

A Work Project, presented as part of the requirements for the Award of a Master's degree in
Management from the Nova School of Business and Economics

**PHILANTHROPIC MOTIVATION:
ANALYSING MOTIVATIONAL FACTORS OF NON-PROFIT
LEADERS IN SUB-SAHARAN AFRICA**

A study examining different factors influencing intrinsic and extrinsic motivation of
philanthropic individuals in Africa

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Abstract

This work specifies motivational frameworks in a philanthropic context. With a special focus on the self-determination theorem, sources for increased motivation in an organizational context were depicted and evaluated. To differentiate motives, a combination of philanthropic and for-profit insights was used. The work project aims to validate both, the presence of motivational increasing factors in philanthropic institutions and how they affect one's self-determination. It does so by, paying special attention on the philanthropic context in sub-Saharan Africa and motivation in combination with sports to validate the assumptions. The current COVID-19 pandemic impacted the analytical process of this work project. Therefore, it includes adaptations and limitations that need to be considered due to the constantly changing working environment.

Keywords: Sustainability, Motivation, Social Enterprise, Sub-Saharan Africa,
Non-profit organization

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1. Introduction

Every one of us spends 90.000 hours at work throughout our lifetime. Taking into account the current life expectancy of 81 years, around a fifth of our total time spend on earth is taken up by work associated activities. What motivates us to get up every morning and drive to work? As a university student that is about to graduate, I am close to joining this above-mentioned working environment. Thus, I asked myself this very question. The attendance of several courses that specify philanthropy and their involved stakeholders, put me in a reflective mood. What are the motivational factors that make individuals join non-profit or for-profit organizations and which one should I choose? Research on the topic revealed that motivational factors have the greatest influence on these decisions. Ryan and Deci (2000), two of the world's leading motivational psychologists, comment on the central topics of motivation by stating:

*“Motivation concerns energy, direction, persistence, and equifinality - all aspects of activation and intention. Motivation has been a central and perennial issue in the field of psychology, for it is at the core of biological, cognitive, and social regulation. Perhaps more important, in the real world, motivation is highly valued because of its consequences: **Motivation produces.**“*

Therefore, motivation and its psychological origins have been key factors in contemporary management and business studies. What effect does motivation have on productivity and the working environment? Both for-profit and non-profit organizations have shown the importance of understanding motivational theories to build sustainable organizations. (Serra et al. 2011) Different studies (Ahmed et al., 2010; Ilardi et al. 1993) have highlighted the effects of motivational factors of employees, employers and their effect on individual and organizational productivity. Key aspects in this literature were the exploration and distinction of extrinsic and intrinsic motivation. Intrinsic motivation can be defined as performing an activity for its ingrained fulfilment instead of separable consequence. However, most activities are certainly not only intrinsically motivated but require some kind of external motivation. It is specified as

a construct that pertains whenever an activity is done to attain a separable outcome. (Ryan, Deci, 2000) Although, being extremely different, there is consent about the positive effects of increased motivation in most literature.

Motivational factors in non-profit organizations - most probably due to its mission-based nature - have been strongly linked to intrinsic motivation. However, clear differentiation of the for-profit and non-profit sector, by intrinsic and extrinsic motivation, is not attainable.

Central to this idea of a secluded picture of extrinsic and intrinsic motivation, has been Ryan and Deci's *Self-determination Theory* (SDT). They have come to the conclusion, that higher scores in the self-determination index (SDI) will result in increased work motivation. However, the actual triggers for this increase of self-determination have rarely been studied. Therefore, it is crucial to understand the different factors included in this index and which measures can positively influence motivation. The insights of this work will provide a more detailed look at this complex research topic. First-hand information from philanthropic leaders in sub-Saharan Africa - including insights into their thinking, reasoning, and reflection – will provide a new perspective for theoretical thinking about work motivation.

2. Research question and the gap in current literature

The SDT is a popular framework to differentiate the for-profit and non-profit sectors by juxtaposing their differing SDI scores. However, after attaining and comparing the different scores, little to no attention has been given to the individual factors leading to these motivational changes. Thus, this study will fill the research gap by going into more detail, examining these factors. After discovering the sources of increased self-determination and work motivation, qualitative methods will be used to evaluate this information. These insights will provide information that can be used to optimize leading principles of the non-profit sector, but also gives hints for improvement of for-profit organizations. What are the most powerful levers to increase one's work motivation and consequently productivity?

3. Literature review

The following part focuses on the relationship between motivational factors and the non-profit sector. A literature review of common practices and trends will build the foundation of the analysis. Understanding the boundaries of non-profit organizations is crucial for the reasoning, later on, consequently this part will give insights about the current status of philanthropic institutions and their most important characteristics. Further a short introduction into the vast motivational theories will provide the foundation for the following analysis.

3.2 Philanthropic evolution

An increasing percentage of today's workforce is engaging and working within non-profit institutions – and thus serving the third sector economy. But which characteristics does this emerging workforce hold? Often it is argued that those individuals working in these institutions are driven by the ideas of selfless service and work fulfillment. Furthermore, they try to avoid the competitiveness of profit-seeking firms and try to avoid the impersonality of government bureaucracy. (Mirvis, Hackett, 1983) Contrarily, the non-profit sector is also linked to several differences and drawbacks when comparing it with the for-profit sector. Major differences can be found in wage and working condition comparisons. Under the same conditions, one can notice that employees in non-profit organizations earn between 4 and 8 percent less than their for-profit counterparts. (Kearney, 2018)

Despite these visible downsides, the global philanthropic network is growing fast. As of today, institutional philanthropy alone has reached a milestone of over 250.000 active organizations. Almost three-quarters of these foundations were created in the last 25 years, highlighting their increasing importance and popularity. Although, being highly concentrated in Europe, North America, and high-income countries, philanthropic institutions are spreading all over the world. Their accumulated assets sum up to USD 1.5 trillion and keep growing annually. (Johnson, 2018) Thus, the sector holds immense promise for the 21st century.

A shift from conventional practices, including dependency on limited funding sources, to a more diverse and flexible institution with multiple income strategies is noticeable. Today's philanthropic leaders have much in common with entrepreneurs and their business practices. (Lukes, 2012) Furthermore, instead of solely providing financial recourses, the main priority and purpose of foundations are to spread educational services, aiming to generate impact.¹ It seems like there is a new generation of charitable leaders evolving. What motivates people to engage in philanthropic institutions?

3.3 Motivation theories

Within the last years, an extensive literature has been created towards employee motivation. Multiple papers, such as Amabile (1994), Lunenburg (2011), and Ganta (2014), have discussed the coherences between intrinsic and extrinsic motivation as well as their influence on the human brain. Multiple studies have tried to make sense of this complex topic. The most influential studies will be explained in the next abstracts.

3.3.1 Maslows hierarchy of needs

Maslow's hierarchy of needs, being one of the most popular motivational theories, suggests that every person has five categories of human needs. Ascending from psychological needs, over safety, love and belonging, esteem, finally reaching the highest step of self-actualization needs. (McLeod, 2018) Maslow initially stated that needs in lower hierarchical order have to be fulfilled before individuals can reach higher levels of personal needs, later clarifying that satisfaction of a need does not have to be 100% before the next need emerges. Finally, he came to the conclusion that different needs have to be 'somewhat' satisfied to reach the highest levels of self-actualization. (Maslow, 1943)

¹ Educational practices account for 35 percent of global institutions. Other priorities include human services and social welfare (21 percent), health (20 percent), and arts and culture (18 percent) (Johnson, 2018)

3.3.2 Herzberg motivation theory

Much like the above-mentioned theory, the *Herzberg motivation theory* earned high respect in the last decades of motivational studies. Also known as the two-factor or hygiene-factor theory, it elevates Maslow's work, by distinguishing between causes of job satisfaction and dissatisfaction. This contrasts to Maslow, as Herzberg concludes that factors causing people to be satisfied at work are distinct from those that are having a bad influence on people's work motivation. Factors are not just hierarchal distinctive but differ in their individual characteristics. (Herzberg, 2005)

3.3.3 Self-determination theory (SDT)

These are just some of the multiple theories that have been created within the last decades. Due to its extensive use in other motivational studies, high correspondence with other popular motivational theories, and therefore high comparability, this work will use *Ryan and Deci's self-determination theory* as a basis for its research. Historically, motivational theories have clearly differentiated between extrinsic and intrinsic factors to explain motivational behavior in organizations. Similar to Herzberg's motivation theory, Ryan and Deci's self-determination theory is trying to break up this explicit differentiation. Therefore, extrinsic and intrinsic motivation can be divided into types that differ in their degree of autonomy. (Gagne, Deci, 2005) This does not only concern for profit organizations but affects philanthropic institutions to the same extend. The interview analysis will display the differences between those parties. As shown in Figure 1, one can not only visualize the two extremes (extrinsic and intrinsic motivation) but has to consider multiple steps. Ranging from amotivation, over the three extrinsic motivational factors external, introjected, identified motivation, finally reaching intrinsic motivation, Ryan and Deci split up the previously mentioned extremes. By breaking up the different dimensions in subgroups and approaching them with 12 varying questions to monitor their motivation, will reveal a closer look into a person's individual

motivation factors. Differences within these aspects display personal preferences and can be used to compare types of individuals or groups.

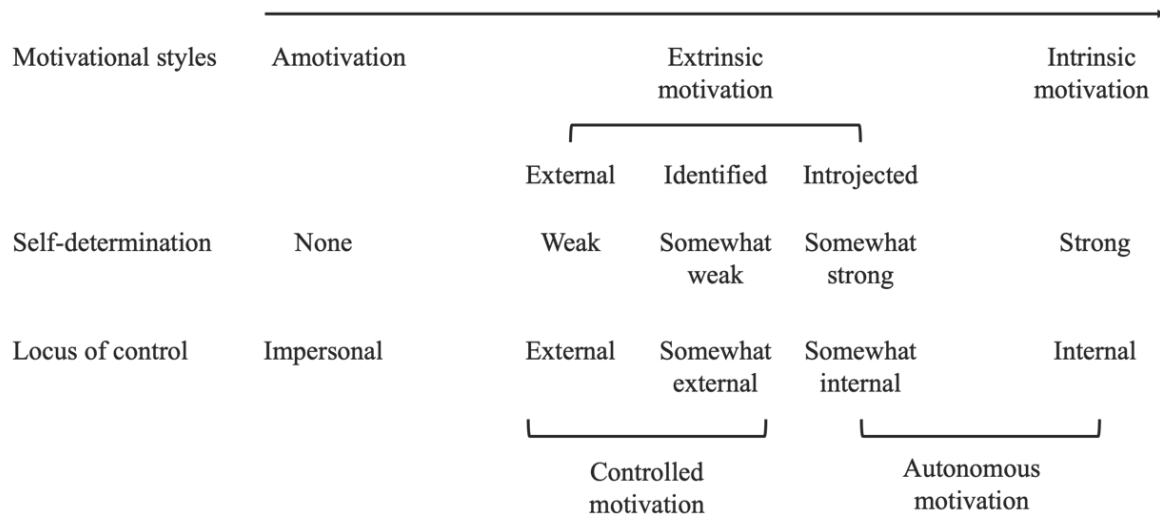


Figure 1: Self-determination theory (Chen, Bozeman, 2013)

Each person’s self-determination is made up of their individual combination of these factors. Adding them up creates their SDI score.² We assume that individuals in philanthropic institutions show increased overall motivation. Due to their unselfish and supportive nature, this study assumes that the increase in motivation roots in an increase of intrinsic motivated factors as well as a decrease of extrinsic factors. The following quantitative and qualitative analysis will try to confirm these and the before mentioned assumptions.

4. Methodology & Procedure

This study will make use of multiple scientific frameworks to extend the knowledge of this highly complex research topic. After comparing past literature with new data via triangulation, the key to the analysis will be qualitative interviews that elevate this quantitative data in more depth. New information will be gathered by conducting four qualitative interviews with

² The in-depth explanation for the calculation of SDI scores will is shown in the methodology part of this study

philanthropic leaders that moved from Europe to Africa with the mission to dedicate their life and recourses to help others in need.

The interview framework

To validate the assumptions of interconnections between philanthropy and motivation and find those levers with the highest influence four qualitative interviews were performed. The interviews were conducted in a semi-constructed framework. On the one hand, stressing specific and important insights in combination with the SDT, but on the other hand, leaving enough freedom for the interview partner to provide individual and important insights. To gather enough data, the length of the interviews was set to a minimum of 45 minutes and a maximum of 60 minutes. To ensure comparability of the results, a homogeneous group of philanthropic leaders was chosen. Participants had to fulfill multiple factors since this would ensure them to be “knowledgeable informants” (Lincoln, Guba, 1985) for this study:³

- they moved from Europe to Africa to engage in philanthropic institutions
- the participants institution focuses on sports as their medium of change
- the participant is in a leading position of the philanthropic institution

The sample acquisition and selection were made possible through personal contacts in the first place. Following, participants could then be acquired by word of mouth by the other participants. After the identification of interview partners, they were sent a consent form⁴ with an introduction to the research topic, the interview questions and protection of confidentiality.

The African context

Africa is home to some of the poorest countries in our modern world. It is cursed by political instability and natural disasters, such as drought. Further large amounts of the population live in extreme poverty. The decision to leave a comfortable life in Europe and work under these

³ The first two aspects will be explained in more detail in the next abstracts

⁴ Appendix 4 displays the form sent to the participants

difficult circumstances makes the African context extremely interesting to understand in the context of self-determination. To stress important aspects of the SDI framework, such as “Increased risk” which is closely linked to extrinsic motivation, and “Working for the public interest” being the most important factor for intrinsic motivation, African institutions were chosen to further validate the impact of these factors. It can be assumed that the step into a philanthropic institution in Africa instead of Europe, requires additional amounts of motivation. As the engagement with philanthropic institutions leaves little room for extrinsic motivational factors (see chapter 3.1), the interviews will be used to provide more insights into the levers of increased self-determination.

The effect of sports on motivation

All participants have chosen to use sport as their medium of change. Different studies have been created that enable the measurement of motivation in combination with sports and therefore extend the SDT framework. Within this context, previous research was able to validate that for example, the attempts to master difficult training techniques can reflect individual satisfaction and therefore visualizes intrinsic motivation within sports activities. (Pelletier et al., 1995) As sport builds the foundation for the participating philanthropic institutions, specific questions concerning competitiveness as a motivational factor and the individual athletic background of the interview partner were used to elevate these aspects of increased self-determination. Being so closely linked to motivation, the objective is to understand the linkage of sport to the SDT and BPN. If there is a connection, what are the implications of the 12 factors of the SDI framework?

Basic psychological needs

Lastly, the SDT is closely linked to basic psychological needs (BPN). (Doyal, Gough, 1984) Autonomy, competence, and relatedness are fundamental factors of the self-determination theorem. These factors make life meaningful and represent robust predictors of well-being as

well as positive human functioning. (Weinstein et al., 2012) Thus, they can have a positive impact on work motivation and the SDI. Studies that treated the impact of those three factors individually revealed positive correlations with employee functioning. (Mamang Sangadji, Shandy Narmaditya 2021) Being so closely linked to self-determination, the analysis will pay special attention to these three factors to validate their influence on the SDI. (Lynch, Ryan, 2005) Therefore, the interview questions were designed to evaluate individual factors of the SDI. Especially intrinsic and amotivated factors of the SDI were included in the interview template. Their increased weighting⁵ in comparison to the other factors make them important components of increased motivation.

4.1 Triangulation

Before the interviews, a questionnaire was sent to each interview partner, evaluating their SDI scores for both, their last for-profit job position and their current position as a leader of a philanthropic institution. In the first part of the analysis, triangulation will be used to compare results of past literature, regarding motivation and SDT, with our findings. Due to the very narrowed observation field, this method will also be used to justify our obtained SDI scores and narrow down specific aspects that will then be explored in the next qualitative part of the work. SDT goes beyond the classical extrinsic-intrinsic differentiation, therefore enabling this study to analyze the motivational styles of multiple managers at once. The main questions that will be answered in this part are: Do leaders score a higher SDI after joining a philanthropic institution? Which of the five SDT-factors are higher when comparing non- and for-profit leaders? And further what are the most powerful levers when trying to increase SDI scores?

Calculation of SDI scores

To make the scores attained comparable with past literature a standardized SDI template will be used. The calculation of the SDI score required the respondents to answer twelve questions

⁵ Intrinsic motivational factor (+3), Amotivated motivational factor (-3)

about work factors in their current and past job. Therefore, an individual grading for each sub-question, from very important (4), somewhat important (3), somewhat unimportant (2), to very unimportant (1), had to be completed. (Chen, Bozeman, 2013)

As mentioned above, the self-determination theory implies that individuals are affected by the five motivational styles simultaneously. Thus, all five need to be taken into consideration when calculating an SDI score. Being extremely different and having a varying impact on a person's self-determination, weights are allocated to each motivational style. Autonomous motivations are signaled with positive weights and consequently, non-autonomous motivations are linked to negative weights. Hence, the styles carry the following weights: intrinsic motivation (+3), identified motivation (+1.5), introjected motivation (-1), external motivation (-2), and amotivation (-3). (Chen, Bozeman, 2013) By multiplying the mean of every individual motivational factor with its allocated weight, one can calculate a manager's work SDI:⁶

$$\begin{aligned} \text{SDI} = & (3 \times \text{intrinsic}) + (1.5 \times \text{identified}) - (1 \times \text{introjected}) \\ & - (2 \times \text{external}) - (3 \times \text{amotivated}) \end{aligned}$$

(Chen, Bozeman, 2013)

All interview partners were asked to answer two questionnaires. The obtained data was then used to calculate the SDI score for their current job position, as well as their last for-profit job position. An analysis and comparison of the obtained scores will be the first part of the analysis - building the foundation for the later reasoning of the qualitative interviews.

4.2 Gioia method

The second part of the analysis consists of a qualitative research extension. After depicting factors with high influence on the SDI in the first half of the analysis, the above-mentioned

⁶ The template used to calculate the SDI scores, including all 12 questions, can be found in Appendix 2. Further, the fully transcribed interviews are stored in this external online folder: <https://drive.google.com/drive/folders/1kbKeH8xKia4wLFACaEwbO29dEJncNC14?usp=sharing>

qualitative interviews were used, elevating those crucial factors. Using the Gioia Method (2013) and by clustering answers from qualitative interviews will give a more precise picture of the factors influencing motivation. Ultimately, this will allow one to draw conclusions on factors that affect individual work motivation.

4.3 Limitations

As already outlined before this study follows a thought-through qualitative approach. However, it also has potential limitations that restrict the interpretation of our findings. First and foremost, the narrowed perspective that only includes philanthropic leaders that moved from Europe to Africa and use sport as a medium of change, decreased the availability of possible interview partners. Further, access to other leaders of such institutions, in these burdensome circumstances of the current pandemic, evolved as a problem when trying to extend the sample size. Either it was not possible to get a response, or they were too engaged in other individual issues of their organization and could not invest their time into research projects. In retrospect, it would have therefore been interesting to additionally include employees of the respected institutions to gain another informational angle to the research problem.

Another important aspect is the fact that the collected, self-reported data might be influenced by individual biases. As this study touches very personal and intimate topics, *selective memory* (Not remembering experiences from some point in the past), *attribution* (attributing positive events to their own good but attributing negative outcomes to external forces), and *exaggeration* (presenting outcomes more significant than suggested from other sources) are three biases that have most likely influenced the obtained data. (Rosenman, et Al., 2011). Due to these limitations, this work can be seen as laying the groundwork for more extensive future research topics. Future studies will be able to build on the obtained findings of this work and extend, as well as validate, the developed information to a greater extend.

5. Analysis

The following analysis tries to answer our research question and therefore discover the most powerful levers to increase one's work motivation. The base for this analysis will be the evaluation of the distributed 12-step SDI questionnaires. The calculation and comparison of SDI scores will be followed by a qualitative interview analysis that tries to make sense of the main findings within the differing SDI scores.

5.1 Comparison of SDI scores

The standardized questionnaires were completed by the four interview partners. They all satisfy both, the factor of having moved from Europe to Africa to join a philanthropic institution, and the use of sports as the medium of change. Further, all participants have worked in a non-philanthropic institution before, which allows comparing the individual motivational factors on an institutional scale. Due to the small sample size of this research, data from a different study were included to validate the obtained scores. Chen and Bozeman (2013) have already sampled data from 1220 leaders in the US. These scores were used to compare the motivational factors of public and non-profit leaders. The increased sample size and similarity to our study provide this study with a valid statistical basis to compare with our research group. An analysis of these scores will provide recommendations for the most powerful levers of the SDT.

5.1.1 Obtained SDI scores

Figure 2 shows the calculated SDI scores of our reduced sample size.⁷ The five scores represent an agglomeration of the 12-step SDI questionnaire. As the first two factors are associated with positive weights, a high score is preferred. Contrary, the last three scores have negative weights assigned, as a consequence low scores are needed to improve one's SDI. Further, Figure 2 highlights superior factors of the compared groups in red, whereas factors responsible for decreased SDI scores are shaded in grey.

⁷ Chen and Bozemans' obtained SDI scores have been included in Appendix 3

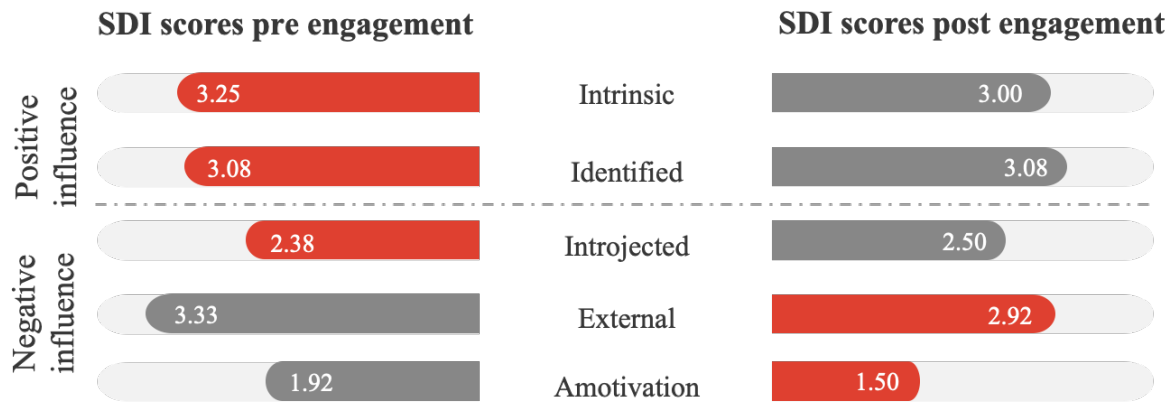


Figure 2: Obtained SDI scores

After crossing them with their assigned weights, comparable scores for public and philanthropic leaders are created. The discovered results are surprising, as the assumption, that the engagement with philanthropic institutions would increase intrinsic and decrease extrinsic motivation, was made before. However, the data reveal different insights. Our survey came to very similar results and was able to confirm the current literature. Due to their extended scope and therefore validity, this study will refer to Chen and Bozeman's study from here on.

5.1.2 Main findings

Figure 2 highlights the SDI differences of pre and post philanthropic engagement. After joining a philanthropic institution, leaders show a 6,85% decrease of scores in intrinsic and identified motivational factors. However, the total decrease of extrinsic factors was as high as 13,58%. Therefore, the comparison of the data shows that engagement in philanthropic institutions improves the individual SDI on average. Even though public leaders show slightly preferable results in the three factors of intrinsic, identified, and introjected motivation, philanthropic leaders exceed in the reduction of external and amotivation factors. Although intrinsic motivational factors are reduced in philanthropic organizations, their overall SDI scores increased from -0.46 to 0.67 (see Figure 3). The reduction of extrinsic motivational factors and amotivation, which have a negative influence on the SDI score, can be depicted as the reason for this increase in SDI scores.

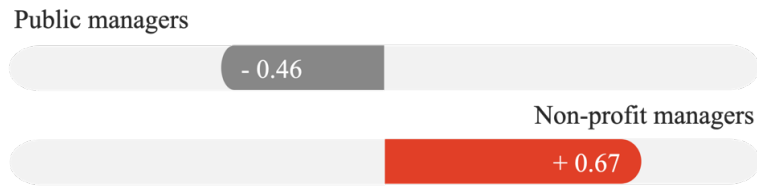


Figure 3: Aggregated SDI scores by Chen and Bozeman (2013)

It can be suggested that the last six elements of the twelve-item questionnaire are the main sources for the differentiation of the SDI. Therefore, “Job security”, “Pension and retirement plans”, “Alternative job offers”, “Low cost of living” and “Employment opportunities for spouse or partner” are less relevant in a philanthropic environment and other factors, for example an increase in autonomy, can compensate this reduction. (Chen, Bozeman 2013) The following interview analysis will try to confirm these findings.

5.2 Qualitative interview analysis

After depicting extrinsic factors and amotivation as the most powerful levers of the SDT in our research context, insights from the qualitative interviews were used to extend the current framework (see chapter 3.3.3) of the SDT. Figure 3 shows the extended framework. The two main parts added to the framework were *Triggers for increased* and *Triggers for reduced self-determination*.

Therefore, enabling this study to display components that are responsible for the increase and decrease of motivational factors of the SDI. The interviews have shown that an engagement with philanthropic institutions enables individuals to increase their BPN. Relatedness, autonomy, and competence present the basis for a meaningful life and have a positive influence on the SDI. The retrieved data from the interviews could be classified into the three factors of BPN and bring them into context with factors of the SDI. Thus, the BPN were used to justify the decrease of external motivational factors and amotivation. The engagement with philanthropic institutions increases all components of the BPN, resulting in a reduction of extrinsic factors and amotivation.

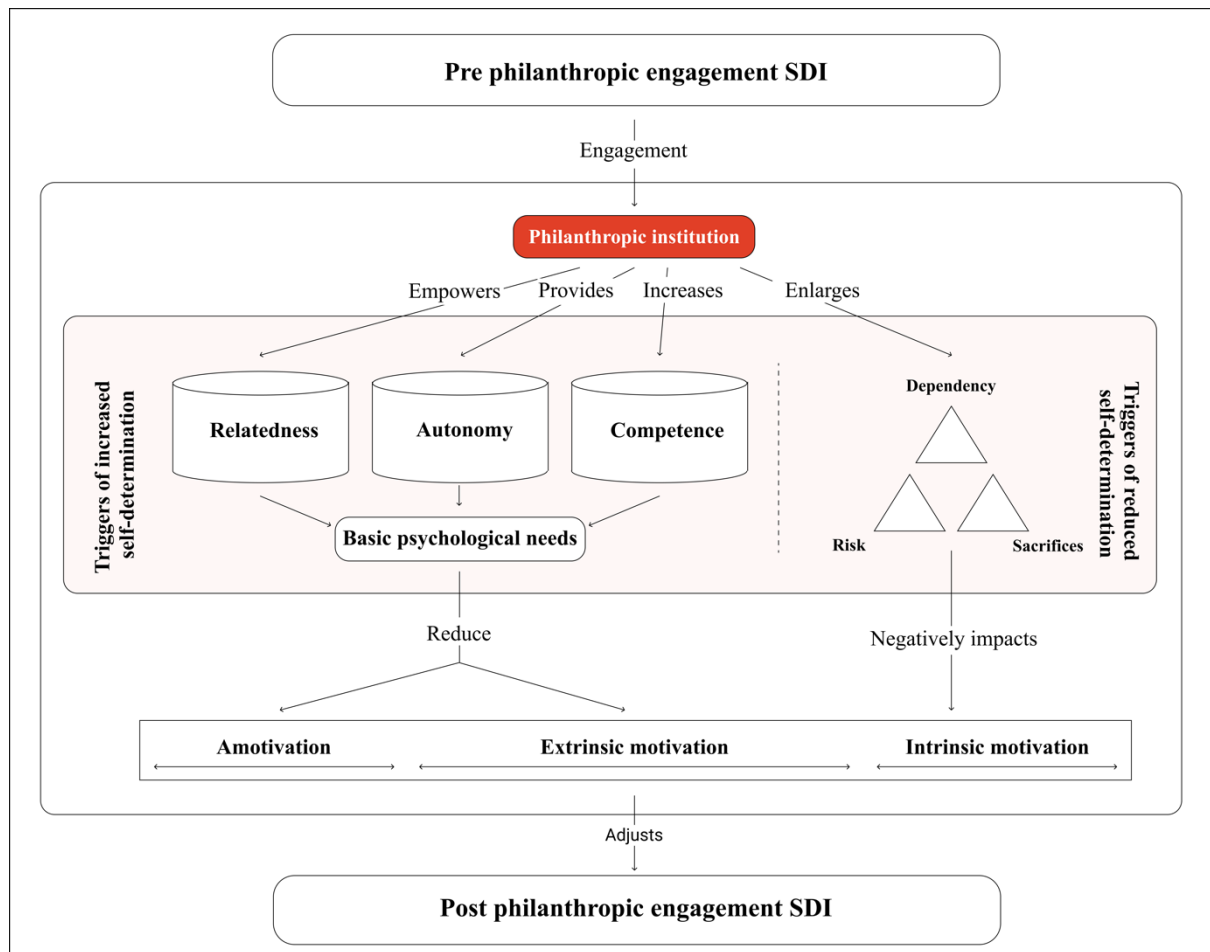


Figure 4: Extension of the SDT framework

However, as the data from the SDI comparison further indicates that there is a slight reduction of intrinsic motivational factors after the engagement in a philanthropic institution. The three main triggers for decreased self-determination were additionally included in the framework to display these findings. An increase in risk, dependency on others, and the need to withstand sacrifices were depicted as the most influential sources for reduced intrinsic motivation from the qualitative interviews with philanthropic leaders.

5.3 Triggers of increased motivation – reduction of extrinsic factors

To validate the extended framework of the SDT, the three BPN were further explored by analyzing the retrieved data from the interviews. This exploration was then set in comparison with the two factors of external motivation and amotivation, which were depicted as most

influenceable in the first part of this analysis (see chapter 5.1.2). Insights from the interviews helped to expand the understanding of the counterplay between philanthropic engagement and the reduction of extrinsic factors of the SDI.

5.3.1 Relatedness

Relatedness was the first factor of the BPN that was further explored, to explain the reduction of extrinsic motivational factors. In theory, *relatedness* has been described as being an interpersonal bond between individuals. People strive for a feeling of social belonging and acceptance. The aim to belong to a group or community is one of the basic human needs that has to be fulfilled to feel meaningfulness in your own actions. (Furrer, Skinner, 2003) Within the context of reduced external motivation, *relatedness* seems to be able to compensate and therefore reduce the desire for job security, pension, or retirement plans as the interviews have shown.

Key events build the foundation

Insights about the aspect of *relatedness*, each interview partner was gathered by asking whether he/she had a key event that triggered their engagement in a philanthropic institution. Kind of like an initial spark that fostered their relatedness with philanthropic institutions. The answers were diverse but all pointing in a similar direction. Even though having experienced various different situations and having gone through different life stages, each interview partner had single or multiple key moments that increased their awareness towards inequalities and unconsciously activated the desire to help others in need. Stated key events are ranging from "growing up with friends that were less fortunate and were equipped with decreased individual development chances", to "exchange programs with other social projects and individuals". Nevertheless, all participants named an event that occurred at an early stage of their personal development process. The fact that they were confronted with these social inequalities at a very young age, gave them the ability to develop and understand the importance of their actions to

make a change. This is coherent with the current literature, which suggests that individuals can absorb and process information much better at a young age. (Myerson et al., 1990) Key events set the foundation for their *relatedness* in their philanthropic work environment.

Deriving from these key events is a process that, in most cases, is steadily growing with increasing engagement and other touching points in their lives. None of the participants were suddenly faced with unknown challenges from one day to another. Since the start of their engagement within a philanthropic institution, the interview partners have gained insights and connected intensely to all stakeholders. Especially an extensive network, building up throughout their life, enabled each of them to create their specific way of leading change.⁸

Passion and connectedness

Another, crucial aspect in all interviews was the desire to maintain the connectedness and passion to something they have been doing all their life but which they would have been forced to quit when working in a regular institution. As mentioned in the methodology part, all interview partners use sports as their medium of change. When being asked why they use this medium the answers were universe. On the one hand, sport is something that is bringing people together and decreases inequalities, as one of the interview partners stated, "on the pitch, everybody is the same". On the other hand, and more importantly for most contributors, was the fact that they were able to continue with their passion of playing hockey, soccer, or handball. They have built lifelong connections and friendships on the pitch. All factors in which they have been developing skills, knowledge, and thus *relatedness* over their entire life. Other studies support this perspective and show that passion has a positive effect on the prevention of burnouts and leads to an increase in work motivation. (Curran et al., 2011) Another interview partner elevated this by saying: "if it was not for the children or the sports, I would not sacrifice

⁸ A graphical explanation of the relationship between time and philanthropic state (created from the information of the interviews) can be found in Appendix 5

a minute to do the task". Indicating that even tasks that naturally require high amounts of extrinsic motivation, can be intrinsically motivated when being tightly linked to other individually related goals or passion. Therefore, their individual motivation is closely linked to *relatedness* and their personal background. Most of the required tasks are related to enjoyment and well-known activities such as coaching, reduces the motivation that normally needs to be forced extrinsically.

Concluding, it can be said that the high *relatedness* to sports and the connectedness to the institution has an influence on the reduction of extrinsic motivation of the contributing interview partners. Thus, it can be assumed that personal *relatedness* to the organization is more present in philanthropic institutions than in for-profit organizations and ultimately reduces the desire for extrinsic motivational factors.

5.3.2 Autonomy

Autonomy is representing the second factor of BPN. In contrast to *relatedness*, it is much more centered around a person's independent choices and opportunities. Therefore, one tries to control the course of their lives and will feel empowered when they feel a sense of choice and endorsement in their work – in this case, their behavior will become volitional. The interviews have shown that philanthropic engagement can increase operational freedom and autonomy. (Collie, 2014) What are the main sources for this provision of *autonomy* and are there also possible drawbacks from this new managerial position?

Flat hierarchical structure

All interview partners affirmed that their level of autonomy increased when they started to engage in philanthropic institutions. However, the evaluations of this increased managerial freedom were contrasting. The most named characteristic in combination with this explanation was the decrease of time between problem assessment and problem-solving activities. After describing the hierarchical structure in their past job, the interview partners commented on their

current autonomy in a philanthropic institution. Due to a decrease of hierarchal structures and therefore an increase in operational freedom, they are willing to invest extra time and recourses to tasks that increase the impact of the organization as a whole. These actions reflect their individual preferences and *autonomy*. However, as the institution starts to grow one can notice an alignment of autonomy levels to for-profit standards. The more stakeholders are involved the more complex get the decisions. In this case following the constitution, having responsibilities towards donors, and being in line with all board members are just some named factors, that can reduce individual *autonomy* due to an increase of the organization's scope. Consequently, some contributors, stated that they had to reduce their activities and therefore their possible impact when they were growing too fast. To regain *autonomy* and control they started to focus on key tasks and decreased operations. Seeming counterproductive at first, these backpadding measures helped them to retain their volitional behavior and high levels of *autonomy*. In other organizations, in which profit maximization is the most important factor for success, this approach is usually not considered or implemented to increase motivation. Building upon this philanthropic viewpoint, the analysis was able to discover that strict hierarchal structures, in most for-profit organizations, have a negative influence on the motivational lever of *autonomy*. The feeling of not being able to act without the permission of a higher instance is something the interview partners were struggling with. For example, it can take months until proposals are accepted or even reviewed, as one interview partner stated.

The sense of control and choice

Another mentioned characteristic of increased *autonomy* was the ability to achieve a personal vision or goal. Already mentioned in the introduction of this part, feeling a sense of choice and control will empower an individual's work motivation without other external incentives. This was also reflected in the interviews - they are feeling "completely responsible for their actions" and hence "there is no other name that [they] can point on". Even though, seeming to have a

negative connotation at first, this increased responsibility helps them to pursue their individual mission without other external incentives. Inversely, for-profit organizations are often built on hierarchical structures that can promote internal cannibalization of their employees.

One can conclude that *autonomy* has strong effects on work motivation. Accordingly, the for-profit sector should pay more focus to this aspect. As the interviews have revealed, philanthropic frameworks have shown success in increasing autonomy and therefore motivation. In some cases, one will be faced with sacrifices due to an increase in the scope of the organization, resulting in a decrease of operational freedom, which can occur in every institution. Keeping the right balance, personally as well as on an organizational level, has been pointed out as being important by the interview partners multiple times. Therefore, it was depicted as a key factor for one's motivation and productivity in the long run and there is a lot to be adjusted in most-for profit organizations to ensure this increased autonomy.⁹

5.3.3 Competence

Lastly, the third factor of basic human needs, *competence*, was analyzed in a philanthropic environment. In principle, individuals feel a sense of *competence* when they seek control over their actions and eventually control their outcomes. This control allows them to experience mastery in their tasks or over their domain. In this case, this mastery can be translated into the achievement of a final legacy. Are there differences between the two sectors? If so, what makes a philanthropic leader exceed in these aspects in contrast to for-profit leaders?

Opportunity for development

Closely linked to competency is the aspect of development opportunities. To gather more insights, one of the main interview questions was the participants' viewpoint on possible

⁹ The analysis does not suggest that balancing autonomy is a phenomenon that can solely be found in philanthropic institutions, whereas for-profits are strictly bound to hierarchical structures with low levels of autonomy. It rather tries to stress the point that the framework of philanthropic institutions supports the aspect of motivation-creation considerably better than their for-profit counterparts.

development opportunities in philanthropic institutions. After agreeing that development options are completely different from those in for-profit organizations, the most achieved key competencies can be categorized as soft skills. Pragmatism and communication play a vital role in the management tasks of philanthropic leaders.

Another important aspect that arose from the interviews was the constant feedback for development and success. All institutions show a development process after every year of operation. Furthermore, most interviewed institutions are growing faster than they initially expected allowing to increase impact and underline the leaders' competencies. Elevating on the aspects mentioned within the last paragraph of *autonomy*, organic growth has shown the best results for the development of a sustainable organization. The ability to “learn by doing” and therefore increasing individual key competencies must be pointed out as a crucial difference to for-profit organizations in which this principle is less established. Finally, all leaders were working towards a final legacy – that would fulfill the factor of *competence*.

Concluding, *competence* seems to be less of an influential factor for the reduction of extrinsic factors within the SDI. Even though differences are arising from the comparison of public and philanthropic leaders, the overall opportunities for competence development are fairly similar. The interview partners have commented on the differing development opportunities as being highly dependent on the situation and scope of the organization. Thus, they also recognize skills that prosper in for-profit organizations. This is in line with the observations of a somewhat one-sided development of soft skills within philanthropic institutions. The fact that philanthropic leaders are extremely dedicated to their mission and institution, is most likely the strongest differentiating factor and possibly decisive for the increase of self-determination.

5.4 Triggers of reduced motivation

However, there are not only positive aspects arising from the engagement in philanthropic institutions. Individuals may be able to increase their basic human needs and have a positive

influence on the leaders' SDI, nevertheless, one will also face drawbacks with implications on this index. An increase in risk, the dependency on others, and the need to withstand sacrifices were depicted as the main aspects with a negative influence on philanthropic motivation. Due to the length of this study and as these factors have less influence on the SDI, in comparison to triggers for increased self-determination, the scope of their analysis was reduced.

5.4.1 Increased risk

To explain the reduction of intrinsic motivation, an increase in *risk* was depicted as a driving factor. When considering motivation in an organizational and work context, involved risk plays an important role when deciding for a specific job position. All interview partners confirmed the increase of their personal risk due to the engagement in a philanthropic organization. Especially financially one will have to take drawbacks. One interview partner underlined this position by stating: "Philanthropy is not something you do to make money". Financial aspects clearly play an important role within philanthropic institutions. Further, the aspect of uncertainty arose several times within the interviews. Arriving in a country with very little interpersonal connections and low control over the outcome can have a negative influence on intrinsic factors of the SDI.

Ultimately, not being able to pay yourself for several years and living with increasing uncertainties will result in a reduced possibility to fulfill the SDI factor "The ability to serve for the public interest". Being the most important intrinsic factor in the SDI scale, increased risk will reduce intrinsic work motivation and therefore self-determination in the long run.

5.4.2 Sacrifices

Secondly, *the need to withstand sacrifices* was chosen to further explain the reduction of intrinsic motivation within the SDI framework. In fact, it is far from easy and often not enjoyable to lead a philanthropic institution, as most interview partners expressed. An

institution of such scope does not arise overnight. It takes months if not years to establish an organization that is financially sustainable for all involved stakeholders.

Further, the interviewed leaders indicated that they experience a contrary life than those of their friends and families. Whilst they are getting together on the weekends, they dedicate their time to the organization and children. Driving the bus and coaching games in the townships of South Africa allows for very little space for individual activities or other hobbies. The sacrifices they have to withstand can therefore account for a reduction of their intrinsic work motivation.

5.4.3 Dependency

Lastly, *the dependency on others* could be defined as a leading factor of decreased intrinsic motivation. Due to their external funding sources, philanthropic institutions are much more dependent on external sources than for-profit organizations. In the case those main sponsors reduce their funding, the organizations will be left off with a lack of working capital and will be forced to reduce their scope of operations. Further, most of our interview partners stated that they need to share their facilities with other institutions like schools or colleges, as they are not able to acquire their own training grounds and buildings. In the case that these external partners choose to organize internal events, those facilities will not be available for training or matches, leaving the philanthropic organizations with very little room for improvisations.

This information, about *triggers for decreased self-determination*, helped to understand how external forces can have a deciding impact on one's self-determination and consequently work motivation. Even though the interview partners referred to their competitiveness and will to succeed multiple times, the before mentioned aspects can destroy a whole legacy of philanthropic institutions. As one interview partner stated: "There are a lot of institutions rising up from the ground like mushrooms, but as fast as they pop up, they disappear again. I am not sure if they were less competitive than me."

6. Conclusion and outlook

This study aimed to filter out and explain those levers of the SDI framework, that account for an increase in philanthropic work motivation in contrast to for-profit organizations. Even though not all assumptions were able to be confirmed, it can be concluded that, that extrinsic factors have a strong influence in this organizational context. Further, this study has shown that engagement with philanthropic institutions can cause a reduction of factors with a positive connotation to the SDI score, such as intrinsic and identified motivation.

By conducting and analyzing qualitative interviews an extension of the existing SDT framework was created. The new framework is undermining and incorporating the observed information from the quantitative analysis, by adding triggers for increased as well as triggers for reduced self-determination in a philanthropic environment. They are representing the most powerful levers in this context. Each of the three basic human needs was verified as being influential on motivation and self-determination in past studies. Therefore, the main findings of the qualitative interview analysis can be summarized as follows:

- **Increased fulfillment of basic psychological needs:** The interviews found out that engagement in a philanthropic institution increases the fulfillment of the three basic psychological needs (Autonomy, Competence, and Relatedness).
- **Compensation for extrinsic motivational factors:** BPN can compensate the desire for negatively connotated SDI factors. Namely, the elements “Job security” and “Pension or retirement plans” became increasingly less important after the engagement in philanthropic institutions. This can be achieved by enriching factors such as the incorporation of passion and enabling a sense of increased control into the work process. Therefore, individual needs are reduced, and the well-being of the organizations moves in the foreground.

Managerial implications

This study shows how underrated philanthropic institutions can be in a managerial context. Even though, they are often connected to lower productivity and lack of profitability due to their social aspect, they demonstrate the contrary in incredible fashion. Due to their mission-based approach and the incorporation of individual preferences, they are able to strengthen all factors of the three basic human needs. The strong presence of BPN leads to an increased self-determination and productivity. In a globalized age with increasing fluctuation and uncertainty, for-profit organizations will be able to learn from their philanthropic counterparts. Motivation produces – and currently, motivation in philanthropic institutions is higher than in for-profit organizations. In the beginning I asked myself which workforce I should join after graduating this year. Which one is more appealing in a managerial context? The highly interesting conversations and discussions with philanthropic leaders about their struggles but more importantly their successes, made me realize how rewarding the engagement in philanthropic institutions can be. Their ability to naturally increase aspects of self-determination and motivation will be increasingly important in the near future.

Outlook

This study created the groundwork for valuable insights into the philanthropic sector. However, the complexity and the sheer number of different scenarios of this topic make it really hard to establish clear recommendations for actions. The philanthropic framework shows positive influence on the SDT, but as many interview partners pointed out, it depends on the scope and positioning of the organization on how effectively these measures can be used.

In the future, other more extensive and eventually data-driven studies will reveal additional information about specific of the philanthropic sector. Further, in an ever-changing world that is increasingly focusing on equalities and sustainability, the philanthropic sector will progressively gain in reputation and establish itself at the core of our society.

Appendix

Appendix 1: Summary of the participants and main interview insights

Appendix 2: SDI variables and participant characteristics

Appendix 3: SDI scores of this study in comparison to Chen and Bozeman (2013)

Appendix 4: Interview guideline and questions

Appendix 5: The development of SDI scores with invested time

Appendix 6: Aggregated dimensions of sources for increased motivation

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Appendix 8: Obtained SDI scores by participants

Appendix 1: Summary of the participants and main interview insights

Interview 1: Young Bafana

Interview partner	Founder and leader of the NPO
Medium of change	Soccer
Country	South Africa
Time since first engagement	11 Years

Objectives and aims: The main mission of young Bafana is to help children from historically disadvantaged backgrounds passing secondary education by means of soccer and holistic educational outreach programmes that we offer at young. Whilst doing so, giving the children that are talented and disciplined enough to become professionals the platform to do so. All incorporated under the umbrella of Young Bafana and not excluding children from other backgrounds. (Retrieved from the organizations website)

Main insights from the interview:

- Competitiveness allowed to push through 5 years of struggle – others would have probably stopped due to these drawbacks
- Has a key event and background with disadvantaged children
- Is convinced that individuals can learn a lot from philanthropic institutions and enjoys managerial freedom, but also sees benefits of for-profit organizations in terms of autonomy and personal development
- Support and networking have been crucial factors of their success

Interview 2: Sierra Leone Hockey Thrust

Interview partner	Founder and leader of the NPO
Medium of change	Field Hockey
Country	Sierra Leone
Time since first engagement	2 Years

Objectives and aims: The purpose of the trust is to build up infrastructure, provide equipment and share knowledge for as long as hockey is still a developing sport in Sierra Leone. Looking forward, we want the Sierra Leone Hockey Association to be a completely self-managed and self-financed organisation. (Retrieved from the organizations website)

Main insights from the interview:

- Philanthropic engagement as a logical consequence of the desire to carry on with their passion of playing hockey
- Tangible and measurable goals are set to monitor reach of the organization
- Balance between autonomy and control is important to keep growing sustainably
- Seeing long-term goals as an essential part of the organization
- Their own interest in the work tasks increases their motivation and ensure their productivity every day
- Noticeable interest shift It is not about how you can satisfy your boss – it is more about: How can I help this group or children?
- There are a lot of skills that are much harder to be acquired in for-profit organizations in comparison to philanthropic institutions

Interview 3: Haut Bay Snipers

Interview partner	Founder and leader of the NPO
Medium of change	Basketball
Country	South Africa
Time since first engagement	6 Years

Objectives and aims: The clubs' main objectives are to provide children of disadvantaged communities with a holistic life skills education and to facilitate a community outreach program that uses basketball as a means through which to engage with and empower youth in an after-school sports. (Retrieved from the organizations website)

Main insights from the interview:

- Defining moment that trigger the engagement in a philanthropic institution
- Without support the whole impact would have not been possible, a lot of the impact can just be done because of the network
- Pleased with the small successes. Work is no burden but something he really enjoys
- Getting used to routines can negatively impact your motivation. You cannot rely on habits because everything is changing so fast
- Competitiveness helped to push through hard times. He never thought that he could fail. If somebody tells you that it is not possible the motivation increases even more

Interview 4: Bora Bola

Interview partner	Founder and leader of the NPO
Medium of change	Handball
Country	South Africa
Time since first engagement	5 Years

Objectives and aims: The aim of the nationwide campaign is to submit ideas for the development of handball in South Africa - from setting up playing fields to handball training. Integration became tangible and a bridge between cultures is created. (Retrieved from the organizations website)

Main insights from the interview:

- A string of key events triggered the engagement – it has been a journey of small events that resulted in a philanthropic institution in Africa
- Entrepreneurial mindset – I am going to start but I will adjust accordingly
- Using sports as a medium of change because of the high expertise and involvement in the past. Know what you are doing
- Competitiveness – sometimes you lose but you know this feeling and you adjust to overcome these difficulties
- Stepping out of your comfort zone and leaving security behind
- Clear increase in autonomy but also pointing out possible drawbacks such as having to be more disciplined and designing your own organizational structure
- It is a long journey, and you learn rapidly on the way to your legacy

Appendix 2: SDI variables and participant characteristics

Variable	Measurement
<p>SDI variables</p> <p>Twelve different motivational styles scored on a scale from 1 to 4</p>	<ul style="list-style-type: none"> • The ability to serve the public interest • Opportunity for advancement within the organizations's hierarchy • Opportunity for training and career development • Desire for more responsibility • Desire for less bureaucratic red tape • Desire for low conflict work environment • Job security • The organization's pension or retirement plan • Benefits (medical, insurance) • Few, if any, alternative job offers • Relatively low cost of living in the region • Employment opportunities for spouse or partner
Characteristics	Specification
<p>Participant characteristics</p>	
Profession	Leader of non-profit/philanthropic institution
Medium of change	Sports (Basketball, Soccer, Handball, Field Hockey)
Past location of job	Europe (for-profit)
Recent location of job	Sub-Saharan Africa (non-profit)

Appendix 3: SDI scores of this study in comparison to Chen and Bozeman (2013)

	Pre philanthropic engagement		Post philanthropic engagement	
	This study	Chen & Bozeman	This study	Chen & Bozeman
(a) Service motivation	3.25	3.27	3.00	2.98
(b) Identified motivation	3.08	3.10	3.08	3.02
(c) Introjected motivation	2.38	2.35	2.50	2.52
(d) External motivation	3.33	3.40	2.92	2.92
(e) Amotivation	1.92	1.91	1.50	1.50
Self-Determination Index	-0.42	-0.46	0.79	0.67
$(SDI) = (3*a + 1.5*b - 1*c - 2*d - 3*e)$				

Appendix 4: Interview guideline and questions

Aim of the interview: Gathering information that exceeds the current usage of SDI scores. Thus, extending the current literature by qualitative insights about personal and organizational work motivation.

Personal introduction: Student of Nova SBE's master's in management and business administration. Currently conducting my master thesis with a focus on philanthropy and sustainability.

Data: The data deriving from the interviews will be anonymized and treated confidentially.

The interview will take approximately **45-60 minutes**. I would like to thank you in advance for taking your time for this interview.

Interview Questions

Basis for motivation and your engagement in philanthropic organizations

Motivation can be intrinsically or extrinsically influenced. I imagine it being a huge step to move from Europe to Africa to make a change.

1. Could you shortly summarize the main mission you are trying to achieve with the reach of your institution?
 - a. What is the final goal/legacy that you strive to achieve and how do you plan do so?
2. Was there a key event that triggered your move into a philanthropic institution in Africa?
3. How high was your financial risk when joining this organization?
 - a. How did you ensure financial stability for you and the organization in the beginning?
 - b. Were you guaranteed financial support before you moved here?

You are using sports as a medium of change. Being closely linked to motivation I would like to understand your reasoning behind this approach.

4. Would you say your approach of leading change by sports is also reflecting your personal motivational style?
 - a. Is sport something that increases your motivation?
 - b. What do you think are the main advantages when using sport as a medium of change?
 - c. Which motivational dimensions is sports touching in your organization?
(name three)

Intrinsic motivational factors

Within the self-determination theory the aspect, “serving for the public interest”, is an important driver for intrinsic motivation.

5. What makes it so interesting for you to work with this mindset?
6. Within your last job did you have the feeling that you were in any way serving for the public interest?
 - a. If so: What was a key event in your past job that made you feel like you were doing so?
 - b. If not: Was this mindset something you were missing in your past job?

Personal development is another important factor, when having a closer look at the SDI-score. The opportunities for training and career development are a mayor criterion for many individuals to choose a specific job position.

7. How would you characterize the chances of personal development when joining a philanthropic institution?
 - a. What were the main personal developments that you took advantage of since joining/funding the institution?

Self-determined and therefore highly motivated individuals tend to enjoy high levels of autonomy.

8. Would you say your level of autonomy changed when starting to engage in philanthropic institutions?
 - a. What are specific aspects that you enjoy from this increased operational freedom?
 - b. Do you feel you can shape our and especially your own future due to this differing approach?
 - c. Does this make you more motivated to work?

Extrinsic motivational factors

Every one of us is facing different opportunities, of which some involve more risk than others.

9. Did you consider other jobs or approaches, for example working in an organization in Europe, when deciding to engage in philanthropic institutions?
 - a. Would you say your move to Africa involved a lot of risk?
 - b. Did you have other opportunities that you could have grabbed, with less risk involved?
10. Have you ever thought about quitting your current job and doing something different?
 - a. If so: What would you do?
 - b. If not: What keeps you motivated to work every day?
 - c. How long are you planning to stay in your current job position in this organization?

Appendix 5: The development of SDI scores with invested time

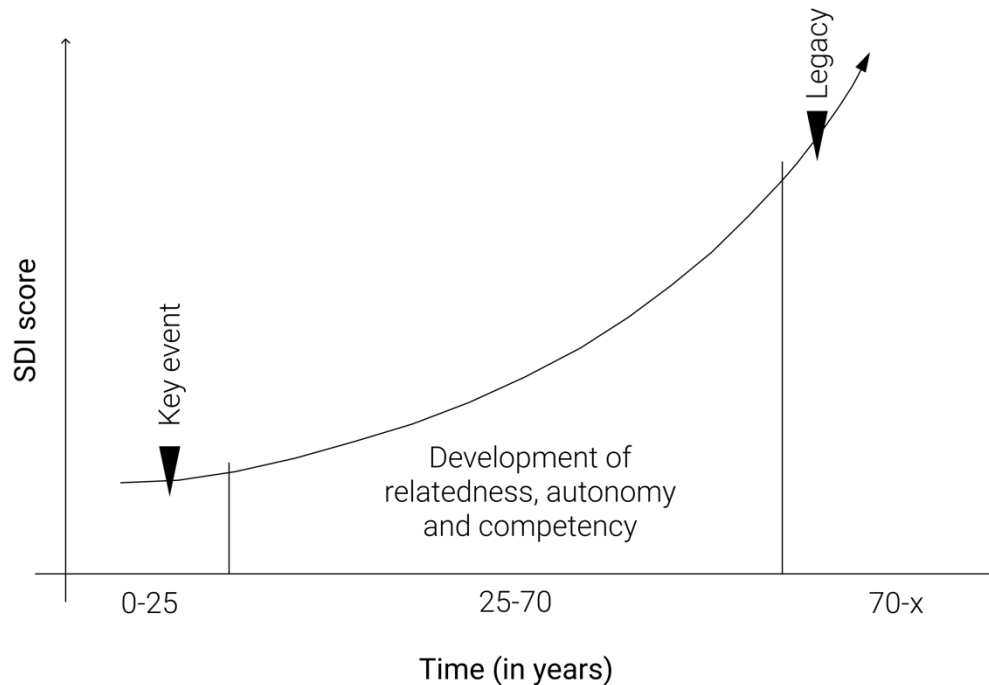
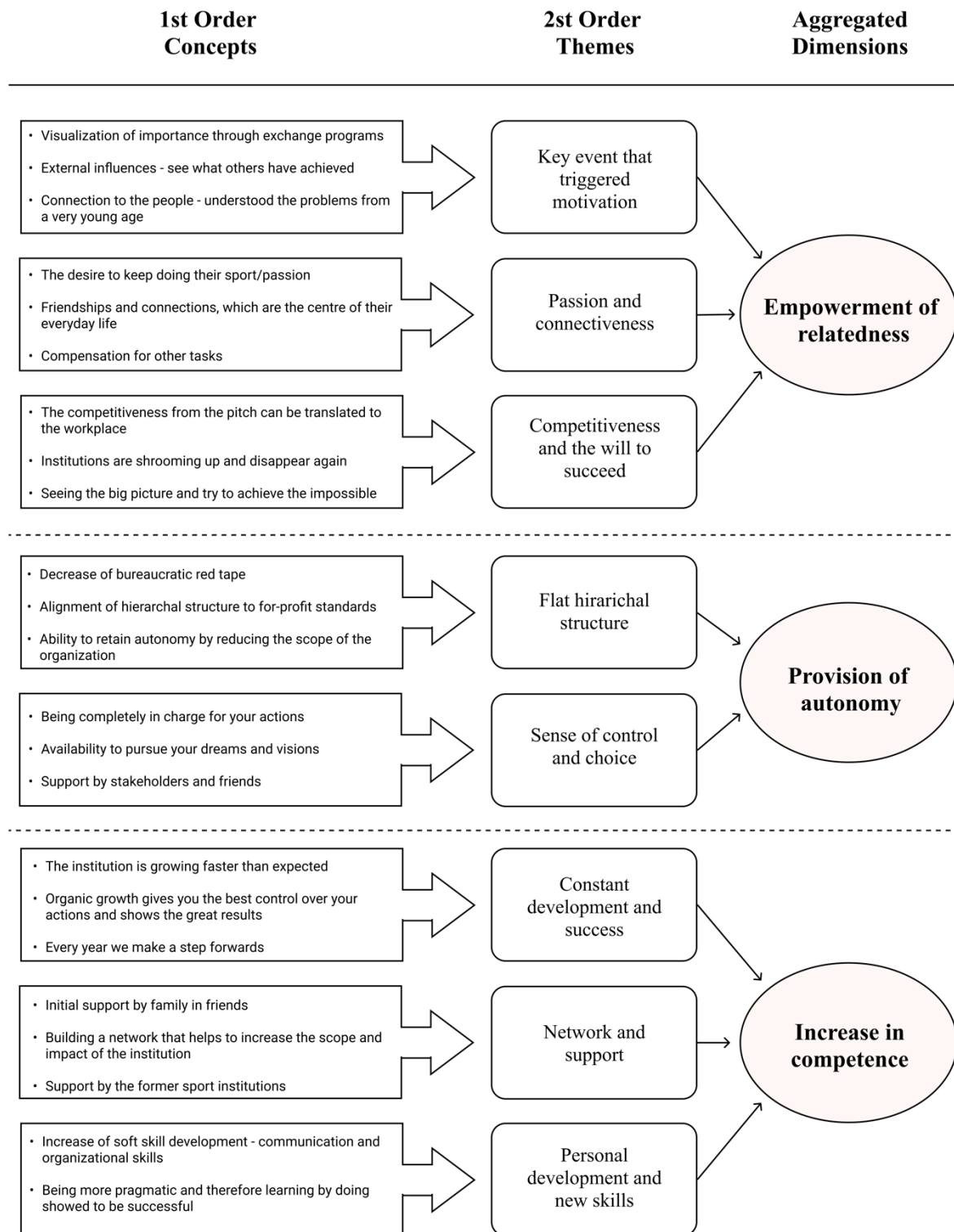


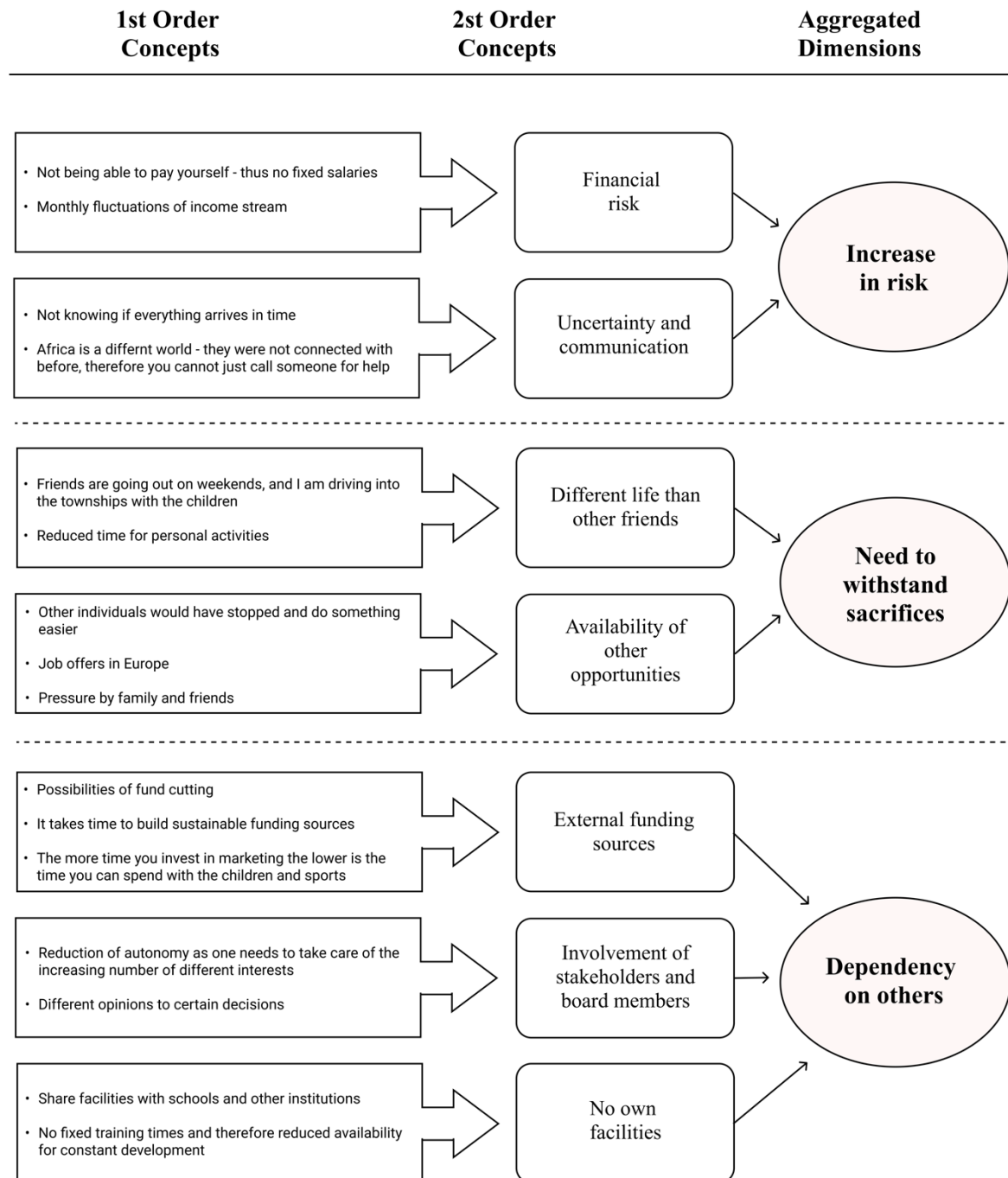
Figure 5: SDI development with time

The interviews have shown that there is relationship between time of engagement and SDI score. Until reaching the ultimate legacy, experiences in the three factors of relatedness, autonomy and competency will lead to an overall increased self-determination of the individual. The time and scope of this process varies between individuals. This diagram is only a visualization of the obtained information and could not be backed with viable data in this study.

Appendix 6: Aggregated dimensions of sources for increased motivation



Appendix 7: Aggregated dimensions of sources for reduced motivation



Appendix 8: Obtained SDI scores by participants

Pre-philanthropic engagement														
Factor	Intrinsic (+3)	Identified (+1,5)				Introjected (-1)				External (-2)				Amotivated (-3)
	3	1,5				-1				-2				-3
	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9	Question 10	Question 11	Question 12	SDI	
Interview partner 1	3	3	2	3	2	3	3	4	3	2	2	1	-1,167	
Interview partner 2	3	4	3	3	2	2	3	3	4	2	2	2	-0,667	
Interview partner 3	3	3	3	4	2	2	3	3	4	2	2	1	0,333	
Interview partner 4	4	3	3	3	3	3	3	4	3	3	2	2	-0,167	
Total	3,25	3,25	2,75	3,25	2,25	2,5	3	3,5	3,5	2,25	2	1,5	-	
Weighted average	3,25	2,38											1,92	
Crossed with weights	9,75	-6,67											-5,75	
													Pre SDI	
													-0,417	

Post-philanthropic engagement														
Factor	Intrinsic (+3)	Identified (+1,5)				Introjected (-1)				External (-2)				Amotivated (-3)
	3	1,5				-1				-2				-3
	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9	Question 10	Question 11	Question 12	SDI	
Interview partner 1	3	3	2	3	2	3	3	3	3	2	1	1	0,500	
Interview partner 2	3	3	3	3	3	2	3	3	2	2	2	1	0,667	
Interview partner 3	3	4	3	3	2	2	3	3	3	2	2	1	1,000	
Interview partner 4	3	3	4	3	3	3	3	3	3	2	1	1	1,000	
Total	3	3,25	3	3	2,5	2,5	3	3	2,75	2	1,5	1	-	
Weighted average	3,00	2,50											1,50	
Crossed with weights	9,00	-2,50											-4,50	
													Post SDI	
													0,792	

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