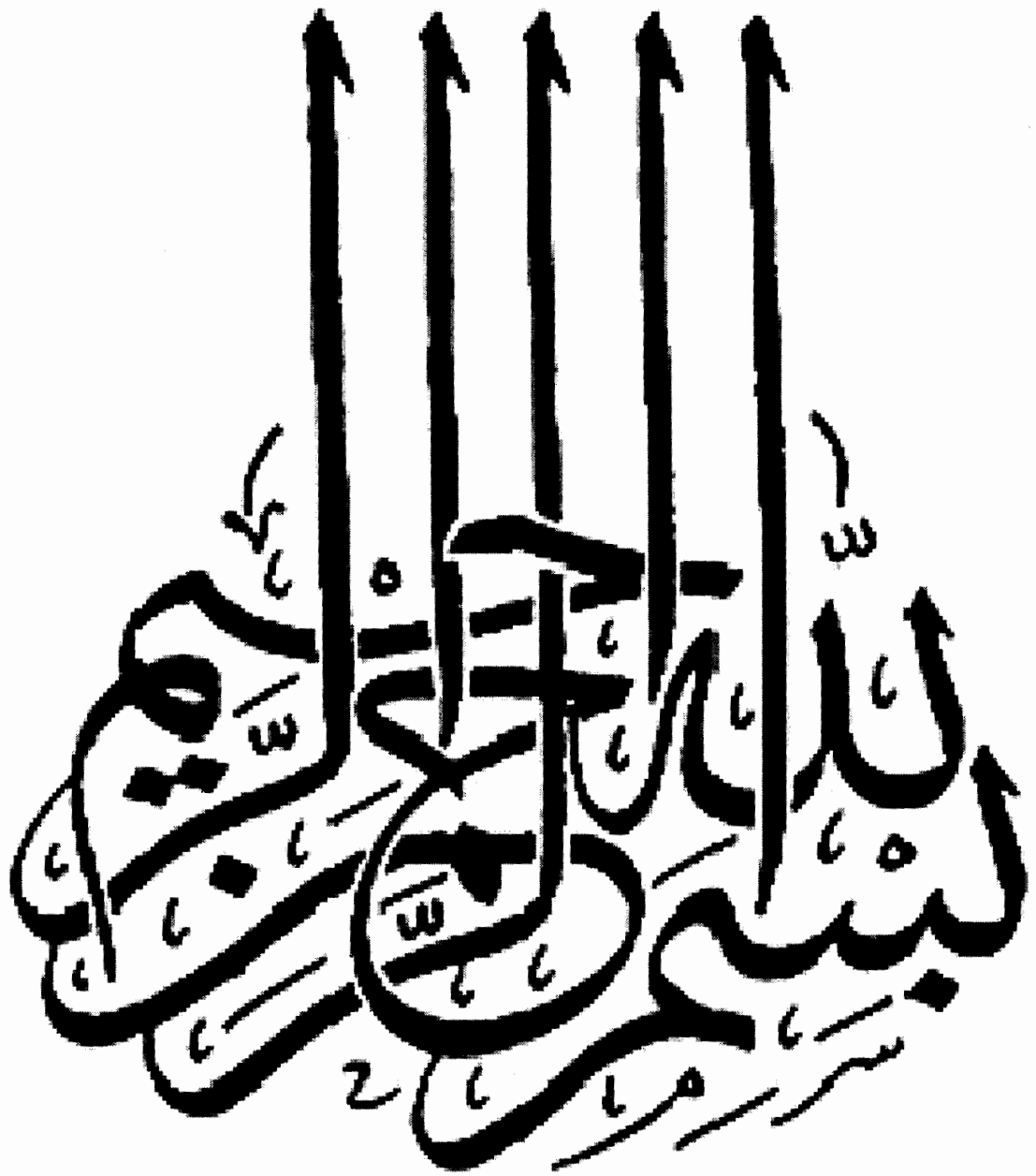
Affectivity and Job Outcomes: Mediating Role of Intrinsic Motivation

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of Philosophy/Science in Management with specialization in Human Resource Management at the Faculty of Management Sciences International Islamic University Islamabad.

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(Sep, 2009)



**IN THE NAME OF ALLAH,
THE MOST MERCIFUL AND BENEFICENT**

DEDICATION

To my beloved Parents, Muhammad Aslam and Zaib-un-Nisa
and my sister, Aaliya Aslam; who made valuable contributions and were
always there when I needed them.

(Acceptance by the Viva Voce Committee)

Title of Thesis: Affectivity and job outcomes: Mediating role of intrinsic motivation

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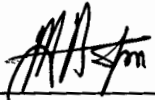
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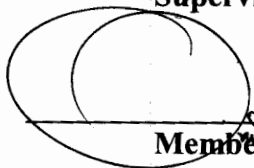
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No portion of the work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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ABSTRACT

The idea behind this study is to explore employee work motivation to verify the impact of intrinsic motivation on employees' job performance and satisfaction. Various theories based on motivation and job outcomes are reviewed to determine the role of intrinsic motivation in the success of an organization, as employee performance plays a significant role in goal achievement. The cross sectional survey design was used to analyze the relationship between variables. Data was collected through questionnaire from 185 respondents working in both private and public sectors of Rawalpindi and Islamabad. Data analysis was conducted through tools like descriptive statistics, correlations, regressions and mediation analysis.

Main effects hypotheses are proved as it is found that positive affectivity is strongly correlated to job satisfaction and job performance; whereas negative affectivity is negatively related to job outcomes. Partial mediation is found for positive affectivity and job outcomes and also for negative affectivity and job performance whereas strong mediation is found for negative affectivity and job satisfaction. Intrinsic motivation is a key to get better performance and productivity from employees. This motivation can be created by making employee feel that he is capable and self-determinant. Motivational programs, recreational programmes, and annual company picnics, publishing company's newspapers and magazines to develop communication with employees and giving them credit for their accomplishments can be fruitful for both employees and company.

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May Allah give us the serenity to fulfill our commitments.

AMEEN!

ZAKIA ASLAM

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LIST OF ACRONYMS

PA: Positive Affectivity

NA: Negative Affectivity

CHAPTER ONE

INTRODUCTION

Humans are emotional beings and not rational beings and are driven by how they feel about things. Humans have always struggled to conquer the best in life. There are various ways through which one can achieve goals, but the key to success is motivation. It is motivation that has always been the source of power in accomplishment of excellence. Motivation is considered as the basis for engaging in a specific behavior, especially human behavior as studied in psychology and neuropsychology. "Motivation refers to the initiation, direction, intensity and persistence of human behavior" (Geen, 1994). Behavior and actions of individuals are directed by particular needs and desires. These are the emotions and goals related to accomplishment that come with motivation in a person. Motivation can also be defined as an internal force or an exterior incentive to perform in some particular manner, usually a way that will direct to rewards (Dessler, 1978).

Motivation can be intrinsic and extrinsic. Extrinsic motivation deals with the behavior of individuals influenced by achieving external rewards (Esser, Hitt, & Marriott, 1992). Money, tangible rewards and the absence of punishment are examples of extrinsic or external rewards (Deci, 1980). Intrinsic motivation is the motivation to do a job just for the sake of pleasure of performing that particular action (Hagedoom & Yperen, 2003). Examples of intrinsic motivators are attractive work, appreciation, promotion, and

success. Intrinsic motivation arises when the assigned tasks and organization's environment extract motivation in the employees. Supervisors or managers do not motivate employees but rather create by appreciating and giving opportunities that can evoke motivation in employees (Brandt, 1995; Chance, 1992).

“Motivation is one of the central concerns of modern organizational research” (Baron, 1991). In literature of organizational behavior, generally work motivation has been explained as the set of psychological practices that cause the commencement, direction, strength, and determination of behavior (Campbell & Pritchard, 1976; Pinder, 1984). Work motivation is an unseen, inner, hypothetical construct that can be described as the deposit of internal and external forces that instigate work-related behavior, and decide its form, direction, strength, and duration (Pinder, 1998). This identifies the influence of both environmental forces (e.g., organizational reward systems, the nature of the work being performed) and forces inherent in the individual (e.g., individual needs and motives) on work-related behavior. An employee's motivation can be defined as his aspiration, desire and obligation to his organization. Those who have high desire but low level of commitment can be effortlessly distracted or discouraged. On the other hand, employees with high commitment and low desire have impressive determination but their work is uninspired. Motivation has been examined as the amount of effort an employee desires to burn up on each of the job activities or tasks in order to achieve the desired goals. Supervisor will appraise employee's performance level and will reward him/her with one or more of a variety of rewards, such as increased wages, appreciation, or promotion (Walker, Churchill, & Ford, 1977).

Organizations can attain rock-solid outcomes by developing an exceedingly productive work force through efficient utilization of ability of talented people (Harrington, 2003). Employees' performance depends not merely on their actual skills but the level of motivation each worker reveals also plays a significant role. Employee performance is a shared function of ability and motivation. An employee's job performance can be evaluated in terms of ability and motivation. Ability deals with the talent, training given and resources available whereas, motivation is the effort, desire and commitment of the employee (Lawler, 1973). In order to get superlative performance from employees the most crucial task for a manager is to motivate employees (Moorhead & Griffin, 1998). In the study of human behavior, motivation is a basic psychological process, like perception and learning. Instead of an employee's ability, researchers consider motivation as a key to perk up performance and productivity in any area. One of the basic and fundamental reasons in diminution of job performance is burnout (Maslach, 1982; Halbesleben & Buckley, 2004). "Burnout is a psychological response to work-related stress, consisting of emotional exhaustion, depersonalization and reduced perceptions of personal accomplishment" (Maslach, 1982; Maslach, Schaufeli, & Leiter, 2001). Researchers argue that employees with low motivational level experience burnout and they would have lower job performance. Motivation can be a source of energy and encouragement for employees (Hobfoll, 1989).

An individual's expression of emotions at work could be strongly influenced by personality traits. Negative affectivity (NA) can be defined as a mood-dispositional aspect focusing persistent differences among individual in experiencing negative feelings and self-concept (Watson and Clark, 1984) whereas, positive affectivity is associated

with the experience of positive emotions. Negative affectivity is a mood-dispositional attribute that reveals pervasive personality distinctions in pessimistic feelings and self-conception (Watson & Clark, 1984). NAs are mostly depressed, disengaged, or distressed by the surroundings, as they have a tendency to visualize the world through a negative lens (Watson, Clark, & Tellegen, 1998). Positive affectivity is the trait of extraverts in which an individual experiences enjoyment, enthusiasm, and other states of optimistic emotions (Costa & McCrae, 1980).

1.1 Statement of the Study

Intrinsic motivation plays a mediating role in the relationship between positive and negative affectivity and job outcomes.

1.2 Objectives of the Study

The objective of this study is to identify the impact of positive and negative affectivity on satisfaction and job performance of employees by particularly focusing on intrinsic motivation as a mediator. The basic aim of the study is to investigate if intrinsic motivation plays any significant role in enhancing employee's job satisfaction and performance by focusing the circumstances of Pakistan's workplaces.

1.3 Significance of the Study

In the modern world of competitive business; inventive plans and gleaming employees are the core factors in remaining to the lead of competitors. Motivation is one of the most interested subject of majority of public administrative scholars as it helps in multiple

decision making (Crewson, 1997; Rainey, 1983, 1997). The reason of paying this much attention upon issues like motivational issues, job satisfaction, and organizational commitment in public organizations is that employee morale and motivation is declining day by day.

The main purpose of conducting this research is to identify the impact of intrinsic motivation on the relationship between positive and negative affectivity and job outcomes. The literature and research regarding this matter repeatedly highlights that intrinsic motivation in employees can give rise to satisfaction and best performance in their jobs. Exploration of the existing literature shows that the effects of intrinsic motivation on the relationship between affectivity and job outcomes have not been physically observed in a work setting of a developing country like Pakistan. Most of the researchers have reproduced the work of Edward Deci and Richard Ryan. Hence, this research has been carried out in Pakistan's workplace with actual employees participating in the research. The results of this current study conducted in Pakistani scenario vary from results of those studies carried out in other countries because of the changes in the economy, culture and traditional family structure.

CHAPTER TWO

LITERATURE REVIEW, THEORITICAL FRAMEWORK AND HYPOTHESES

2.1 Literature Review

The literature shows that motivation was even discussed in the writing of the ancient Greek in the form of hedonism to explain human motivation. Hedonism, as that a person looks for calmness and satisfaction by staying away from distress and anxiety. This is also evident by the hedonism- psychologists of 1800s and even in the early 1900s, as they presumed that humans intentionally and rationally struggle for hedonistic joy and evasion of pains. The basic aim of motivated behavior is to maximize the expected affect (Naylor, Pritchard, & Ilgen, 1980). Most of the motivation investigators in I-O psychology have focused on a specific direction of behavior called “motivation to perform” (Locke, 1997). Literature shows that there is a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003). Being more productive and satisfied, intrinsically motivated employees show loyalty to their organization because they experience no stress or need to shift to a new organization. Organizations should struggle to motivate and keep hold of the best employees as over-accomplishing and brilliant employees are the energetic strength of all organizations (Harrington, 2003). Research illustrates that the idea of intrinsic motivation was first

explored in 1970's (Deci, & Ryan, 2000). Intrinsically motivated activities are those that are interesting, appealing and satisfying for individuals. The foundation of intrinsic motivation was based on the peoples need to consider themselves as capable and self determined (Deci, 1975). The concept of intrinsic motivation was expanded in 1975 after the beginning of Deci's work. We call motivation is intrinsic when an activity instantly satisfy individual's need. Intrinsic motivation "is valued for its own sake and appears to be self sustained" (Deci, 1975). Intrinsic motivation can be classified as activity's flow, self directed goals for example mountaineering, or personal and social obligations. A vital donation to the recent study of motivation is the traditional importance given to both the cognitive (drive and incentive) and learning (habit) features of motivation.

Research in emotions and behavior was nurtured by the publication of Hochschild's (1983) "The managed heart and the momentum". Later on the effort of emotional research was continued as part of work role (Rafaeli & Sutton 1987; 1989; Sutton & Rafaeli, 1988). Personality traits and characteristics have a strong impact on an individual's expression of emotions at work (Pugh, 2001). The impact of organizational interventions and practices on employees' attitudes can be appraised by using employee's self reports (Siomkos, Rao, & Narayanan, 2001); whereas these self reports can be influenced by personality and mood dispositions (Cacioppo & Berntson, 1994; Watson, 1988; Watson & Clark, 1997). Hence investigators are proposed to consider both positive and negative affectivity to measure employee attitudes (Brief & Roberson, 1989; Watson, Pennebaker & Folger, 1986). Individuals with high level of negative affectivity suffer from agony as they are expected to draw attention to the off-putting circumstances that's why self evaluations of anxiety, healthiness, and job satisfaction are highly persuaded by

negative affectivity (George, 1991; Schaubroeck, Judge & Taylor, 1998). Employees with high negative affectivity are disappointed with their organizations, whereas those experiencing high level of positive affectivity are apt to overstate their satisfaction. NA is the intensity of any person's negative feelings like antagonism, unfriendliness, fright, and nervousness. It is evident from the literature that high NAs experience off-putting emotions in spite of any reward or motivation (Watson & Clark, 1984). High negative affectivity individuals have negligible ambitions to achieve and they are expected to engage in withdrawal behavior more than those with low NA (Wright & Mischel, 1982; Necowitz & Roznowski, 1994). Positive correlations have been found between NA and intentions to leave (George, 1989; Cropanzano, James, & Konovsky 1993). High-negative-affectivity individuals are amongst the first ones who are allowed to go in case of restrains and layoffs (George, 1992).

One of the mounting issues in the literature is workplace aggression- feelings of revenge for those who are accountable for the dilemma (Neuman & Baron, 1998). Baron and Neuman (1996) constructed three basic dimensions of aggressive or hostile behavior: (1) overt aggression, when individuals are involved in the acts of violence or hostility, such as physical attack, (2) verbal or symbolic expression of hostility and (3) obstructionism which involves actions planned to hold back an individual's facility to perform his or her job. These three aspects are provoked by an aspiration of retribution and have various upshots for both supervisor and subordinate. Pessimistic emotions such as annoyance, indignation, and hatred are also likely to be developed by an employee, if he recognizes injustice, discriminatory and unfairness with in the organization (Folger, 1993; Sheppard, Lewicki, & Minton, 1992). Employees with high NA are not appreciated by other

organizational members and they do not share a good relationship with their supervisor (George, 1992). Researchers of Leader member exchange theory demonstrate that in every organization supervisors build up distinctive relationships with employees supported by a series of positive and negative interactions (Liden, Sparrowe & Wayne 1997). This is a joint relationship based on give and take rule and in high quality exchange relationships both supervisor and subordinate enjoy high levels of respect and trust. Research shows that there are various positive consequences associated with the high quality relationships, as employee experience positive feelings, high satisfaction and better performance (Gerstner & Day, 1997). NA and agreeableness has a strong impact on the relationship among organizational justice and retaliation. Those individuals who attain high NA measures ultimately experience greater dissatisfaction, uneasiness, and frustration in various states of affairs (Watson & Clark, 1984). Because of this negative behavior and viewpoints, bosses do not have a complimentary view of such employees. The focal point of high-NA individuals is the negative features of themselves, their career, and the world in general and due to this reason they have low intrinsic motivation and they are dissatisfied with their jobs and they have poor performance (Watson & Clark, 1984). High NAs are over sensitive to risks and threats and when they are faced to such situation they show hostile actions. This is the basic reason why such people are harder to like and have bad interactions with their supervisors (George, 1992). High NA individuals are also more independent and nonconformist and because of these factors they are observed as unsympathetic, difficult, and outlying (Watson and Clark 1984). Being highly unsecured and depressed, high NAs view themselves as defenseless victims

of exploitation or oppression. This clarifies why high NAs are harder to like and have poor relationship with supervisors (George 1992).

Most of the researchers have advocated that negative affectivity (NA) is one of the primary reasons of job stress (Cooper, 2000). As employees high on NA have more negative appraisals so it is much harder for them to deal with their job loss as compare to those who are low in NA (George and Brief, 1996). Individuals who exhibit NA are at more risky position as they are deficient in significant internal coping resources (Schill & Beyler, 1992). Persons higher in NA constantly inform about poorer self-perceived health and more indications, especially in the field of mental health, even if their fundamental health is not always found to be worse (Kressin, Spiro & Skinner, 2000). Roskies, Guerin, & Fournier (1993) concluded that positive affectivity has a well-built and valuable impact on mental health. A conceptual framework of stress shows that NA is a confounding variable in the relationship of stress and strain; and there are other significant roles of NA (House, 1981; Israel, Schurman, Hugentobler & House, 1992). Numerous characteristics of the work environment are the main cause of dissatisfaction and work stress; such as the quantity and type of workload, the degree of self-sufficiency or discretion at work, and the supportiveness of coworkers (Johnson & Hall, 1988; Payne & Fletcher, 1983; Parkes, Mendham & von Rabenau, 1994). Most of the negative affectivity individuals unrealistically take situations in a depressing way. It may be that high NA individuals see events in a more depressing light and consequently report more strain and health problems (Judge, Erez & Thoresen, 2000). In an investigation it was observed that NA obstructed the impact of positive occasions on job satisfaction and they

report higher stress and strain (Brief, Butcher & Roberson, 1995; Watson, Pennebaker & Folger 1987).

High satisfaction and successful performance is also influenced by the mood of the employee (Ashforth & Humphrey, 1995; George & Brief, 1992; Isen & Baron, 1991). Dispositional affect has a continuous and deep impact on behaviors of employees, so it is important forecaster of the organizational performance (Staw & Barsade, 1993).

In organizational literature, substantial concentration has been given to strong and positive relationship of job and life satisfaction (Judge, Parker, Colbert, Heller, & Ilies, 2001). Deep study of the impact of personality in job satisfaction was begun in 1980s and considerable importance has been given to the role of personality in job satisfaction (Fisher & Hanna, 1931; Hoppock, 1935). Most of the studies focused indirectly on dispositional source of job satisfaction and these studies can be attributed for renovating concentration of other researchers in this field (Arvey, Bouchard, Segal, & Abraham, 1989; Staw & Ross, 1985). Other important investigations used a direct approach to measure the role of personality in job satisfaction (Judge & Hulin, 1993). Further classification of these personality traits was quite beneficial for literature as it elaborated the importance of personality in identifying job satisfaction (Connolly & Viswesvaran, 2000; Judge, Locke, Durham, & Kluger, 1998). These classifications are: positive affectivity/negative affectivity (PA/NA), the five-factor model of personality ('Big Five'), and the self-evaluations (Judge, Locke, & Durham, 1997).

Affectivity has been classified into two basic dimensions: positive and negative affectivity (Watson & Tellegen, 1985; Watson, Clark, & Tellegen, 1988). Watson and Clark's PA/NA model has been the most extensively considered categorization in relation

to job satisfaction. It was concluded with a sample of hospital employees that both PA and NA were significantly correlated with job satisfaction, with PA having a more strong impact (Agho, Mueller, & Price, 1993). A longitudinal study was conducted by Watson and Slack (1993) in which they found that NA was not considerably correlated with overall job satisfaction but PA was significantly correlated with overall job satisfaction. Hence it is evident that both PA and NA exhibit moderately strong correlations with job satisfaction, with PA being the stronger correlate. It has been found that PA and NA keep up a correspondence with the extraversion and neuroticism dimensions of the Big Five. As extraversion dimension implies that individuals high on extraversion are more gracious, sociable and are related to positive affect expressing positive moods (Eysenck & Eysenck, 1991; Watson & Clark, 1997). It was found in a research that those cashiers who experience positive moods at the workplace have reported positive relations with customers (Morris & Feldman, 1996). Individuals high in neuroticism are inclined toward fretfulness and gloominess, as they are affected by negative events of life (Eysenck & Eysenck, 1991; Suls, Green, & Hillis, 1998). Employees with low neuroticism are apt to be peaceful under stressful circumstances. Because of repeated emotional distress, high NAs are less competent at the assigned tasks and social dealings (Motowidlo, Packard, & Manning, 1986; Felson 1978).

Few important job demands are the main sources of job satisfaction and dissatisfaction (Payne, Jabri & Pearson, 1988). As employees' morale is declining day by day, organizational researchers have become progressively more concerned about the darker side of employee behavior (Neuman & Baron 1997, O'Leary-Kelly, Griffin, & Glew. 1996, Robinson & Bennett 1995). Literature shows that most of the researchers and

practitioners had a strong believe that people go through any kind of effort just to get food and cloths. Therefore, in order to get good results the employees' salary was raised or a threat to withhold money for poor performance was used. By further research it was found that employees perform by the loyalty in their hearts for organization. The analysis of rewards, different motivational mechanisms and performance in UK management takeovers shows that rewards are considerably related to positive performance. Though, extrinsic motivation was not related to performance in this setting but intrinsic motivation had a significant positive impact on performance. It was also found that rewards can be a source of increasing intrinsic motivation more robustly than they increase extrinsic motivation (Gottschalg, 2005). Intrinsic motivation is essential and effective in motivating employees than extrinsic rewards. Several studies supported that extrinsic reward, such as salary and other economic assistance can diminish intrinsic motivation (Deci & Rayan, 2000). First attempt of almost every organization in motivating an employee is through money. High salary can motivate a young fresh employee looking for his/her first job but it cannot keep employee's motivation high over time. Organizations should take care of their employee's personal life because workers can never be motivated only with money (Gellerman, 1963).

Hagedoom & Yperen (2003) selected a sample of nurses working in a mental retardation and deficiency ward and carried out a study to inspect the impact of job circumstances and social support on job stress and intrinsic motivation of the employees. It was concluded that few job factors can play a significant role in developing intrinsic motivation and heartening employees to learn the new skills needed for more challenging job tasks. Three categories were used to determine intrinsic motivation: intrinsic

motivation to identify, to achieve tasks, and to familiarize with encouragement. It was found that strong social support from a supervisor or colleagues will enhance intrinsic motivation no matter even if the job conditions are hectic, stressful, demanding and challenging. Employee's opinion was surveyed in which seventy-five percent of workers mentioned career growth and development as the strongest motivating factor (Harrington, 2003). Only those employees are satisfied with their job who experience optimistic feelings and ideas regarding job characteristics and job-related incidents (Locke, 1976).

Employees satisfaction can be developed by psychologically tough work, good work conditions, high and reasonable rewards, and good opportunities for promotion. It was argued that job satisfaction trims down absenteeism and turnover, although it does not essentially raise performance (Landy & Trumbo, 1976; Locke, 1976). According to Berlyne (1965) and Deci (1975) intrinsic motivation has concern with performance of those activities where satisfaction is inbuilt for activities itself. Research has done on narcissism and motivation and it is proved that narcissistic individuals have high need for achievement where as low in need for affiliation (Rhodewalt, Madrian & Cheney 1998). Authors described narcissism as an individual who has preoccupied dreams of success and achievement which ensure autonomy (Bradlee & Emmons, 1992). Need for achievement encourage individuals to bring competency (McClelland, Atkinson, Clark, & Lowell, 1953; Murray, 1938) because it is multidimensional in a sense that it enhances desire to become a master as well as courage to do better than others (Spence & Helmreich, 1983).

One of the important ways of increasing employee's intrinsic motivation is positive feedback, whereas negative feedback will decrease intrinsic motivation (Deci, 1980).

Positive feedback boosts the intrinsic motivation by making employee to recognize himself as more competent. Feedback is a message that an individual gets from a source that have the knowledge regarding the individual's task performance (Ilgen, Fisher, & Taylor, 1979). The feedback literature also emphasizes that the more regular, instant and positive the feedback, the greater its impact (Ammons, 1956; Ilgen et al., 1979). Delegation or empowerment can also be utilized in order to encourage a worker to perform the desired task (Miles, 1965). The organization should reflect assurance and confidence in the employee's ability (or, in general, his intrinsic motivation) by handing over the control of the task to him. As a result it would make it more liable that the employee put forth all of his efforts. An employee would regard himself as intrinsically motivated when he believes that he can control his own behavior. On the other hand, extrinsically motivated employee considers that an external power is directing his behavior. Employees should have a feeling of self-determination and that they control their behavior (Deci and Ryan, 2000). Intrinsic motivation of employees falls if they have the feeling that their supervisor is trying to control their behavior through extrinsic rewards. In order to be intrinsically motivated employees must be confident, praised by their supervisor, and admired. Giving choices to employees and making them contribute to the company can also be a key to increase intrinsic motivation. Many authors included empowerment as a device to motivate individuals in organizations. For example Corsun and Enz (1999) defined empowerment as "a motivational process of an individual's experience of feeling enabled" (p. 207). Conger and Kanungo (1988) related empowerment with self efficacy and defined empowerment as "a process whereby an individual's belief in his or her self-efficacy is enhanced"(p. 474). In short empowerment

is basically a feeling being completeness, and to be available at a desired place. Moreover Thomas and Velthouse (1990) defined empowerment as "increased intrinsic task motivation"(p. 666).

Putterman and Rosner (1991) performed a research to explore the features that intrinsically satisfy an occupation. It was concluded that high levels of intrinsic satisfaction in performing a task, or expansion of new expertise, contributing in the work process, and a feeling of liberty would grant a reward to employees in the form of the satisfaction itself. If an employee has been awarded with satisfaction, he can readily forgo other job factors such as pay. Employees experience a high level of intrinsic motivation in those organizations where the concept of powerlessness and a feeling of isolation on the part of the employee are not supported. This study also concluded that with high qualification the requirement for high intrinsically satisfying jobs has also increased. A positive correlation was found between education and the desire for more friendly work, as education adds value to an employee's aptitude to be satisfied with a highly intrinsic position. Mottaz (1985) investigated the nature and main sources of work satisfaction in five business groups including 1,385 workers. He focused on three types of work rewards (intrinsic task rewards, extrinsic social rewards and extrinsic organizational rewards) and evaluated their impact on work satisfaction. The study concluded that dominant determinants of satisfaction are intrinsic rewards followed by extrinsic social rewards. Extrinsic organizational rewards are key determinant of satisfaction but only in lower-level occupations.

2.2 Theoretical Framework and Hypotheses

2.2.1 Theory Used

Building on motivational theory and research on affectivity and job outcomes, the theoretical framework for this research has been designed. Mainly three motivation theories are explored by I-O psychologists; these are goal-setting theory, expectancy theory, and self efficacy theory. These theories predict job performance and satisfaction, an additional unifying factor in these three theories is their cognitive orientation (Stajkovic & Luthans, 1998; Van Earde & Thierry, 1996). The relationship of potential and actual performance of an individual can be moderated by motivation. Motivation deals with the set of independent and dependent variable relationships those clarify the direction, amplitude and determination of a person's behavior, along with constant effects of knowledge, skills and abilities (Campbell, & Pritchard, 1976). Motivation theories explain the impact of exterior pressures on employee's mental condition. These external influences include job features, incentives, organizational culture, and so forth (Sullivan, 1988).

Expectancy theory assumes a positive correlation between the degree of intrinsic and extrinsic expectancy and organizational outcomes like organizational commitment and job satisfaction (Brudney & Condrey, 1993; Rainey, 1997). People having high level of intrinsic motivation are generally assumed to be high in organizational commitment (Crewson, 1997). In other words they are highly involved in organizational activities and they report high level of satisfaction and performance.

2.2.2 Theoretical Framework

In this study mediating role of intrinsic motivation between the relationship of affectivity and job outcomes has been explored. In this case employee performance and job satisfaction is dependent variable, positive and negative affectivity is acting as independent variable and intrinsic motivation is the mediating variable. Fig. 1 shows the proposed link between positive affectivity and negative affectivity and performance and job satisfaction where intrinsic motivation mediates the relationship. The design of this research is Hypothesis testing and nature of investigation is measure of association.

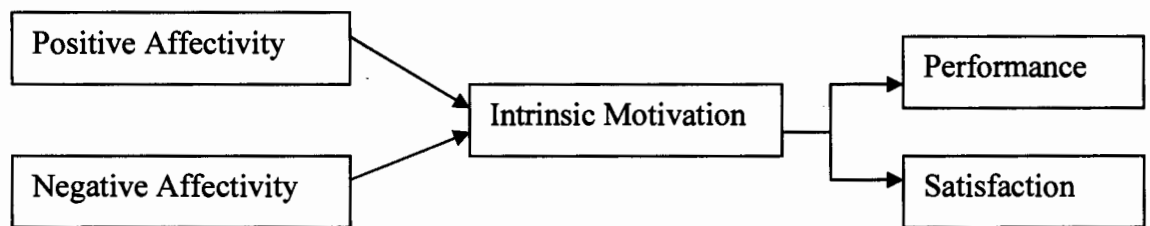


Fig i. Conceptual model of mediating role of intrinsic motivation between the relationship of affectivity and job outcomes.

2.2.3 Hypotheses

H1: Positive affectivity is positively related to performance and job satisfaction.

Positive affectivity has a strong affect on employee's job experience (George, 1990) and also influences their motivation to perform a task (Steers & Rhodes, 1978). George

(1990) argues that when a group has low positive affective tone, employees are dissatisfied with their jobs as a result they engage in a higher level of absence behavior in order to control and manage their reactions to the negative work environment.

H2: Negative affectivity is negatively related to performance and job satisfaction.

NA can be a strong factor in influencing an employee's perceptions regarding work environment, which in turn are related with strain. Even though this role alluded to in general discussions of negative affectivity (e.g. Costa and McCrae, 1980; Watson and Clark, 1984), but yet not obtained any direct support in many empirical researches. Staw, Bell and Clausen (1986, p. 61) illustrated the role of personality in this process as follows, 'People may bring a positive or negative disposition to the work setting, process information about the job in a way that is consistent with this disposition, and then experience job satisfaction or dissatisfaction as a result'. These indirect effects were investigated empirically and mediation of the relationship was found between NA and job satisfaction, through work perceptions (Levin & Stokes, 1989).

H3: Intrinsic motivation mediates the relationship between positive affectivity and performance and job satisfaction.

H4: Intrinsic motivation mediates the relationship between negative affectivity and performance and job satisfaction.

Literature shows that there is a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003). Being more

productive and satisfied, intrinsically motivated employees show loyalty to their organization because they experience no stress or need to shift to a new organization. Organizations should struggle to motivate and keep hold of the best employees as over-achieving and brilliant employees are the energetic strength of all organizations (Harrington, 2003). The foundation of intrinsic motivation was based on the peoples need to consider themselves as capable and self determined (Deci, 1975). Intrinsic motivation is valued for its own sake and appears to be self sustained (Deci 1975). Intrinsic motivation can be classified as activity's flow, self directed goals for example mountaineering, or personal and social obligations.

CHAPTER THREE

METHOD

3.1 Data Collection and Sample

The cross sectional survey design was used to analyze the relationship between positive affectivity and job outcomes being mediated by intrinsic motivation. Respondents for this study were drawn from organizations in Rawalpindi and Islamabad, working in both private and public sectors. The sample size for this study was 185 and convenience sampling technique was used. To avoid all type of problems associated with common method bias and social desirability issues (when self reports are used to assess dependent variables), independent measures (supervisor-reports) were used for job performance. Data was collected from employees working in different departments and organizational settings. A cover letter was given to respondents to explain them the basic objective of the study and to assure them that the information provided by them will be kept in strict secrecy. For more accurate and reliable data a statement of guaranteeing anonymity and personal secrecy is also used, along with explanation that the data would be used for research purposes.

Participation in the study was voluntary. Performance of every respondent was rated by his/her supervisor. A total of 200 questionnaires were distributed and out of which 185 were retrieved which were enough to successfully detect the proposed interaction effects.

The sample included respondents from a wide variety of occupations ranging from top management, middle management, entry level management, clerical staff and teachers. Educational qualification of the respondents ranged from high school to doctoral degrees. Sixty nine percent of the respondents were male and thirty one percent were female. Fifty six percent of the respondents were married. The mean age of the respondents was 29.6 (SD = 10.6) years with average experience of 7.65 (SD = 7.98) years. The mean of working hours per week was 44.6 (SD = 9.50).

3.2 Measures

Each of the measures is described in detail below. Descriptive statistics (i.e., means and standard deviations) and zero-order correlations are presented with the help of table. Except where noted otherwise, all variables are scored so that a high score represents higher levels of the construct.

3.2.1 Positive and Negative Affectivity

Positive and negative affectivity was measured with 19 items Positive and Negative Affect Schedule developed by Watson, Clark and Tellegen, 1998. Positive affectivity and negative affectivity had alpha reliability .81 and .76 respectively. Items which used to measure positive and negative affectivity included “Generally I feel myself as someone who is: Interested, Excited, Strong, Enthusiastic, Distressed, Upset, Guilty” etc.

3.2.2 Job Outcomes

Job Satisfaction was with 5-item scale by Agho, Price & Mueller (1992). A five-point Likert-type scale with responses ranging from strongly agree = 1 to strongly disagree = 5

was used with alpha reliability .75. Items which used to measure job satisfaction included “I am often bored with my job”, “I feel fairly well satisfied with my present job”, “Most days I am enthusiastic about my work”, “I like my job better than the average worker does” etc.

Job Performance was measures with Williams and Anderson (1991) to test the dependent variable performance. This scale is consisted of twenty items with alpha reliability .75. To avoid all type of problems associated with common method bias and social desirability issues (when self reports are used to assess such measures), independent measures (supervisor-reports) were used for job performance. Items which used to measure performance of employees included “Adequately completes assigned duties”, “Fulfills responsibilities specified in his/her job description”, “Performs tasks that are expected from his/her”, “Neglects aspects of job that he/she is obligated to perform” etc. All items were captured using a five-point Likert-type scale with responses ranging from strongly agree = 1 to strongly disagree = 5.

3.2.3 Intrinsic Motivation

Items were developed to test the mediating variable intrinsic motivation. To test this variable scale was adopted from Deci (1975). All items were captured using a five-point Likert-type scale with responses ranging from strongly agree = 1 to strongly disagree = 5 with alpha reliability .75. Items which used to measure intrinsic motivation of employees included “I enjoy my job very much”, “My job is fun to do”, “I think my job is quite boring” etc.

3.2.4 Control Variables

Individual differences in demographic variable such as organizations have been found to be associated with commonly studied dependent variables in OB (Xie & Johns, 1995). Information about this variable was, therefore, collected through self-reports and included in the study as control variable. Table (i) shows that significant differences were found across one organization when applied one way ANOVA test. A post-hoc test revealed that this difference was evident for one organization. Using dummy coding, I controlled for the effects of this one organization in all analyses. One dummy variable was created to represent this organization.

Table i. One-way analysis of variance for all dependent variables across organizations

| Dependent Variable | | Sum of Squares | df | Mean Square | F | Sig. |
|---------------------------|----------------|-----------------------|-----------|--------------------|----------|-------------|
| Job Satisfaction | Between Groups | 1.180 | 1 | 1.180 | 3.022 | .084 |
| | Within Groups | 71.434 | 183 | .390 | | |
| | Total | 72.614 | 184 | | | |
| Performance | Between Groups | 9.705 | 1 | 9.705 | 48.135 | .000 |
| | Within Groups | 36.897 | 183 | .202 | | |
| | Total | 46.603 | 184 | | | |

3.3 Procedures

Data was collected in whole month of June, 2009. A total of 185 respondents participated in the designed scale. Data was coded and analyzed with the help of SPSS (version 15.0). Since it is the case of measure of associations and having multiple dependent and independent variables therefore, multiple regressions were used as a statistical analysis

tool. Overall data was analyzed with the help of data analysis tools like descriptive statistics, correlations, regressions and mediation analysis. Mediated regression equation was used to test H 3 and H 4. According to Barren and Kenney (1986), mediation occurs if the effect of independent variable disappears, when independent and mediator are entered together in the regression equation.

Following the procedure for mediating analysis proposed by Barren and Kenney (1986) control variables were entered in first step. In second step mediator variable was entered and in third step dependent and independent variables were entered.

CHAPTER FOUR

RESULTS

4.1 Descriptive Statistics and Bivariate Correlation

Frequency distributions were examined visually through the normality plots for each variable. These tests showed that the distributions for intrinsic motivation and negative affectivity were negatively skewed. Most of the focal respondents scored with this intention that they enjoy their jobs so they have shown high levels of satisfaction and performance.

Table (ii) represents descriptive statistics and the correlation matrix for each variable. All correlations above .10 were significant at $P < .05$ (two-tailed). The means for positive affectivity ($M = 2.10$, $SD = .61$), negative affectivity ($M = 3.62$, $SD = .74$), intrinsic motivation ($M = 2.20$, $SD = .52$), job satisfaction ($M = 2.84$, $SD = .63$) and performance ($M = 1.49$, $SD = .50$). However, mean for performance is lower among all variables and mean for negative affectivity is higher among all variables.

The highest correlations obtained in this study were between intrinsic motivation and positive affectivity ($r = .61$, $p < .05$) and between job satisfaction and positive affectivity ($r = .54$, $p < .05$). Negative correlation was found between performance and negative affectivity ($r = -.16$, $p < .05$), intrinsic motivation and negative affectivity ($r = -.14$, $p < .05$), job satisfaction and positive affectivity ($r = -.22$, $p < .05$) and positive affectivity and negative affectivity ($r = -.18$, $p < .05$). Insignificant correlation was found between

performance and job satisfaction ($r = .04, p < .05$). With respect to the association between dependent and independent variables and mediator; performance is significantly correlated to positive affectivity ($r = .40, p < .05$) and intrinsic motivation ($r = .21, p < .05$), whereas it is negatively correlated to negative affectivity ($r = -.16, p < .05$), job satisfaction is significantly correlated to positive affectivity ($r = .54, p < .05$) and intrinsic motivation ($r = .50, p < .05$), whereas it is negatively correlated to negative affectivity ($r = -.22, p < .05$).

Regression analysis was performed to ensure the relationship between dependent variable, independent variable and mediators. Controls were entered in the first step

Table ii. Means, standard deviations, correlations, and reliabilities for the main variables of interest in this study

| | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|-------------------------|----------|----------|-------|-------|-------|-------|-------|------|-----|-----|-----|-----|----|
| 1. Intrinsic Motivation | 2.20 | .52 | (.75) | | | | | | | | | | |
| 2. Positive Affectivity | 2.10 | .61 | .57 | (.81) | | | | | | | | | |
| 3. Negative Affectivity | 3.62 | .74 | -.14 | -.18 | (.76) | | | | | | | | |
| 4. Job Satisfaction | 2.84 | .63 | .50 | .54 | -.22 | (.75) | | | | | | | |
| 5. Performance | 1.49 | .50 | .51 | .60 | -.17 | .45 | (.75) | | | | | | |
| 6. Gender | 1.31 | .47 | .05 | .03 | .16 | .07 | .07 | - | | | | | |
| 7. Marital Status | 1.44 | .50 | -.06 | -.08 | .17 | -.19 | -.15 | -.34 | - | | | | |
| 8. Age | 29.57 | 10.59 | -.05 | -.16 | .12 | -.16 | -.17 | -.28 | .62 | - | | | |
| 9. Experience | 7.65 | 7.98 | -.04 | -.14 | .24 | -.21 | -.24 | -.29 | .62 | .83 | - | | |
| 10. Income | 17299.64 | 33907.23 | .09 | .13 | .10 | -.06 | -.06 | -.14 | .26 | .24 | .31 | - | |
| 11. Working Hours | 44.63 | 9.50 | .04 | -.11 | -.08 | -.04 | .00 | -.30 | .04 | .13 | .22 | .11 | - |

followed by self reported responses. Results of these regressions are presented with the help of tables. These results show that positive affectivity is positively related to performance ($\beta = .46, p < .000$) and satisfaction ($\beta = .58, p < .000$). The results of this study were expected in the same direction for self reported and supervisor rated responses which corresponded to general findings of past research in this area.

4.2 Regression Analysis

Multiple linear regression analysis was used to test all hypotheses concerning the main effects of positive affectivity and negative affectivity. A total of four different regression models with different dependent variables were tested by entering the control variables on the first step of the equation. Mediated regression analysis was conducted to test the hypothesis predicting the mediating effects of intrinsic motivation on job outcome variables. Following the procedure recommended by Baron and Kenny (1986), control variables were entered into the equation first, followed by the outcome variables (e.g. Job satisfaction and performance) and the mediating variables of interest (intrinsic motivation). In the third step, predictor and outcome variable entered into the equation.

Results of the regression analysis for main effect hypothesis are given in table (iii). The results show that PA was significantly related to job performance ($\beta = .46, p < .000$). PA explained 46% variance in job performance. The R value shows that there is only one predictor which comprises simple correlation between positive affectivity and performance. R^2 is .41 which shows that hypothesized model explains 41% variation in dependent variable, performance. Overall results revealed that there is positive relationship between positive affectivity and performance.

The results of negative affectivity table (iii) show significant relationship with performance ($\beta = -.11$, $p < .061$). NA explained 11% variance in job performance. R^2 is .41 which shows that hypothesized model explains 41% variation in dependent variable, performance. Overall results revealed that there is significant negative relationship between negative affectivity and performance.

Table iii. Regression analysis for the main effects of affectivity on Job Performance.

| Predictors | <i>B</i> | R^2 | ΔR^2 | Sig. |
|-----------------------------|----------|-------|--------------|------|
| Step 1: | | | | |
| Controls | | .21 | | |
| Step 2: | | | | |
| Positive Affectivity | .46 | .41 | .20 | .000 |
| Negative Affectivity | -.11 | .41 | .20 | .061 |

Note: $N = 185$; control variable is an organization.

Results of the regression analysis for main effect hypothesis are given in table (iv). The results show that PA was significantly related to Job satisfaction ($\beta = .58$, $p < .000$). PA explained 58% variance in job satisfaction. The R value shows that there is only one predictor which comprises simple correlation between positive affectivity and satisfaction. R^2 is .32 which shows that hypothesized model explains 32% variation in dependent variable, satisfaction. Overall results revealed that there is positive relationship between positive affectivity and satisfaction.

The results of negative affectivity table (iv) show significant relationship with satisfaction ($\beta = -.09$, $p < .092$). NA explained 9% variance in job satisfaction. R^2 is .32 which shows that hypothesized model explains 32% variation in dependent variable,

satisfaction. Overall results revealed that there is significant negative relationship between negative affectivity and satisfaction.

Table iv. Regression analysis for the main effects of Affectivity on Job Satisfaction.

| Predictors | β | R^2 | ΔR^2 | Sig. |
|-----------------------------|---------|-------|--------------|------|
| Step 1: | | | | |
| Controls | | .02 | | |
| Step 2: | | | | |
| Positive Affectivity | .58 | .32 | .30 | .000 |
| Negative Affectivity | -.09 | .32 | .30 | .092 |

Note: $N = 185$; control variable is an organization.

Mediated regression equation was applied to test the mediating effect of intrinsic motivation. According to Barron and Kenny (1986), the effect of independent variable is disappeared when mediator is entered into the equation. Before the mediator the beta of intrinsic motivation was .41. After entering the mediator beta reduced to .33 $p < .000$. R^2 is increased 9% and R square change dropped to .08. Overall results show that there is partial mediation between intrinsic motivation and performance therefore; first part of hypothesis 3 is supported. The second part of same hypothesis is also partially supported as partial mediation was found between intrinsic motivation and job satisfaction. Beta dropped form .58 to .41 $p < .000$. R square change dropped to .12.

Somewhat partial mediation was found for the first half part of hypothesis 4. Beta value decreased to -.10 though it was .41. Therefore, somewhat partial mediation was found for intrinsic motivation on job performance. The other part of same hypothesis shows the

**Work Family Conflict and Withdrawal Behavior:
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Work Family Conflict and Withdrawal Behavior: Mediating Role of Psychological Distress

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Dean

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External Examiner

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mediation where significance level changed to $p < .135$ though it was $p < .000$ and beta decreased $-.08$ from $.51$. R square changed $.12$ from $.24$. Overall model is fit and supports mediation effect of intrinsic motivation on job satisfaction.

Table v. Regression analysis showing the mediating effects of intrinsic motivation on the relationship between Affectivity and Job Performance.

| Predictors | β | R^2 | ΔR^2 | Sig. |
|-----------------------------|---------|-------|--------------|------|
| Step 1: | | | | |
| Controls | | .21 | | |
| Step 2: | | | | |
| Intrinsic Motivation | .24 | .37 | .16 | .001 |
| Step 3: | | | | |
| Positive Affectivity | .33 | .45 | .08 | .000 |
| Negative Affectivity | -.10 | .45 | .08 | .087 |

Note: $N = 185$; control variable is an organization.

Table vi. Regression analysis showing the mediating effects of intrinsic motivation on the relationship between Affectivity and Job Satisfaction.

| Predictors | β | R^2 | ΔR^2 | Sig. |
|-----------------------------|---------|-------|--------------|------|
| Step 1: | | | | |
| Controls | | .02 | | |
| Step 2: | | | | |
| Intrinsic Motivation | .31 | .26 | .25 | .000 |
| Step 3: | | | | |
| Positive Affectivity | .41 | .38 | .12 | .000 |
| Negative affectivity | -.08 | .38 | .12 | .135 |

Note: $N = 185$; control variable is an organization.

CHAPTER FIVE

DISCUSSION

5.1 Major Findings

5.1.1 Overview

In general, I have found good support for hypotheses. In all two out of four hypotheses were fully supported, these two were main effect hypotheses. Two were mediated hypotheses. Partial mediation was found for hypothesis three, where it was hypothesized that intrinsic motivation mediates the relationship between positive affectivity and job outcomes (job satisfaction and performance). Hypothesis four states that intrinsic motivation mediates the relationship between negative affectivity and job outcomes (job satisfaction and performance); partial mediation was found for job performance and strong mediation is found for job satisfaction.

5.1.2 Main Effects Hypotheses

H1: Positive affectivity is positively related to performance and job satisfaction.

Support was found for hypothesis one, where for job performance ($\beta = .46, p < .000$) and for job satisfaction ($\beta = .58, p < .000$). It is also evident from the study conducted by Ashforth & Humphrey, 1995; George & Brief, 1992; Isen & Baron, 1991 that positive affectivity is strongly correlated to job satisfaction and job performance. It has been

observed that employees with positive mood experience higher levels of satisfaction and show improved performance. Same behaviors were observed in Pakistan's workplaces that those employees who experience positive feelings and emotions have high intrinsic motivation which in turn boosts their satisfaction, interest and performance level. Such employees are more social, friendly and cooperative. They give a warm welcome to new employees and share positive information about their organization. Positive affective employees show more committed to their organizations. It was also found that supervisors also play a very important role in bringing a change in employee's mood and interest. Those employees who are satisfied with their salary and working conditions are more likely to experience positive affectivity and are satisfied with their organization. Such employees have shown higher performance levels as compare to those who were low in positive affectivity. Hence it was found that even in Pakistani scenario employees high in positive affectivity report higher levels job satisfaction and performance.

H2: Negative affectivity is negatively related to performance and job satisfaction.

Support was found for the hypothesis, where for job performance ($\beta = -.11, p < .061$) and for job satisfaction ($\beta = -.09, p < .092$). People of this trait are usually very dull, full of tension, less social, being inactive member of an organization and not much liked by supervisors. As much as this trait will be high in employees, performance and satisfaction will decrease. People of this trait do not actively participate in work related activities. They can not accept challenging jobs. When supervisors have to rate such employees they mostly rate them low in performance because their work behavior is not as affective as it should be. The results of my analysis also state that negative affectivity is negatively

related with performance and job satisfaction. Performance will be lower when negative affectivity will be higher and vice versa.

5.1.3 Mediation Hypotheses

H3: Intrinsic motivation mediates the relationship between positive affectivity and performance and job satisfaction.

Results showed that intrinsic motivation partially mediates the relationship between positive affectivity and performance ($\beta = .33, p < .000$) and job satisfaction ($\beta = .41, p < .000$). Although the main effects of these variables were proved significantly but mediation had no such strong impact on performance and satisfaction. Motivational theories explained strong impact of performance and satisfaction but when we take job outcomes like satisfaction and performance there are some other factors which involve are at the back of this phenomena. Positive affectivity has positive relationship with performance and job satisfaction but when this relation was being mediated with intrinsic motivation results were not as significant as they were for individual effects. Positive affectivity is generally a good trait and mostly appreciated by supervisors. People of this trait are very enthusiastic and accept challenging work assignments. Partial mediation was found for positive affectivity with intrinsic motivation that shows that some other factors also involve in it.

H4: Intrinsic motivation mediates the relationship between negative affectivity and performance and job satisfaction.

Partial mediation was found for job performance ($\beta = -.10, p < .087$) and strong mediation was found for job satisfaction ($\beta = -.08, p < .135$). Individual effect of performance was strong but for mediation there was no such strong support. People of negative affectivity are opposite to positive affectivity. It is generally assumed that negative affectivity employees will show less attention towards work and low in intrinsic motivation but the results of hypothesis totally denying this concept. This is the possibility that there might have been a situation where such employees showed tremendous performance and satisfaction towards their job. This reason can affect the results. As partial mediation was found for performance it means there can be some other situational factors which affect the results.

5.2 Conclusion And Recommendations

Today's business world is facing with a strong demand and challenge of enhancing employee's motivation in order to conduct a successful business. Researchers consider that in any organization, intrinsic motivation is a key to get better performance and productivity from employees. In order to create intrinsic motivation, employee's feelings and emotions related to his own capability and self-determination should be enhanced. Since loyal workers are more fruitful for the organization, attempts to increase employee loyalty would be beneficial. In order to improve employees' job performance, management in any organization can organize motivational programs, recreational programs, and annual company picnics, publish company's newspapers and magazines to

develop communication with employees and give them credit for their accomplishments. Some incentives and positive feedback will increase intrinsic motivation of the employees. Give more attention to employee's physical working conditions and expand fringe packages. Supervisors need to create such an atmosphere in which employees find their jobs pleasuring, challenging, and friendly work environment. In such a situation employees put their best attempts and perform their tasks enthusiastically. If the assigned task is not interested for the employees, they do not put in their best efforts as they are not motivated to perform well. Intrinsic motivation develops when:

- The goals and rewards are meaningful to the employee.
- The task is significant to the employee.
- Organization supports the employee in attaining cherished achievements.
- The job environment aids employee in assimilating themselves with others and promotes self-esteem.

Employees acquire intrinsic rewards when they indulge in activities for the sake of getting that activity done with all their sincere efforts. On the other hand extrinsic rewards are obtained when there is no inbuilt association between the activity and the reward. Motivation is not only a goal itself but it must direct firm's overall goals. Firms are not interested to arise intrinsic motivation among employees rather, employees must be motivated in a way that they compliance with organizational goals. In this regard manager need to conduct cost and benefit analysis and compare either employee are motivated intrinsically or extrinsically.

The literature and research regarding this matter repeatedly highlights that employees' wish for monetary incentives but they also desire meaning and satisfaction from their

jobs. Exploration of the existing literature shows that the effects of extrinsic rewards on the intrinsic motivation of employees and their performance have not been physically observed in a work setting in the past two decades. Hence, it could be proposed that a research should be carried out in the workplace with actual employees participating in the research. The results of a more current study on the effects of extrinsic rewards on intrinsic motivation may vary from previous results because of the changes in the economy, such as the altered, and more costly, traditional family structure.

5.3 Limitations

Before concluding the results it is important to shed light on some major limitations of this study. First, data was cross sectional and for better results of mediation it is important to test these hypotheses in longitudinal survey and then compare these results. Second, time span was short for this study and within given period of time had to collect large data from respondents. The most difficult job for gathering data is that people do not take research work seriously nor give time to answer questions timely.

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APPENDIX i

APPENDIX ii

Asalam o Alaikum.

I am MS/PhD Scholar at International Islamic University Islamabad (IIUI). I am conducting a research to investigate how intrinsic motivation intervenes the relationship between affectivity and its outcomes. I assure you that your responses will be held in strictest confidentiality. There are no trick questions or right or wrong answers. Therefore, answer ALL questions.

Sincerely,

Zakia Aslam
MS – PhD Scholar

The following questions are relating to your current job and its relationship with different feelings. **Kindly tick or encircle the appropriate number.**

| | | | | |
|--------------------|-----------|-------------|--------------|-----------------------|
| 1 = Strongly Agree | 2 = Agree | 3 = Neutral | 4 = Disagree | 5 = Strongly Disagree |
|--------------------|-----------|-------------|--------------|-----------------------|

| | | | | | | |
|----|--|---|---|---|---|---|
| 1 | I enjoy my job very much | 1 | 2 | 3 | 4 | 5 |
| 2 | My job is a fun to do | 1 | 2 | 3 | 4 | 5 |
| 3 | I think my job is a quite boring | 1 | 2 | 3 | 4 | 5 |
| 4 | My job never holds my attention at all | 1 | 2 | 3 | 4 | 5 |
| 5 | I would describe my job as very interesting | 1 | 2 | 3 | 4 | 5 |
| 6 | I think my job is quite enjoyable | 1 | 2 | 3 | 4 | 5 |
| 7 | While I am doing my job, I keep thinking about how much I enjoy it | 1 | 2 | 3 | 4 | 5 |
| 8 | I am often bored with my job | 1 | 2 | 3 | 4 | 5 |
| 9 | I feel fairly well satisfied with my present job | 1 | 2 | 3 | 4 | 5 |
| 10 | Most days I am enthusiastic about my work | 1 | 2 | 3 | 4 | 5 |
| 11 | I like my job better than the average worker does | 1 | 2 | 3 | 4 | 5 |
| 12 | I find real enjoyment in my work | 1 | 2 | 3 | 4 | 5 |

Generally I feel myself as someone who is:

| | | | | | | |
|----|------------|---|---|---|---|---|
| 13 | Interested | 1 | 2 | 3 | 4 | 5 |
| 14 | Distressed | 1 | 2 | 3 | 4 | 5 |
| 15 | Excited | 1 | 2 | 3 | 4 | 5 |

Asalam o Alaikum.

I am MS/PhD Scholar at International Islamic University Islamabad (IIUI). I am conducting a research to investigate how intrinsic motivation intervenes the relationship between affectivity and its outcomes. I assure you that your responses will be held in strictest confidentiality. There are no trick questions or right or wrong answers. Therefore, answer ALL questions.

Sincerely,

Zakia Aslam
MS – PhD Scholar

The following questions are relating to your current job and its relationship with different feelings. **Kindly tick or encircle the appropriate number.**

| | | | | |
|--------------------|-----------|-------------|--------------|-----------------------|
| 1 = Strongly Agree | 2 = Agree | 3 = Neutral | 4 = Disagree | 5 = Strongly Disagree |
|--------------------|-----------|-------------|--------------|-----------------------|

| | | | | | | |
|----|--|---|---|---|---|---|
| 1 | I enjoy my job very much | 1 | 2 | 3 | 4 | 5 |
| 2 | My job is a fun to do | 1 | 2 | 3 | 4 | 5 |
| 3 | I think my job is a quite boring | 1 | 2 | 3 | 4 | 5 |
| 4 | My job never holds my attention at all | 1 | 2 | 3 | 4 | 5 |
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| 12 | I find real enjoyment in my work | 1 | 2 | 3 | 4 | 5 |

Generally I feel myself as someone who is:

| | | | | | | |
|----|------------|---|---|---|---|---|
| 13 | Interested | 1 | 2 | 3 | 4 | 5 |
| 14 | Distressed | 1 | 2 | 3 | 4 | 5 |
| 15 | Excited | 1 | 2 | 3 | 4 | 5 |

11. Income in digits _____

12. How many hours you work per week _____