

INTRINSIC MOTIVATION, PERFORMANCE APPRAISAL SATISFACTION
AND WORK-OUTCOMES AMONG EMPLOYEES
IN NEPALI SERVICE SECTOR

A Research dissertation submitted to
Kathmandu University School of Management
in partial fulfilment of the requirement for the
Degree of Master of Philosophy (MPhil) in Management

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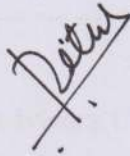
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DECLARATION

I hereby declare this dissertation entitled *Intrinsic Motivation, Performance Appraisal Satisfaction and Work-Outcomes among Employees in Nepali Service Sector* embodies the original research work that I carried out in partial fulfilment of the requirement for the degree of Master of Philosophy (MPhil) in Management of Kathmandu University School of Management and that this dissertation has not been submitted for candidature for any other degree.

Ritu Goyal



March, 2018

RECOMMENDATION

This is to certify that *Ms. Ritu Goyal* has completed her research work on *Intrinsic Motivation, Performance Appraisal Satisfaction and Work-Outcomes among Employees in Nepali Service Sector* under our supervision and that her dissertation embodies the result of her investigation conducted during the period she worked as an MPhil candidate of the School of Management. The dissertation is of the standard expected of a candidate for the degree of MPhil in Management and has been prepared in the prescribed format of the School of Management. The dissertation is forwarded for evaluation.

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APPROVAL

We have conducted the viva-voce examination of the dissertation *Intrinsic Motivation, Performance Appraisal Satisfaction and Work-Outcomes among Employees in Nepali Service Sector* by Ritu Goyal and found the dissertation to be original work of the candidate and written according to the prescribed format of the School of Management. We approve the dissertation as the partial fulfillment of the requirements for the degree of Master of Philosophy (MPhil) in Management.

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ABSTRACT

The empirical research examined the effect of intrinsic motivation and employees' performance appraisal satisfaction on work-outcomes (organizational commitment and turnover intention). The existence of significant differences among study variables due to different demographic variables and different sectors was also tested.

A questionnaire survey approach was used as a method of heterogeneous data collection involving 302 employees from three different service sector organizations of Kathmandu Valley. Correlation analysis, multiple regression analysis and one-way ANOVA tests were conducted to test the hypothesized relationships. Empirical evidence supported the direct relationships of intrinsic motivation and performance appraisal satisfaction with organizational commitment and turnover intention. The findings indicated that intrinsic motivation, PA satisfaction and organizational commitment is above average in most of the cases across the demographic groups. Significant differences were observed on perceptions of PA satisfaction, intrinsic motivation, organizational commitment and turnover intention due to demographic variables: gender, years of service, current level or work position, educational level and sectors. These results have significant practical and research implications as discussed in the report.

Key Words: intrinsic motivation, PA satisfaction, organizational commitment, turnover intention

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LIST OF ABBREVIATIONS

AIN	Association of International NGOs
AMOS	Analysis of Moment Structure
ANOVA	Analysis of Variance
BSNL	Bharat Sanchar Nigam Limited
CFA	Confirmatory Factor Analysis
HR	Human Resource
HRIS	Human Resource Information System
IM	Intrinsic Motivation
INGOs	International Non-governmental Organization
IT	Information Technology
KUSOM	Kathmandu University School of Management
NFI	Nepalese Financial Institutions
NGO	Non-governmental Organization
NRB	Nepal Rastra Bank
OC	Organizational Commitment
PA	Performance Appraisal
PAS	Performance Appraisal Satisfaction
SPSS	Statistical Package for the Social Sciences
TI	Turnover Intention
VIF	Variance Inflation Factor

CHAPTER I

INTRODUCTION

Human capital has always been regarded as one of the critical resources of organizations and the quality of these resources has a direct effect on the organizational profitability (Fakhimi & Raisy, 2013). Efficient and motivated employees are regarded to be committed towards their jobs enhancing organizational performance (Ahmed & Shaheen, 2011). But in real organizations, employees are frequently switching their work-places due to various reasons and it has been a painful issue for the organizations (Saeed, Waseem, Sikander, & Rizwan, 2014). In developing countries too, employees' turnover intention (TI) leading to actual turnover and their low commitment has become critical issues in workplaces in recent years (Bhattarai, 2014). Managers are trying to minimize their turnover ratio and save recruitment and selection costs.

These problems of low commitment and turnover are mostly due to lack of stability and job security for employees (Lee & Chen, 2013). The same problems are also existent among employees working in Nepali organizations as Adhikari and Gautam (2011) mentioned about challenges to motivate employees and make them feel safe and secured in jobs in Nepali workplaces. When the employees' motivation level is low, it is a challenge for HR professionals to maintain a stable, motivated and committed workforce.

The employees' tendency to switch jobs and employees' low commitment level and productivity have led to situation of stress for both the employees and management in Nepali organizations which creates disharmony between the two

parties (Bhattarai, 2014). Research conducted in different sectors including manufacturing and service reveals that human resource (HR) practices have critical role in the success of organizations (Adhikari & Gautam, 2011). Therefore, the role of HR professionals becomes important to integrate HR and business strategies, to maintain a healthy employment relationship, making people engaged at work and motivate them for commitment. Personnel related areas like job design, resource planning, performance appraisal system, recruitment, selection, compensations, motivation strategies, employee relations come under human resource management.

One of the important functions of HR is to develop motivation strategies to motivate employees at work and ultimately retain them. Motivation is the factor that stimulates desire and energy in people to be continually interested and committed to a job or to make an effort to attain a goal. Ryan and Deci (2000) highlighted that intrinsic motivation (IM) has a large effect on employees' attitudes and performance. When employees enjoy their work and find jobs interesting, they will put a considerable effort to perform their tasks efficiently and also have an influence on other aspects of employee behavior (Choong, Wong, & Lau, 2011). The authors also indicated a finding that IM is more significantly related to organizational commitment (OC) as compared to extrinsic motivation. And, when employees are intrinsically motivated they are less likely to quit their jobs.

Kuvaas (2006) highlighted negative and significant correlations between employees' IM and TI that have been reported in previous studies. These results were due to the fact that employees with interesting, enjoyable and exciting jobs are more committed and they are less likely to be attracted by extrinsic rewards offered by other organizations. Previous studies also provide empirical evidence on the

relationship of IM with OC and TI (e.g. Zadeh, Moradi, & Veisi, 2016; Yundong, 2015; Sajjad, Ghazanfar, & Ramzan, 2013).

Another critical function of HR that makes organization a success is Performance Appraisal (PA) (Marquardt, 2004). As mentioned by Abbas (2014), employee PA is an effective tool or vehicle for assessment of employee performance and implementation of strategic initiatives for the improvement of employee performance. Many organizations primarily use the PA to evaluate and motivate employees. So, it is crucial for organizations to know about employees' satisfaction with PA and their reactions that might affect commitment and productivity level of employees and organization as a whole. Employee perception of fairness of PA is a significant factor in employee acceptance and satisfaction of PA decisions.

Many scholars have studied PA systems and their impact on employees' work outcomes especially work performance, employee commitment and TI in different contexts (Fakhimi & Raisy, 2013; Kuvaas, 2006; Vignaswaran, 2005). For example, a Malaysian study showed the relationship between PA satisfaction and employee outcomes in the form of work performance, affective OC and turnover (Vignaswaran, 2005). Specifically, the perceptions of procedural unfairness in PA can adversely affect employee's OC, job satisfaction, trust in management, performance, work related stress, organization citizenship behavior, theft and inclination to litigate against their employer (Bekele, Shigutu, & Tensay, 2014).

The present study therefore aims to examine the effect of intrinsic motivation and PA satisfaction on employees' work-outcomes (TI and OC). The service sector is an important component of any country's economy and skilled HR is considered as assets especially to these industries. And therefore, it is important to motivate and retain them to achieve the desired organizational goals. There has been limited study

on effect of IM and PA satisfaction on employee work outcomes in Nepali service sector. Moreover, no such study has been found in existence in banking, IT and INGO sectors. Therefore, this study aims to look into banking, information technology and INGOs service providers.

The Research Problem

Research based in Nepali organizations indicated that the employees' work-outcomes are not at satisfactory level. Employees' dissatisfaction towards their jobs is evident, their commitment level is low and TI is also high (Bhattarai, 2014). One study in Nepali commercial bank, development bank and finance companies by Shrestha (2015) found that the female employees in Nepalese Financial Institutions (NFI) have low level of OC. Likewise, a recent research conducted in few IT industries revealed that majority of software engineers working in Nepali IT companies work for maximum three years in an organization (Goyal, 2016). Yet another research focused on employees' job satisfaction and switching intention by Gautam (2016) with evidence from Nepali banking sector mentioned banking as "liquid employees market". It means that there are ample opportunities in market at competitive edge which leads to intention to quit among bankers. From the above findings it can be argued that employees in Nepali industries like banking and IT have low commitment level and they tend to switch their jobs frequently. Therefore, it is crucial to dig into these issues and find out the reasons for low commitment and TI in Nepali service sector.

When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures or rewards (Ryan & Deci, 2000). According to self-determination theory, IM increases if communication of organizational goals provides the rationale for behavior at work (Kuvaas, 2006). A

number of studies in the past empirically stated the significant relationships between IM and work outcomes like commitment and TI (e.g. Mohamed Aly & El-Shanawany, 2016; Olusegun, 2012; Ganesan & Weitz, 1996).

Promotion speed and remuneration growth are the foremost factors that have direct high impact on employees' TI (Biswakarma, 2016). The study by Biswakarma (2016) conducted in Nepali commercial banks mentioned that organizations should emphasize more towards promotion speed and remuneration growth of the employees for retaining and encouraging the employees to contribute towards the effectiveness and productivity of the organizations. Promotion speed and remuneration growth of employees are outcomes of PA systems. Shrestha (2015) in her study also found that OC of the employees is affected significantly by role of supervisor and training programs. This finding also highlights the role of PA system as training, development and guidance aspects are again part of PA system. Another finding by Gautam (2016) indicated that involvement of employees in job redesign process will lead to increased job satisfaction and reduction in switching intention among employees. Job redesign process being a PA activity is directly linked with employee commitment (job satisfaction) and TI. Therefore, IM and PA satisfaction can be important variables contributing to employees' commitment level and TI in Nepali service industries. The major research issues of the study are pointed out as:

In what way IM and PA satisfaction affects work outcomes (employees' commitment level and TI) among employees in Nepali service sector? Is there any significant difference in perception of IM, PA satisfaction and employee outcomes due to demographic variables and across different sectors?

Objectives of the Study

The general objective of this study is to investigate the effect of IM and PA satisfaction on employee work outcomes. The other objective of this research is to find out whether there are any differences in the perceptions of IM, PA satisfaction and employee outcomes on the basis of demographic variables and different sectors. In order to achieve these research objectives, the specific objectives are formulated as:

1. To assess employees' levels of IM, PA satisfaction and employee outcomes in Nepali service sector.
2. To examine the effect of IM and PA satisfaction on employee work outcomes among employees in Nepali service sector.
3. To examine whether there are any differences in the perceptions of IM, PA satisfaction and employee outcomes on the basis of different demographic variables and different sectors.

Significance of the Report

Different from previous studies, this study enriches employees' work-outcome literature by examining whether IM and PA satisfaction have a direct effect on employee work-outcomes (OC and TI) across various service industries. The present study also focused on in-depth study about the effect of demographic variables on the perceptions of different study variables. This study will be helpful in validating similar or contradictory results from previous studies in Asia and other western countries. This study provides various implications to the practitioners and researchers as well.

In context of Nepali service sector, the findings of this study will help HR managers to tackle the problem of hiking attrition rate by providing guidelines to develop some motivation and appraisal strategies.

Organization of the Report

This dissertation is organized into five chapters, titled as introduction, review of literature, research methodology, results, and summary, discussions and implications as detailed below.

Chapter one includes the background of the study, the research problem, research gaps, research issues, research question, objectives of the study, significance of the study and organization of the study. Chapter two covers the literature review portion with different sub-headings to highlight the concepts of IM, PA satisfaction, OC, TI and their relationships. It presents the previous research studies in the area of present study. A conceptual framework based on the reviewed literature has been formulated at the end.

Chapter three presents the overall roadmap of the research. It contains the validity and reliability, population and sample, validated instruments used to measure study variables, research hypotheses and data collection and data analysis procedures. Chapter four presents and interprets the empirical results obtained from data analysis using Statistical Package for the Social Sciences (SPSS) software. Both the descriptive and inferential statistics from Confirmatory Factor Analysis (CFA), reliability tests, correlation analysis, multiple regression analysis, One-way Analysis of Variance (ANOVA) are tabulated and explained. Chapter five is the analytical portion of the report. It includes summary of the findings, discussions, implications for practice and research, limitations and the critique of the study. A reference list and appendices have been kept at the end of this dissertation.

CHAPTER II

REVIEW OF LITERATURE

This chapter presents an overview of both theoretical and research based literature on IM, PA satisfaction and their relationships with employee work-outcomes (OC and TI). Emphasis is given to the study related constructs of IM, PA satisfaction, OC and TI. Direct relationships between the study variables have been proposed on the basis of reviewed literature. A theoretical framework has been formulated to present the proposed relationships. The majority of the referred research studies belong to Asia and Western context due to unavailability of relevant studies in Nepali context.

Intrinsic Motivation

IM can be defined as the inner drive of an individual providing him/her energy or force to work for better outcomes (Farwa & Niazi, 2013). Over the decades, IM has been an important construct reflecting the natural human propensity to learn and assimilate; the quality of experience and performance of an individual can vary due to the motivational reasons may be intrinsic or extrinsic (Ryan & Deci, 2000). Previous research evidence proves that holding the ability constant for most jobs, highly motivated employees perform at significantly higher rates than unmotivated employees (Porter & Lawler, 1968 as cited in Jeswani, 2016; Vroom, 1964). The intrinsically motivated employee is more autonomous and work for better outcomes like creativity, performance and involvement (Farwa & Niazi, 2013). Therefore, it is important to detail the factors and forces that engender or undermine the perception of IM.

IM is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence; i.e. when intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards. This may be one of the reasons that employees sometimes refuse to do a particular task when their IM is low, even though higher pay and benefits are available (Farwa & Niazi, 2013). It has been established that certain activities can enhance work effectiveness by raising the level of employees' IM (Jeswani, 2016).

IM focuses on enriching employees' attitudes, experiences and skills (Kuvaas, 2006). As IM is an important element to employee performance and productivity; the management should pay more attention to achieve employees' IM level which in turn leads to better employee performance and productivity (Malik & Aslam, 2013). As empirically stated in previous researches, IM has both positive and negative impacts on employee work-outcomes like OC and TI (e.g. Jeswani, 2016; Mohamed Aly & El-Shanawany, 2016; Farwa & Niazi, 2013; Ganesan & Weitz, 1996).

PA Satisfaction

PA is among the most important practices of management which include all the systematic procedures used in organizations to assess the employees' performance (Singh & Rana, 2015). The existence of the PA principles has been observed since early 1900s (Vance, McClaine, Boje, & Stage, 1992). According to Vignaswaran (2005), it was designed to support a top-down and control-oriented style of management at that point of time. PA has increasingly become part of a more strategic approach to integrating HR activities and business policies. It is now being seen as a generic term covering activities through which organizations develop employees' competence, enhance performance and distribute rewards (Fletcher,

2001). Thus, both practice and research have moved away from a narrow focus on psychometric and evaluation issues to developmental PA. Any effort concerned with enriching attitudes, experiences and skills that improves the effectiveness and motivation level of employees towards their jobs comes under developmental PA.

There is general consensus among PA researchers and practitioners that assessment of appraisal reactions is important (Keeping & Levy, 2000). There are several research works that have been done in many countries like Turkey, Netherland, US, UK, Australia, Malaysia, Bangladesh, Singapore to represent the importance of PA in different sectors like banking, telecommunication, educational, non-profit organization and health (Saleem & Shah, 2015). During the last ten years, the number of studies which examined the effects of PA systems on employees has increased and the foundation of these researches is that employees' opinions regarding the PA process are highly critical to the long-term effectiveness and the success of the system as well (Vignaswaran, 2005). Kuvaas (2006) indicated that even though PA satisfaction is the most frequently measured appraisal reaction and there is extensive research on factors that contribute to PA satisfaction or other reactions, there is a lack of empirical evidence on why and how satisfaction with PA matters.

Saxena and Rai (2015) emphasized that a good PA system should have some qualities like regularity, transparent procedure, standard, consistent, unbiased and the results of the appraisal process should be shared among all the employees in order to remove the misconceptions. Hepner (1930) found that when the aims of the PA system were openly and honestly communicated, employees' trust in the PA systems increased. There is evidence that employee dissatisfaction with the PA system is commonly reported when employee reactions to PA were assessed (Katavich, 2013). The lack of satisfaction with the PA process in organizations is considered as one of

the symptoms of the organizational diseases as mentioned by Ali, Mahdi and Malihe (2012). In this context, the management should be aware of the obstacles that distort employees' satisfaction with PA process, take effective measures and maximize its efforts to increase employees' trust in PA systems.

There are four main constructs which have been used to investigate employee reactions to PA systems: satisfaction, fairness, utility and accuracy with PA systems (Keeping & Levy, 2000) as diagrammatized in figure 1. Of these four, it has been suggested that PA satisfaction is the preferred construct as it has the ability to capture other constructs, such as fairness and utility (Katavich, 2013).

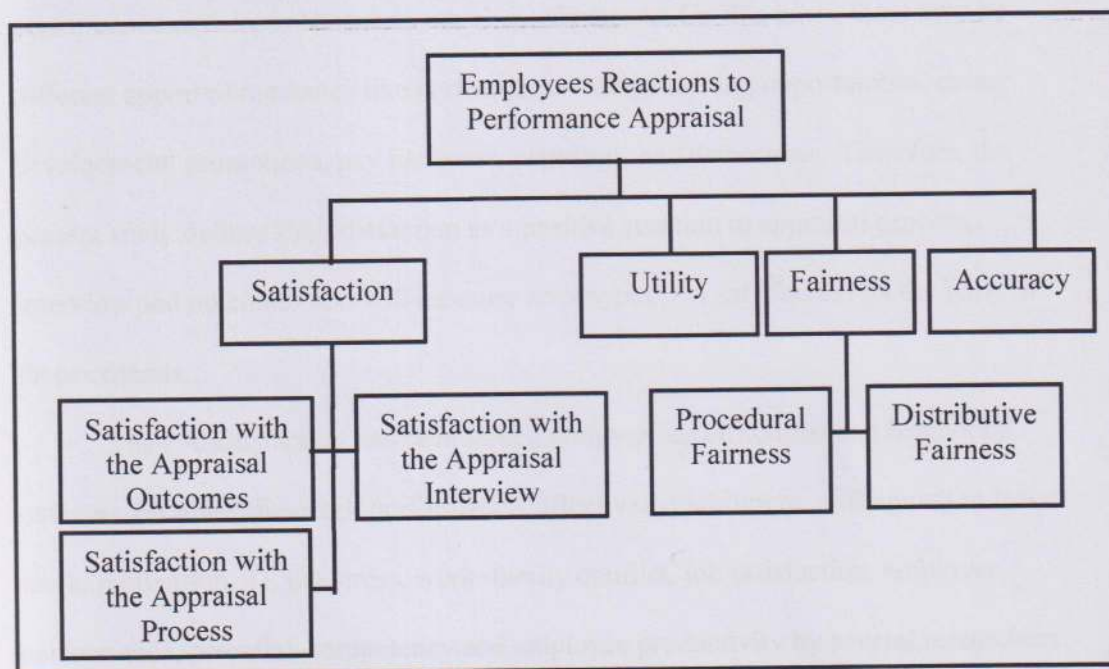


Figure 1. Employee reactions to PA

As shown in the figure, this research which has intended to predict employees' PA satisfaction is to focus on one of the three main components of the appraisal system i.e. Satisfaction. It consists of three sub-components as satisfaction with the appraisal process, satisfaction with appraisal interview and satisfaction with the appraisal outcomes (Keeping & Levy, 2000).

With reference to the model about employee reactions to PA system, the three sub-components regarding satisfaction are further explained. The appraisal process includes all the rules, policies and procedures which are used to implement, administer and regulate the whole process of PA and the appraisal interview is a formal meeting between a rater and ratee. During the appraisal interview, the feedback about the employees' performance is given, the expected performance goals to be achieved by a ratee in the future are defined, the reasons of performance gap (if any) between the performance and expectation at present are also discussed. There are basically two possibilities after the interview meeting that the ratee is praised for his performance or there is be lack in ratee's performance. On this basis, there may be different appraisal outcomes like performance rating, training opportunities, career development, promotions, pay increases, warnings, and demotions. Therefore, the present study defines PA satisfaction as a positive reaction to appraisal process, interview and outcomes and will measure employees' PA satisfaction on the basis of these criterias.

The PA satisfaction has been linked with various attitudinal and behavioral outcome variables like work performance, affective commitment, willingness to leave work, motivation, TI, job stress, work-family conflict, job satisfaction, employee performance, potential, competency and employee productivity by several researchers (e.g. Saxena & Rai , 2015; Katavich, 2013; Fakhimi & Raisy, 2013; Vignaswaran, 2005). These studies have been conducted in various context and organizational settings. However, the present study aims to look into employee work outcomes: OC and TI. The relevance of these outcome variables in Nepali context has already been discussed.

Organizational Commitment

OC is the degree which an employee links with a specific organization and its objective and willing to retain membership in the organization (Danish, Ramzan, & Ahmad, 2015). The concept of OC has attracted considerable attention over recent years and has become a central objective of human resource management (Armstrong, 2006). It is largely studied by researchers from last many decades. Mowday, Steers, and Porter (1979) conceptually defined OC as an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's wellbeing. In today's dynamic world and increased job insecurity, the "job for life" is no longer existent which directly relates to commitment level of employees.

Commitment is the measure of authority of employee empathy by the objectives and morale of organization as well as improved indicator for employees who wish to stay at work or want to change (Ahmad, Iqbal, Javed, & Hamad, 2014). More specifically, OC has been defined by Mowday (1992) as consisting of three components: identification with the goals and values of the organization, a desire to belong to the organization and a willingness to display effort on behalf of the organization. It refers to a psychological state that depicts an employee's attachment with the organization and impacts on employees' decisions to continue in the organization or quit the job. Thus, employee's affiliation with organization is regarded as OC (Ahmad, Iqbal, Javed, & Hamad, 2014). Generally there are three dimensions of OC: continuance commitment, normative commitment and affective commitment. Allen and Meyer (1990) indicated that these types are independent and are demonstrated by different individuals at different levels of management in organizations.

A considerable number of studies have found positive relationships of OC with IM and satisfaction with PA (e.g. Jeswani, 2016; Farwa & Niazi, 2013; Vignaswaran, 2005). Organizations can enhance employee commitment by engaging in HR practices such as fair appraisal, good communication, increased participation, more supportive management and reasonable rewards (Bhattarai, 2014). Therefore, employees' motivation and satisfaction have huge impact on OC which ultimately improve employees' performance. However, OC is a major concern of research.

Turnover Intention

Employee TI is an important factor which influences employee productivity and organizational effectiveness (Barak, Nissly, & Levin, 2001). It is defined as individuals' own estimated probability that they are permanently leaving the organization at some point in the near future (Wu, 2012). In the world of tough competition, turnover is a painful issue for the organizations (Saeed, Waseem, Sikander, & Rizwan, 2014). The organizations try to minimize their turnover ratio and save their cost of hiring, recruiting and selecting the employees. Many scholars highlighted that TI is the single best predictor of turnover and a key element in the study of employee behavior (Wu, 2012).

According to Wright and Bonett (2007), employee turnover can be divided into voluntary or involuntary turnover. Voluntary turnover occurs when the employee leaves the organization, may be due to an alternative best opportunity. It is the type of leaving intention that manager cares and it will have negative impact on the organization. While involuntary TI occurs when organization is not satisfied with an employee's performance and eventually makes an intention to release the employee. An employee is asked to leave the organization for a variety of reasons including layoffs, poor job performance or other performances that harm to benefit of company.

Many aspects of turnover have been studied by experts which could be divided into five aspects: job related factors such as job characteristic and job social support; individual attributes such as demographics and human capital; organizational factors such as organizational culture and HR practices; environmental factors such as technology advancement and perceived job alternativeness; psychological factors such as job satisfaction and OC (Wu, 2012).

According to Staw (1980), turnover has both positive and negative effects on the organization. The organization has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration's responsibilities. Firing of an employee who does not contribute to the organizational performance is considered a positive effect to the organization. However, to reduce conflicts and bring change and innovation to the organization minor turnover is healthy for the organization.

Intrinsic Motivation and Work Outcomes

Past researches showed that work motivation is significantly related to employee work outcomes such as performance, satisfaction, commitment, and morale (Asiedu, 2017). Employees who are intrinsically motivated are more autonomous and work for better outcomes like creativity, performance and involvement (Farwa & Niazi, 2013). It has been established by earlier researchers that work effectiveness can be enhanced by raising the level of employees' IM (Jeswani, 2016). The construct of IM which includes the move towards the mastery, concern, adaptation and investigation are necessary for the development of the employees in terms of their work related outcomes (Farwa & Niazi, 2013). Therefore, when employees' are

intrinsically motivated they will perform better on their jobs, creating values for their organizations.

Intrinsic Motivation and Organizational Commitment

IM is associated with the employees' responsibilities towards the organization and commitment is one of the responsibility among them (Zadeh, Moradi, & Veisi, 2016). Choong, Wong and Lau (2011) indicated that IM is more significantly compared with OC than extrinsic motivation. As internal motivation emphasis on action process, people will be satisfied and get pleasure by doing their work (Zadeh, Moradi, & Veisi, 2016). Therefore, it is likely that employees perform better and enhance their OC.

Researches done in past empirically stated the direct positive relationship between IM and OC. A study by Farwa and Niazi (2013) conducted in one of the Asian countries (Pakistan) showed that there exists the relationship between IM and OC and the reasons for this significance were the difference in behaviors, attitudes and perceptions of the employees. The results from another study by Zadeh, Moradi, and Veisi (2016) in the domain of educational institutions showed that the conditions of IM and OC components among physical education teachers are desirable and significant with a correlation coefficient value of 0.388.

Yet another study depicting same relationship between IM and OC empirically stated the direct positive relationships (Choong, Wong, & Lau, 2011). The results depicted IM was significantly correlated with the three components of commitment namely; affective, continuance and normative commitment. Furthermore, the study also postulated that the IM has significantly predicted the OC. Resulting, there are ample chances of direct and positive relationship between IM and OC in the context of Nepali service industry.

Intrinsic Motivation and Turnover Intention

Various researches on the relationship between IM and TI established that IM is negatively correlated with TI (Jeswani, 2016). Zadeh, Moradi, and Veisi (2016) emphasised that affect of self determination theory is seen on employees' enhanced behavior and performance, reducing the perception of TI. Similarly, Khan, Khan, Ahmed, and Zakirullah (2009) highlighted the importance of IM for employees commitment and reducing intention to leave their jobs.

Few researches empirically stated the relationship between IM and TI in different contexts and domains. The results of a study by Khan, Khan, Ahmed, and Zakirullah (2009) showed that both IM and over all motivation had effects upon TI and it was concluded that there is significant and empirical correlation between motivation and TI and also between IM and TI. Another study by Jeswani (2016) examined the impact on TI of faculty members of technical education institutes of India using a sample of 305 faculty members. The results found IM has inverse significant impact on TI. This study also suggested appropriate strategies to technical education institutes of India for enhancement of IM among faculty members, which further leads to increased retention. Therefore, the above results indicates the probability of similar results in the context of Nepali service industries.

PA Satisfaction and Work Outcomes

PA satisfaction has been associated to a variety of individual-level outcomes like OC, TI, job satisfaction, job involvement, employee motivation, job stress and employee performance which are important in organizational behavior studies (Vignaswaran, 2005). Thomas (1990) identified five outcomes of PA satisfaction i.e. improved performance, reduced employee turnover, increased motivation, existence of feelings of equity among employees, linkage between performance and rewards

(Bekele, Shigutu, & Tensay, 2014). The previous research which has focused on the potential outcomes of PA satisfaction has shown that employee satisfaction with PA systems does have a positive relationship with employees' commitment level and a negative relationship with employees' intention to leave (Katavich, 2013).

PA Satisfaction and Organizational Commitment

Roberts and Reed (1996) indicated that PA satisfaction is positively related to OC due to the enhancement of employee participation and perceived clarity of goals within the PA process. Providing employees with an unbiased PA system helps to communicate that the organization is concerned about protecting the rights of employees and build employee trust on organization which enhances employees' commitment level towards their work (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Moreover, PA causes to increase employees' understanding of the sense of being valuable and know themselves as part of the organizational team which enhances employees' commitment towards organization (Bekele, Shigutu, & Tensay, 2014).

Few researchers had studied the relationship between PA satisfaction and OC recently. One study by Katavich (2013) with 118 New Zealand professionals working in finance or retail industry found that PA satisfaction was significantly and positively related to OC. Likewise, Singh and Mohanty (2011) conducted a cross-cultural survey of 1,390 employees of Bharat Sanchar Nigam Limited (BSNL) showed that PA satisfaction is directly related to OC. Yet another study by Singh and Rana (2015) investigated the impact of PA satisfaction on the OC of 172 bank employees randomly selected from 10 public sector banks of Uttarakhand state in India. The results of the study concluded that PA has a significant and positive impact on the OC of employees. Therefore, based on the above results and evidences from three studies,

it is believed that there exists a positive relationship between PA satisfaction and OC in Nepali context too.

PA Satisfaction and Turnover Intention

Employees who perceive the appraisal process as being fair will also perceive the organization as being trust worthy and concerned about them and these employees build feelings of trust towards the organization (Ismail & Gali, 2016). Boxall, Macky, and Rasmussen (2003) focused that employees trust in the organization is a key factor to motivate employee to stay with an organization. PA feedback will involve, inform and motivate employees and also create improved supervisor-employee communications which in turn could enhance the relationship between the two parties. Vigoda (2000) noted that when employees feel unfairly treated, they are likely to react by initially changing their job attitudes and behaviors followed by intention to leave the organization and actual turnover.

The research which has investigated the relationship between PA satisfaction and intention to leave highlights that if people are satisfied with the ratings they receive and the fairness of the PA system, then employees have lower intentions to leave the organizations (Katavich, 2013). In empirical studies, PA satisfaction was negatively related to employee TI (Bekele, Shigutu, & Tensay, 2014).

In the context, some empirical evidences are presented supporting the negative effect of PA dissatisfaction on employee TI. The findings of a study by Ahmed, Hussain, Ahmed, and Akbar (2010) have supported the hypotheses depicting that PA satisfaction is negatively related to TI. Similarly, studies conducted in other contexts (Malaysia and New Zealand) also add validation to the negative relationship between PA satisfaction and TI (e.g. Katavich, 2013; Vignaswaran, 2005). Therefore, on the

basis of the preceding arguments and related research evidence, it has been expected a negative relationship between PA satisfaction and TI.

Demographic Variables and Study Variables

Various studies in the past had researched about the effect of demographic variables on employee work outcomes like motivation, organization commitment, turnover, promotion, career advancement, job satisfaction, quality of life of employees (e.g., Sankari, Ghazzawi, Danawi, & Nemar, 2015; Sarath & Raju, 2013).

Specifically, Jackalas, Martins, and Ungerer (2016) hypothesized effect of demographic variables on employee motivation and found significant positive relationships were found between employees' motivation, their level of education and seniority. Likewise, they also established a significant negative relationship between employees' motivation and their length of service. Another recent cross-sectional study by Jena (2015) empirically established the relationship between OC and important demographic variables (e.g. age, marital status, tenure, job level and gender) in Odisha, India. The results stated that demographic characteristics have an effect on different dimensions of OC. In the same year, a study found that the demographic factors such as age, gender, marital status, education, tenure, wage, position, and working department have significant effect on TI (Emiroglua, Akovab, & Tanrıverdic, 2015).

Therefore, on the basis of above evidences it can be proposed that demographic variables (gender, age, years of service, current level, marital status, educational level, earning) and sectors have significant impact on study variables.

Theoretical Framework

Theoretical framework is pictorial representation of the proposed interrelationships between different study variables. Based on the above literature

review, the following theoretical framework has been proposed for the study. The direct relationships between IM and PA satisfaction with work outcomes (OC and TI) are shown clearly in figure 2.

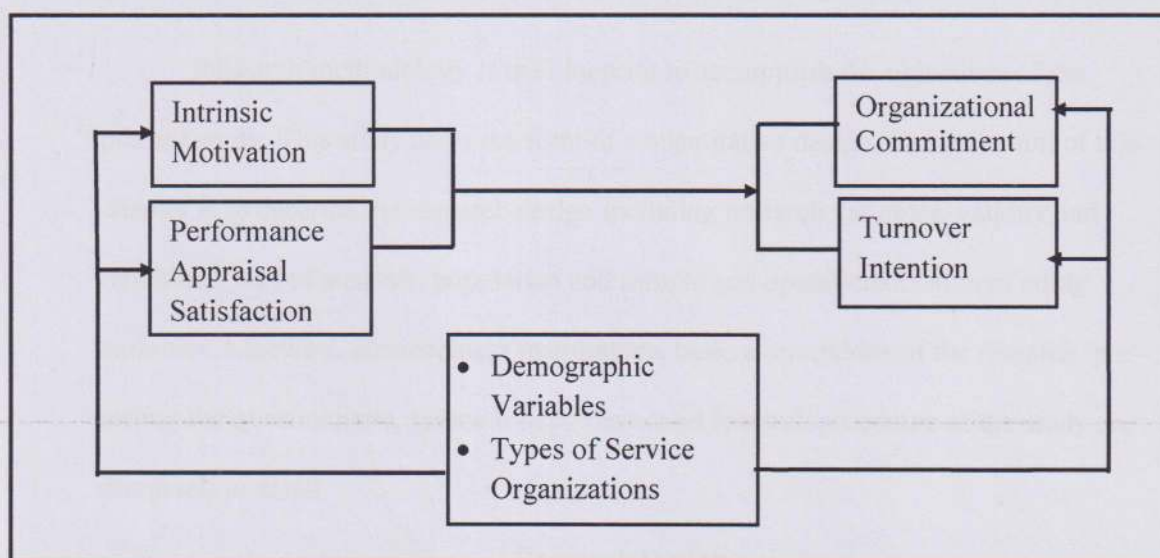


Figure 2. Conceptual framework of the study

CHAPTER III

RESEARCH METHODOLOGY

Research methodology is the blueprint to accomplish the objectives of the present study. This study takes the form of a quantitative design. The main aim of this chapter is to describe the research design including research variables, validity and reliability, unit of analysis, population and sample and operationalization of study variables. Likewise, measurement instruments, basic assumptions of the research, pre-testing the questionnaire, research hypotheses and research procedure of the study are discussed in detail.

Research Design

A research design is the plan for an entire research work. The main purpose of research design is to provide a road map of the whole research project (Myers, 2013). A descriptive research design was employed for the study which permits the researcher to gather information from a large sample of people relatively quickly and inexpensively (Asiedu, 2017). This research discovers the cause and effect relationship of IM and PA satisfaction with employee work-outcomes (OC and TI). Therefore, it can also be known as a correlation research (Farwa & Niazi, 2013).

This is a cross-sectional study as data were collected from organizations relating to different sectors at the same point of time. Primary data was generated through a survey method using self-administered questionnaires. The non-experimental research design for the present study is thus explained as:

Research Variables

The present study has established IM and PA satisfaction as independent variables and work-outcomes (TI and OC) as dependent variables.

Validity and Reliability

Validity refers to the truthfulness of findings and determines whether the research truly measures what is intended to measure or how truthful the research results are as defined by Joppe (2000) as cited in Pant (2014). In the present study validated instruments were used to measure the study variables which were again operationalized and tested in the study context to comply with content validity. The research questions and hypotheses were formulated on the basis of comprehensive literature review of available empirical studies and established empirical relationships to measure construct validity. Likewise, to establish criterion related validity widely used SPSS statistical software was used for data analysis and interpretation of the results.

Reliability refers to the repeatability of findings. It is concerned with the extent to which the results of a study or a measure are repeatable in different circumstances (Bryman, 2001 as cited in Roberts, Priest, & Traynor, 2006). In other words, a measurement device is said to be reliable when it can consistently produce the same results when applied to the same samples or to different samples of the same size drawn from the same population (Pant, 2014). After the real data was obtained, instruments were again examined using confirmatory factor analysis and Cronbach alpha which ensured the reliability of the findings.

Unit of Analysis

For the present study, the unit of analysis were individuals and the sample constituted individuals from three service sectors as banking, information technology

and INGOs. The respondents were appraisee whose performance was evaluated internally.

Population and Sample

Among the various service sectors, banking, information technology and INGOs were those industries conducting PA regularly i.e. either half yearly or yearly. It was found that many of the organizations in Nepali service sectors do not even appraise the performance of employees working in their esteemed organizations for few years, so this study has taken these three sectors as sample population.

Due to the non-availability of total population, the non-probability sampling method was used to select the sample for the study. Specifically under non-probability sampling, quota sampling method was used. In the first stage, the quotas or control categories of the population was developed. The quota from banking sector was such banks classified under “A class” by Nepal Rastra Bank (NRB). There are altogether 28 such banks currently operating in Nepal (NRB, 2017). The study included bankers from all the hierarchical levels to ensure validity of data. And, the quota from IT sector included both large and medium- sized software development companies operating in Kathmandu Valley to ensure the validity of the results. Medium-sized organization included companies with at least 15 software engineers whereas large-sized IT companies had at least 50 software engineers. Participants included the core software development team like Web Designer, iOS Developer, Android Developer, PHP Developer, and Quality Analyst. The sample excluded management team. Likewise, the quota from non-profit sector was INGOs that are members of Association of International NGOs (AIN) in Nepal. According to its website, AIN has altogether 140 members (AIN, 2017).

And in the second stage, after development of quotas of the population, some of the organizations from these quotas were selected for data collection purpose as sample on convenience or judgment basis according to availability. The most important criteria for selecting a sample organization for the study was presence of regular PA process in that organization. List of selected organizations for the purpose of data collection is presented in Appendix II (table 31). The HR Department of the selected organizations was then contacted and with the help of HR personnel, individual respondents for data collection were identified. The total sample size was estimated to be 450 respondents from Nepali service sector. However, while selecting the individual respondents the control variables like gender, age, years of service, current level, marital status, educational level and earning were considered as far as availability of data.

Operationalization of the Research Variables

The study variables namely, IM, PA satisfaction, OC and TI were operationalized as below.

Intrinsic motivation. Behavior that is driven by internal rewards i.e. an employee is motivated towards achieving organizational goals by self-motivation is called IM (Ryan & Deci, 2000).

PA satisfaction. A positive reaction to appraisal process, interview and outcomes is termed as employees' PA satisfaction (Keeping & Levy, 2000). The study used these criteria to measure PA satisfaction of the sample rates.

Organizational commitment. An employee's feeling of organizations' ownership, motivated towards work and willing to continue with the organization for a considerable time is known as OC (Danish, Ramzan, & Ahmad, 2015).

Turnover intention. It is defined as individuals' own estimated probability that they are permanently leaving the organization at some point in the near future (Wu, 2012).

Measures

A questionnaire consisting of four previously developed and validated instruments (IM, PA satisfaction, OC and TI) including general information was provided to the participants. General information consisted of questions that include participants' personal details like gender, age, years of service, current level, marital status, educational level and earning. All these instruments were based on 5-point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree) for the purpose of uniformity of participants' responses.

PA satisfaction. The measure of employees' satisfaction with PA developed by Meyer and Smith (2000) was used to measure PA satisfaction level. The scale consists of seven items concerning the overall satisfaction with PA activities within an organization and employees' perceptions of their organization's commitment to conducting developmental PA.

Intrinsic motivation. A commonly used questionnaire developed by Cameron and Pierce (1994) was adopted to measure employees' intrinsic work motivation. The scale consists of six items.

Organizational commitment. A six item scale derived from Lincoln and Kalleberg's (1990) study was used to measure OC (Marsden et al., 1993 as cited in Dail, 2002). One item is reverse scored item in the scale.

Turnover intention. A commonly used questionnaire by Meyer and Smith (2000) was adopted to measure employees' TI. The scale consists of five items.

Summary of measures. The instruments have been used by several researchers in previous studies and were able to establish the validity and reliability to capture the perceptions of study variables. The Cronbach's Alpha value for each variable as reported by previous researchers is shown in table 1.

Table 1
Summary of Measures

Instrument	Variable	Cronbach's Alpha
Meyer and Smith (2000)	PA	0.86
7 items Likert scale	Satisfaction	Vignaswaran (2005)
Cameron and Pierce (1994)	Intrinsic	0.91
6 items Likert scale	Motivation	Vignaswaran (2005)
Lincoln and Kalleberg's (1990)	Organizational	0.78
6 items Likert scale	Commitment	Marsden et al. (1993)
Meyer and Smith (2000)	Turnover	0.91
5 items Likert scale	Intentions	Vignaswaran (2005)

Demographic Variables

Demographic variables to record the characteristics of respondents like gender, age, years of service, current level, marital status, educational level and earning were included in the study. These variables were used as control variables during analysis of direct relationships between study variables. The demographic variables were coded to ease the statistical analysis as shown in Appendix II (table 32). For the purpose of present study, the demographic variables are defined as.

Gender. It refers to the socially constructed characteristics of women and men with respect to cultural values and norms, roles and relationships of and between groups of women and men. This variable is used in analysis as a nominal variable and defined as male – 0, female – 1.

Age. It is used in the analysis as a ratio scale and defined as, age group between 15 to 24 years – 1, age group between 25 to 34 years – 2, age group between 35 to 44 years – 3, age group above 45 years – 4.

Years of service. It is used in the analysis as a ratio scale and defined as, years of service below 1 year – 1, years of service between 1 to 3 year – 2, years of service 3 to 5 years – 3, years of service above 5 years – 4.

Current level. It is used in the analysis as a nominal scale and defined as, senior level – 1, middle level – 2, junior level – 3.

Marital status. It is used in the analysis as a nominal scale and defined as, single – 1, married – 2, others – 3.

Educational level. It is used in the analysis as a nominal scale and defined as, higher secondary – 1, bachelor degree – 2, master's degree – 3, above master's – 4.

Earning. It is used in the analysis as a ratio scale and defined as, earning below NRs. 25000 – 1, earning between NRs. 25001 to 50000 – 2, earning between NRs. 50001 to 75000 – 3, earning above NRs. 75000 – 4.

Basic Assumptions of the Research

The present study has taken few assumptions into consideration before the analysis and interpretation of results listed as.

- IM and Performance Appraisal Satisfaction (PAS), these two constructs are related to improvement of employee outcomes, therefore, both the independent variables are considered as similar constructs.
- IM and PAS have direct effect on both the dependent variables (OC and TI).
- Demographic variables and different sectors has impact on both independent and dependent variables.

- Other factors like organization culture, organization structure (which are not taken into account) can affect the results of the present study.
- Three service sectors; banking, IT and INGOs have somewhat similar appraisal process in relation to regularity, feedback and employee satisfaction.

Pre-testing Questionnaires and Pilot Study

Pilot testing means finding out if the questionnaire will work in the “real world” by trying it out first on a few respondents. The purpose is to make sure that everyone in the sample not only understands the questions but understands them in the same way and if any question make respondents feel uncomfortable (Pilot Testing Data Collection Instruments , 2016). The pilot survey was conducted with 30 respondents working in two organizations (a software development company and a bank branch) based on convenience. These participants were explained the significance of the study and the importance of the respondents. Pilot study participants were those employees whose performances on their jobs were appraised recently. A separate sheet was attached to record if there were any confusion in the questionnaire. The purpose was to analyze if the respondents perceive the items in the same way as asked by the researcher for the present study. The time taken to complete the whole questionnaire was recorded.

Few respondents were asked to participate into small feedback session about the questionnaire. It was found that these respondents understood the items in the same way as required for the study to a larger extent; reflecting the local culture of the organizations. In general, the pilot test respondents reported that the items on questionnaires were understandable and clear. On average, respondents took eight minutes to complete the questionnaire.

Research Hypothesis

Based on the review of literature, hypotheses were developed to investigate the direct relationships between independent and dependent variables and significant impact of demographic variables as well as sectors on study variables.

Hypothesis 1: IM will positively influence OC.

Hypothesis 2: IM will negatively influence TI.

Hypothesis 3: PA satisfaction will positively influence OC.

Hypothesis 4: PA satisfaction will negatively influence TI.

Hypothesis 5: There exists significance differences in the perceptions of study variables due to demographic variables.

- i. There is a significant impact of gender in the perceptions about study variables.
- ii. There is a significant impact of age in the perceptions about study variables.
- iii. There is a significant impact of years of service in the perceptions about study variables.
- iv. There is a significant impact of current level in the perceptions about study variables.
- v. There is a significant impact of marital status in the perceptions about study variables.
- vi. There is a significant impact of educational level in the perceptions about study variables.
- vii. There is a significant impact of earnings in the perceptions about study variables.

Hypothesis 6: There exists significance differences in the perceptions of study variables due to different sectors.

Research Procedure

The research procedure includes administration of the questionnaire, collection of data, data processing and finally, data analysis.

Administration of the Questionnaire

Before distribution of the questionnaires, the purpose of the study was explained to the respondents and it was also ensured that the collected data will be used at aggregate level for the purpose of academic research only. Fifteen organizations were selected on convenience basis from different sectors i.e. eight "A" class banks, four (two small and two large) software development companies, and three INGOs. List of the selected organizations for the present study is tabulated in Appendix II (table 31). The data collection was done from April 15, 2017 to June 15, 2017.

Two methods, online survey and distribution of questionnaires manually to the respondents were used for the collection of data based on the choice of the respondents. 68 responses were collected from online survey. Likewise, 325 questionnaires were distributed to employees working in different INGOs, banks and software development companies operating in Kathmandu Valley. Out of the 325 distributed questionnaires, 249 questionnaires were returned with the response rate of 76.62 percent. Therefore, the total responses received were 317.

Data Processing

The collected responses were then screened for missing data and those which had similar responses throughout the questionnaires. Fifteen responses were found unusable for the study purpose and the research data for the present study was then reduced to 302. The usable responses were then entered into SPSS Windows

statistical package after appropriate coding of the items and study variables for further analysis of data.

Data Analysis

All statistical analyses were carried out using the SPSS software, version 21.

The analyses included.

- a) Descriptive analysis - to analyze data on the basis of distribution and frequency across the demographic, independent and dependent variables.
- b) Confirmatory factor analysis - to test whether measures of a construct are consistent with the nature of the same construct used in the study.
- c) Reliability analysis - to check the internal consistency of the scales used to measure study variables in Nepali context.
- d) Correlation analysis - to measure the relationship between IM, PA satisfaction, OC and TI.
- e) Multiple regression analysis - to infer the causal relationships between the independent and dependent variables.
- f) One way ANOVA - to find whether there is any statistically significant differences in the perception of study variables across different demographic variables and different sectors.

CHAPTER IV

RESULTS

This chapter aims to present the employees' perceptions of different study variables and their proposed relationships. It analyzes and interprets the results of the empirical research undertaken from the data obtained using various techniques. The hypotheses formulated are tested to address the research issues.

Characteristics of the Respondents

The personal information of the respondents according to different demographic variables as gender, age, years of service, current level, marital status, educational level and earning is summarized in table 2.

Table 2
Summary of Profile Respondents

Variables	Frequency (%)
Gender	
Male	189(62.58)
Female	113(37.42)
Age	
15-24	46(15.23)
25-34	214(70.86)
35-44	33(10.92)
45 and above	9(2.98)
Years of Service	
Less than 1 Year	33(10.92)
Between 1-3 Years	116(38.41)
Between 3-5 Years	64(21.19)
Above 5 Years	89(29.47)
Current Level	
Senior	60(19.86)
Middle	160(52.98)
Junior	82(27.15)
Marital Status	
Single	163(53.97)
Married	137(45.36)
Others	2(0.66)
Educational Level	
Upto Higher Secondary	4(1.32)
Bachelor's Degree	150(49.67)
Master's Degree	140(46.36)
Above Masters'	8(2.65)
Earning (NRs.)	
Upto 25000	38(12.58)
25001-50000	155(51.32)
50001- 75000	63(20.86)
Above 75000	46(15.23)

Validation of Research Instruments

The present research used validated instruments developed by different scholars for the purpose of data collection. Though the questionnaire was pre-tested, before administering further validation was still necessary. These instruments were mostly developed and contextualized in Western context so it was very important to

establish contextual validation of the questionnaire in the context of Nepali service sector. Fortunately, various techniques are available to do the same. CFA technique was used to confirm if all the items explaining a particular construct (e.g. PA satisfaction) could be clubbed together to represent the construct itself. After CFA was conducted for each study variable, internal consistency reliability of instruments was tested using Cronbach's alpha value. Both the techniques are explained in detail.

Confirmatory Factor Analysis

CFA techniques were used to test whether the models in the present study fitted the collected data. There were four models in the present study as PA satisfaction (seven items), IM (six items), OC (six items) and TI (five items) as latent variables. The CFA for these models were performed using AMOS 21 (Analysis of Moment Structure) for Windows and maximum likelihood estimation was used for analysis.

The four CFA models as shown in appendix III included all the remaining items after item deletion linked to their corresponding latent variables. Standardized factor loadings of the latent variables on their respective items were checked to test models that fitted the sample data. On a conventional liberal-to-conservative continuum, setting a cutoff factor loading at 0.4 would be the lowest acceptable threshold and setting a cutoff at 0.6 or 0.7 would be most conservative as suggested by Matsunaga (2010), however, the present study used the lowest acceptable threshold and those items with standardized factor loadings of 0.4 or less were removed before continuing with the analysis. Two items, item PA6 from PA satisfaction scale and one reversed item OC2_R from OC scale failed to meet the cutoff value 0.4 were removed. The table 3 presents the several fit indices cutoff criteria values for the four CFA models.

Table 3
Confirmatory Factor Analysis- Model Fit Statistics

Model	χ^2	Df	Probability level	GFI	AGFI	RMSEA	NFI	CFI	TLI
PAS (6 items, 1 factor)	4.74	4	0.32	0.98	0.99	0.03	0.99	0.99	0.99
IM (6 items, 1 factor)	9.36	6	0.16	0.99	0.96	0.04	0.98	0.98	0.99
OC (5 items, 1 factor)	4.10	5	0.54	0.99	0.98	0.00	0.98	0.99	1.00
TI (5 items, 1 factor)	3.40	2	0.18	0.99	0.97	0.05	0.99	0.99	0.98

Note. Df : degree of freedom; X2: chi statistics.

Table 3 shows the factor structures after the items were dropped below 0.4 and when the good fit for models was established. The CFA model fit statistics for PA satisfaction and OC models were improved after deletion of those two items. Likewise, the CFA fit statistics for other two IM and TI models were also satisfactory. Therefore, all the models were accepted for further analysis.

Reliability Analysis

Reliability analysis was conducted after models were finalized by CFA. Cronbach values of the validated instruments were above 0.7 found to be reliable enough to capture the intended study variables. The variables could then be used for further analyses. The Cronbach values for the instruments are tabulated in table 4.

Table 4
Reliability Test Results

Instruments	No. of items	Cronbach's Alpha Value
PA Satisfaction	6	0.82
Intrinsic Motivation	6	0.83
Organizational Commitment	5	0.70
Turnover Intention	5	0.82

Level of Intrinsic Motivation

The mean and standard deviation values representing the level of IM with respect to different demographic variables (gender, age, years of service, current level, marital status, educational level and earning) are presented in the table 5. The above average mean value of IM on 1 to 5 likert scale indicated that most of the participants had perceived some level of IM which have effect on their work-outcomes. Standard deviation values in all the cases (except above Master's in educational level) were below 1 which symbolizes that there was less variance in the participants' responses.

Table 5
Mean and Standard Deviation (SD) of IM according to the Demographic Groups

Groups	N	IM	
		Mean	Standard Deviation
Gender			
Male	189	3.67	0.61
Female	113	3.61	0.59
Age			
15-24	46	3.71	0.51
25-34	214	3.63	0.60
35-44	33	3.58	0.72
45 and above	9	3.93	0.55
Years of Service			
Less than 1 Year	33	3.77	0.50
Between 1-3 Years	116	3.58	0.60
Between 3-5 Years	64	3.60	0.63
Above 5 Years	89	3.72	0.62
Current Level			
Senior	60	3.71	0.65
Middle	160	3.63	0.60
Junior	82	3.63	0.58
Marital Status			
Single	163	3.67	0.55
Married	137	3.63	0.65
Others	2	3.00	0.24
Educational Level			
Upto Higher Secondary	4	3.83	0.91
Bachelor's Degree	150	3.72	0.56
Master's Degree	140	3.59	0.59
Above Masters'	8	3.15	1.11
Earning (NRs.)			
Upto 25000	38	3.63	0.51
25001-50000	155	3.68	0.57
50001- 75000	63	3.56	0.57
Above 75000	46	3.68	0.79

Level of PA Satisfaction

The mean and standard deviation values representing the level of PA satisfaction with respect to different demographic variables (gender, age, years of service, current level, marital status, educational level and earning) are presented in

table 6. The above average mean value of PA satisfaction on 1 to 5 likert scale indicated that most of the participants had perceived some level of satisfaction with their PA which have effect on their work-outcomes. Standard deviation values in all the cases (except Above Master's in educational level) were below 1 which symbolizes that there was less variance in the participants' responses.

Table 6

Mean and Standard Deviation (SD) of PA Satisfaction according to the Demographic Groups

Groups	N	PAS	
		Mean	Standard Deviation
Gender			
Male	189	3.50	0.58
Female	113	3.46	0.65
Age			
15-24	46	3.49	0.53
25-34	214	3.48	0.61
35-44	33	3.46	0.72
45 and above	9	3.76	0.35
Years of Service			
Less than 1 Year	33	3.66	0.51
Between 1-3 Years	116	3.43	0.53
Between 3-5 Years	64	3.27	0.70
Above 5 Years	89	3.66	0.60
Current Level			
Senior	60	3.53	0.56
Middle	160	3.47	0.59
Junior	82	3.50	0.65
Marital Status			
Single	163	3.47	0.54
Married	137	3.52	0.66
Others	2	2.75	0.59
Educational Level			
Upto Higher Secondary	4	3.67	0.30
Bachelor's Degree	150	3.47	0.53
Master's Degree	140	3.52	0.63
Above Masters'	8	3.23	1.21
Earning (NRs.)			
Upto 25000	38	3.53	0.58
25001-50000	155	3.45	0.58
50001- 75000	63	3.39	0.64
Above 75000	46	3.70	0.59

Level of Organizational Commitment

The mean and standard deviation values representing the level of OC with respect to different demographic variables (gender, age, years of service, current

level, marital status, educational level and earning) are presented in table 7. The above average mean value of OC on 1 to 5 likert scale indicated that most of the participants had perceived some level of commitment towards their jobs. Standard deviation values in all the cases (except Upto Higher Secondary in educational level) were below 1 which symbolizes that there was less variance in the participants' responses.

Table 7

Mean and Standard Deviation (SD) of OC according to the Demographic Groups

Groups	N	OC	
		Mean	Standard Deviation
Gender			
Male	189	3.32	0.62
Female	113	3.49	0.52
Age			
15-24	46	3.34	0.59
25-34	214	3.38	0.59
35-44	33	3.38	0.57
45 and above	9	3.69	0.58
Years of Service			
Less than 1 Year	33	3.48	0.53
Between 1-3 Years	116	3.31	0.58
Between 3-5 Years	64	3.32	0.62
Above 5 Years	89	3.49	0.59
Current Level			
Senior	60	3.23	0.58
Middle	160	3.38	0.59
Junior	82	3.50	0.58
Marital Status			
Single	163	3.35	0.60
Married	137	3.42	0.57
Others	2	3.80	0.28
Educational Level			
Upto Higher Secondary	4	3.75	1.08
Bachelor's Degree	150	3.38	0.55
Master's Degree	140	3.41	0.58
Above Masters'	8	2.85	0.98
Earning (NRs.)			
Upto 25000	38	3.52	0.57
25001-50000	155	3.40	0.56
50001- 75000	63	3.37	0.61
Above 75000	46	3.23	0.66

Level of Turnover Intention

The mean and standard deviation values representing the level of TI with respect to different demographic variables (gender, age, years of service, current level, marital status, educational level and earning) are presented in table 8. The average mean value of TI on 1 to 5 likert scale indicated that most of the participants had perceived some level of intention to quit their jobs. Standard deviation values in all the cases (except in educational level) were below 1 which symbolizes that there was less variance in the participants' responses.

Table 8
Mean and Standard Deviation (SD) of TI according to the Demographic Groups

Groups	N	TI	
		Mean	Standard Deviation
Gender			
Male	189	3.00	0.77
Female	113	2.82	0.77
Age			
15-24	46	2.77	0.75
25-34	214	2.97	0.76
35-44	33	2.81	0.85
45 and above	9	3.31	0.85
Years of Service			
Less than 1 Year	33	2.72	0.71
Between 1-3 Years	116	2.99	0.73
Between 3-5 Years	64	3.03	0.83
Above 5 Years	89	2.87	0.81
Current Level			
Senior	60	3.01	0.79
Middle	160	2.98	0.80
Junior	82	2.79	0.70
Marital Status			
Single	163	2.96	0.77
Married	137	2.89	0.78
Others	2	4.00	0.57
Educational Level			
Upto Higher Secondary	4	3.40	1.10
Bachelor's Degree	150	2.91	0.76
Master's Degree	140	2.95	0.77
Above Masters'	8	2.88	1.06
Earning (NRs.)			
Upto 25000	38	2.84	0.77
25001-50000	155	2.92	0.75
50001- 75000	63	3.03	0.70
Above 75000	46	2.93	0.95

Relationships between IM, PA Satisfaction and Work Outcomes

The relationships between independent and dependent variables were examined using two methods: correlation analysis and multiple regression analysis as explained below.

Correlation Analysis

The results from Pearson correlation coefficient were used to assess the nature and strength of relationship between the study variables.

Table 9
Correlations between Study Variables

	Mean	Standard Deviation	PAS	IM	OC	TI
PAS	3.49	0.60	1			
IM	3.65	0.60	0.51**	1		
OC	3.39	0.59	0.42**	0.44**	1	
TI	2.93	0.78	-0.27**	-0.29**	-0.28**	1

Note. **. Correlation is significant at the 0.01 level (2-tailed).

PAS = PA Satisfaction, IM = Intrinsic Motivation, TI = Turnover Intention, OC = Organizational Commitment.

* $p < 0.05$; ** $p < 0.01$.

The mean and standard deviation values of each of the study variables are tabulated in table 9. The mean score 3.49 (SD = 0.60) suggests that employees have high level of satisfaction about their PA system at their work. The IM level of the employees working in Nepali service sectors is above average with mean score 3.65 (SD 0.60). Likewise, they perceive their OC level at work above average, mean score 3.39 (SD 0.59). It can be observed that the employees' are committed with their present jobs but they have intention to switch their jobs (mean 2.93, SD 0.78).

Table 9 also illustrates the Pearson's correlation coefficients of the study variables. It can be observed that there exists a positive and significant relationship between PA satisfaction and OC that has a significant correlation value of 0.42 at level 10% level of significance. But, TI have a negative relationship with PA satisfaction at 0.01 significance levels with correlation value of 0.27. Likewise, IM

has positive relationship with OC and negative relationship with TI with correlation values 0.42 and 0.27 respectively at 0.01 significance level.

Of the two independent variables i.e. IM and PA satisfaction, IM is more strongly related with OC as compared to PA satisfaction by 0.02 points. Similarly, TI has higher impact of IM than PA satisfaction by 0.02 points (though the difference is very less). Therefore, IM has higher effects on work outcomes.

Multiple Regression Analysis

The multiple linear regression analysis was used to evaluate outcome variables; OC and TI. Demographic variables to record the characteristics of respondents like gender, age, years of service, current level, marital status, educational level and earning were included in the study. Also, the impact of different sectors is also tested in the regression. The two separate regression models are given below:

$$OC = \beta_0 + \beta_1IM + \beta_2PAS + \beta_3GEND + \beta_4AGE + \beta_5YRSERV + \beta_6CL + \beta_7MS + \beta_7EDU + \beta_7EAR + \beta_8SEC + e... \text{ (Equation 1)}$$

$$TI = \beta_0 + \beta_1IM + \beta_2PAS + \beta_3GEND + \beta_4AGE + \beta_5YRSERV + \beta_6CL + \beta_7MS + \beta_7EDU + \beta_7EAR + \beta_8SEC + e... \text{ (Equation 2)}$$

Where,

$OC =$	Organizational Commitment
$IM =$	Intrinsic Motivation
$PAS =$	PA Satisfaction
$TI =$	Turnover Intention
$GEND =$	Gender
$AGE =$	Age
$YRSERV =$	Years of Service
$CL =$	Current Level
$MS =$	Marital Status
$EDU =$	Educational Level
$EAR =$	Earning Per Month

SEC= Sectors

e = Error Term

Table 10

Regression Results of OC as Dependent Variable and IM & PA as Independent Variables

Model	Unstandardized Coefficients		Sig.	R Square	Adjusted R Square	F	Sig.
	B	Std. Error					
(Constant)	1.20	0.36	0.00	0.32	0.30	13.76	0.00
PAS	0.27	0.06	0.00				
IM	0.30	0.06	0.00				
Gender	0.14	0.06	0.02				
Age	0.09	0.06	0.11				
Years of Service	0.02	0.04	0.63				
Current Level	0.09	0.06	0.13				
Marital Status	0.09	0.07	0.18				
Educational Level	-0.08	0.06	0.20				
Earning per month	-0.08	0.04	0.06				
Sector	-0.04	0.05	0.40				

Note. Dependent Variable: OC.

Table 11

Regression Results of TI as Dependent Variable and IM & PA as Independent Variables

	Unstandardized Coefficients		Sig.	R Square	Adjusted R Square		F	Sig.
	B	Std. Error						
(Constant)	4.55	0.53	0.00	0.14	0.11	4.71	0.00	
PAS	-0.22	0.08	0.01					
IM	-0.29	0.08	0.00					
Gender	-0.15	0.09	0.12					
Age	0.12	0.08	0.17					
Years of Service	0.03	0.06	0.58					
Current Level	-0.03	0.09	0.72					
Marital Status	-0.07	0.10	0.47					
Educational Level	-0.01	0.09	0.89					
Earning per month	-0.01	0.06	0.88					
Sector	0.09	0.07	0.20					

Note. Dependent Variable: TI.

The regression results as depicted in table 10 and 11 show the same results from correlation analysis. It was revealed that both the models are significant with F values of 13.76 and 4.71 respectively at 10 % level of significance. R Square values in the model summary data explains that 32% of variability in OC and 14% variability in TI is accounted by IM and PA satisfaction, meaning that IM and PAS both are important predictors of OC and TI. The unstandardized beta coefficients of PAS and IM are statistically significant at 10 % level of significance. Also, the positive beta values shows the positive relationships of OC with IM and PAS. Likewise, the negative beta values shows the negative relationships of TI with IM and PAS. Most of the beta values representing different demographic variables and sectors seem to be insignificant which means these variables are less important in the analysis. However,

the beta values for gender and earning per month shows significant differences at 10% level of significance which are further tested using one way ANOVA.

Diagnostic Tests

Some diagnostic tests were carried out to test the normality, multicollinearity, homoscedasticity and absence of outliers in the study data.

Table 12

Normality in Distribution

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
TI	0.12	0.14	0.16	0.28
PAS	-0.54	0.14	0.51	0.28
IM	-0.62	0.14	1.21	0.28
OC	-0.49	0.14	0.90	0.28

Histogram: Residual from OC Regression

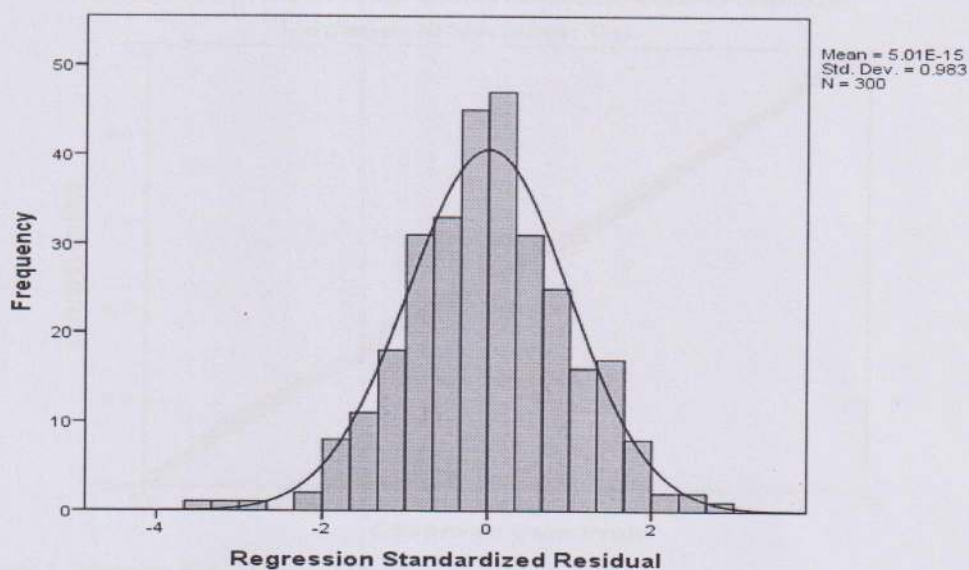


Figure 3. Histogram showing normality in OC

Histogram: Residual from TI Regression

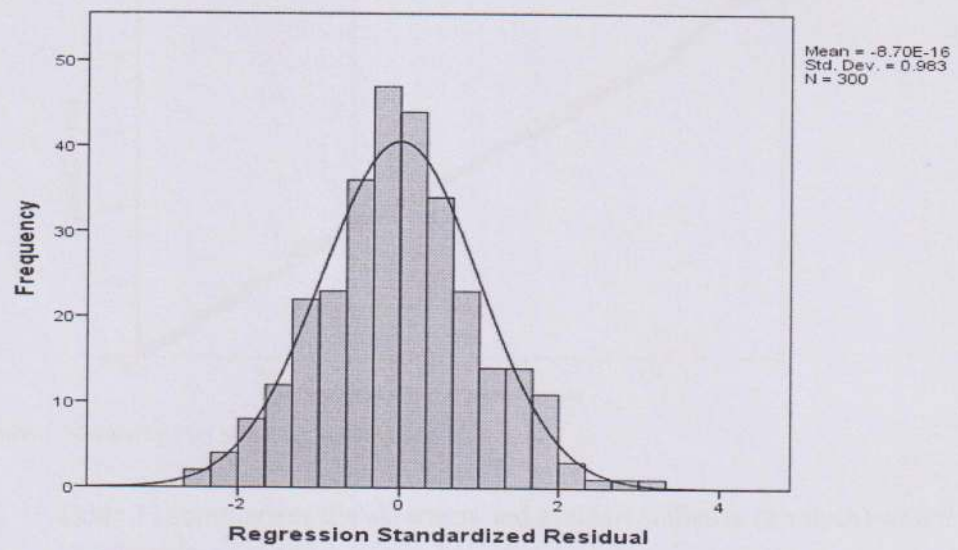


Figure 4. Histogram showing normality in TI

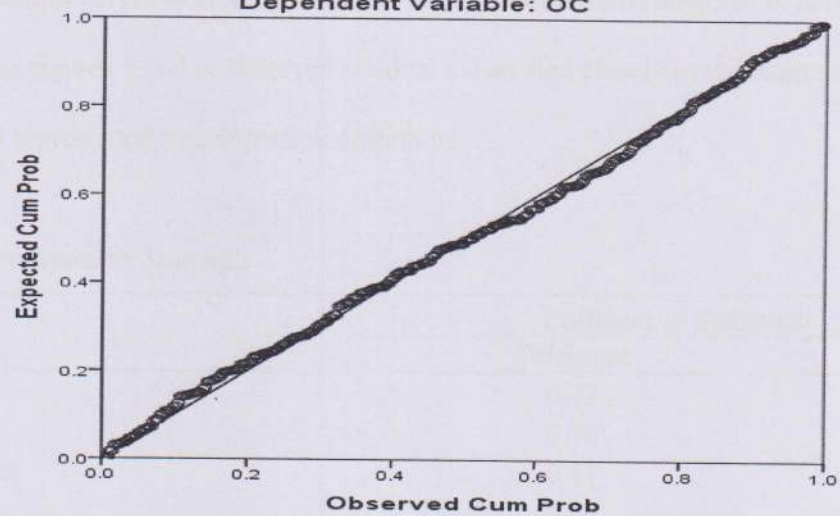
Normal P-P Plot of Regression Standardized Residual
Dependent Variable: OC

Figure 5. Normality Plot showing normality in OC

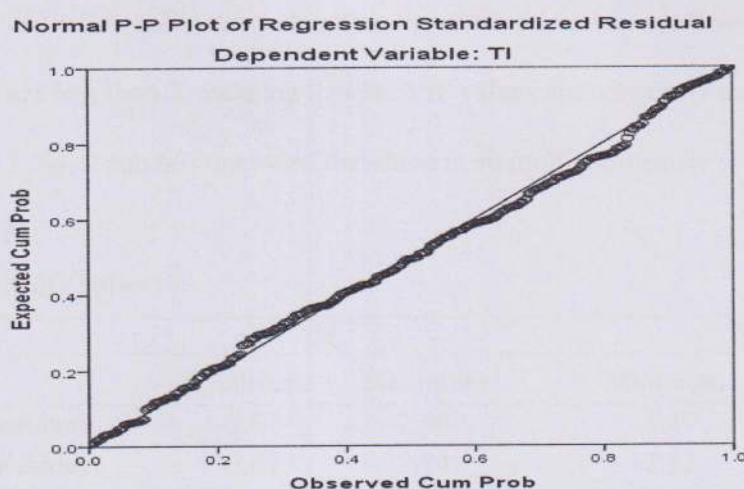


Figure 6. Normality Plot showing normality in TI

Table 12 summarizes the skewness and kurtosis statistics (z values) which lies between ± 1.96 and standard error of 0.14 and 0.28, indicating sign of normality. The two diagrams representing histograms in figure 3 and 4 shows a bell shaped normal distribution curve. Normality in the distribution can also be depicted in normality plots in figures 5 and 6; observed residual values lied closely to the diagonal lines which represented true normal distributions.

Table 13

Multicollinearity Statistics

	Collinearity Statistics	
	Tolerance	VIF
PAS	0.72	1.39
IM	0.70	1.42
Gender	0.87	1.15
Age	0.65	1.53
Years of Service	0.55	1.83
Current Level	0.51	1.96
Marital Status	0.65	1.54
Educational Level	0.70	1.42
Earning per Month	0.57	1.74
Sector	0.52	1.91

Note. Dependent Variables: OC, TI.

Based on collinearity statistics, the obtained variance inflation factor (VIF) values are less than 2, meaning that the VIF values are between 1 to 10 as shown in table 13. So, it can be concluded that there is no multicollinearity symptoms.

Table 14

Absence of Outliers

	OC		TI	
	Minimum	Maximum	Minimum	Maximum
Std. Residual	-3.61	2.90	-2.47	3.20
Stud. Residual	-3.67	2.94	-2.52	3.44
Cook's Distance	0.00	0.05	0.00	0.17

The residuals statistics showed in the table 14 indicated that maximum Cook's distance was 0.05 and 0.17 (< 1) and standard residual was in between ± 4 which suggest only few outliers in the data.

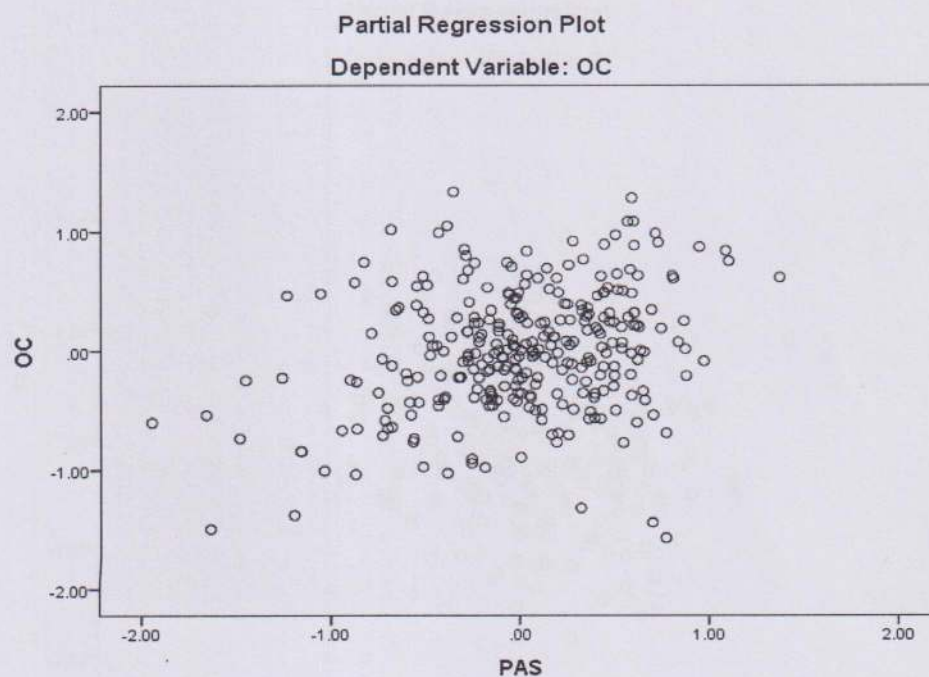


Figure 7. Scatter Plot showing normality in OC due to PAS

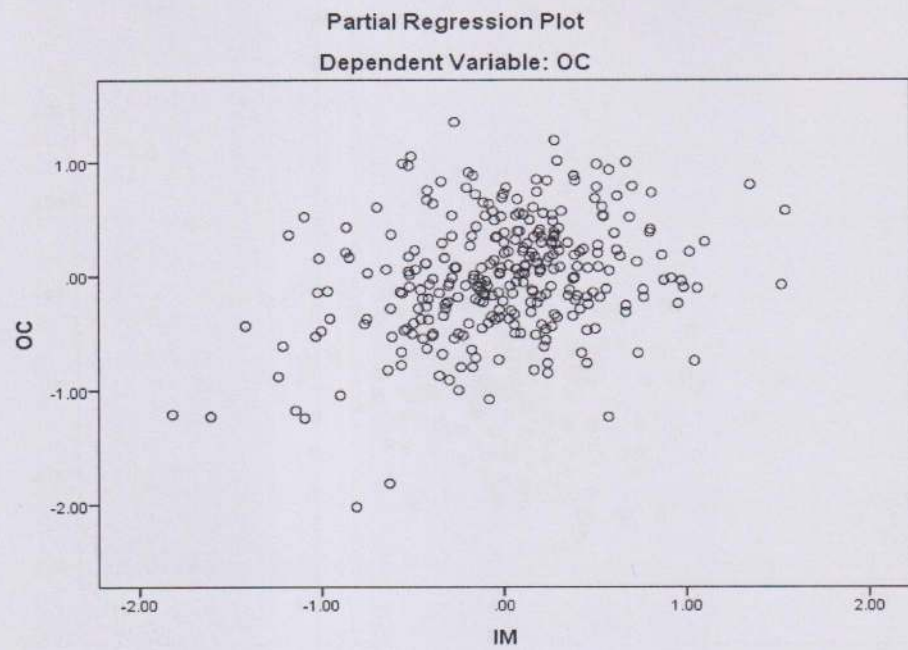


Figure 8. Scatter Plot showing normality in OC due to IM

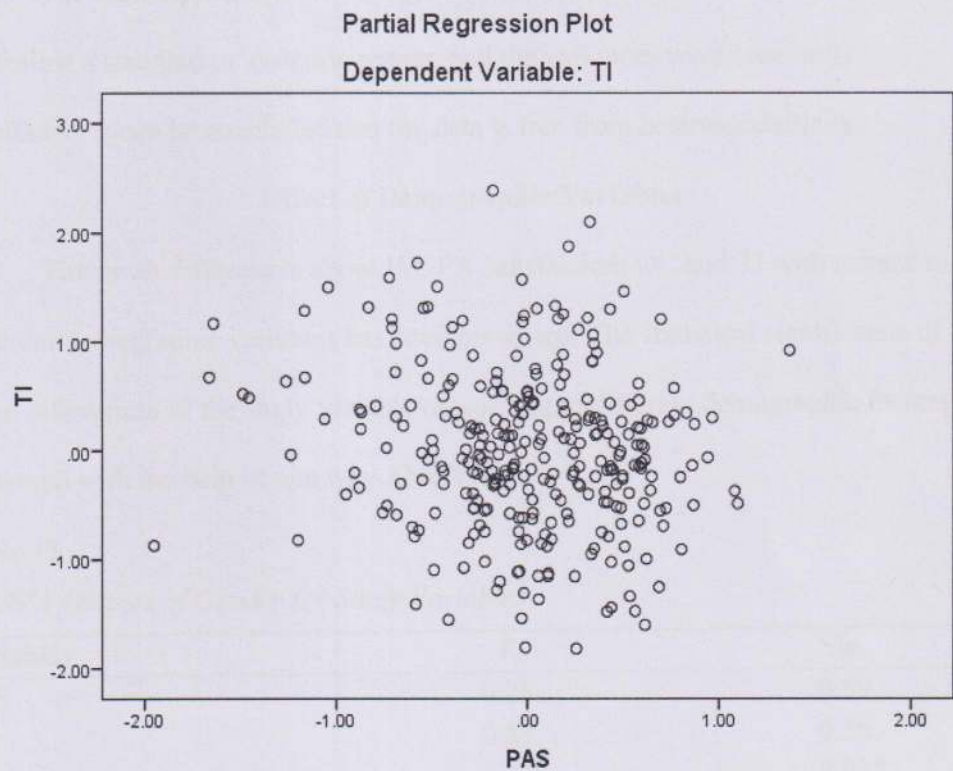


Figure 9. Scatter Plot showing normality in TI due to PAS

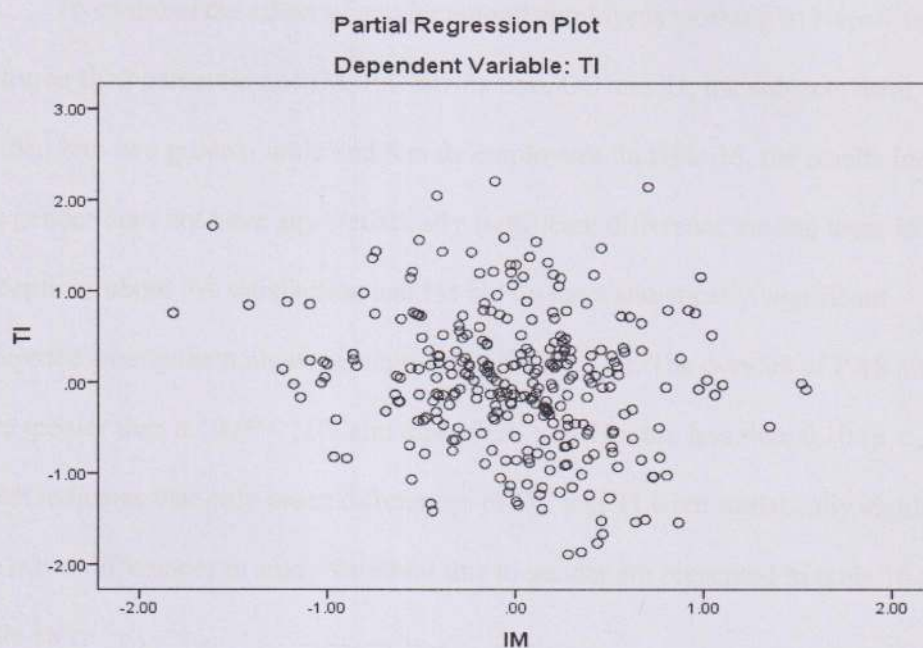


Figure 10. Scatter Plot showing normality in TI due to IM

The scatter plots depicted in figures 7, 8, 9 and 10 showed that residuals did not follow a standard or systemic pattern and the variances were constantly distributed. It can be concluded that the data is free from heteroscedasticity.

Effect of Demographic Variables

The mean differences about IM, PA satisfaction, OC and TI with respect to different demographic variables has been presented. The statistical significance of mean differences of the study variables according to different demographic factors are measured with the help of one way ANOVA.

Table 15

ANOVA Outputs of Gender for Study Variables

Variables	F	Sig.
PAS	0.29	0.59
IM	0.85	0.36
OC	5.42	0.02*
TI	3.76	0.05*

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of gender among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into two groups- male and female employees. In table 15, the results indicate that gender does not have any statistically significant difference among them in their perceptions about PA satisfaction and IM but do have statistically significant difference among them about perceptions on OC and TI. The p-value of PAS and IM were greater than 0.10 ($P < .10$) and that of OC and TI were less than 0.10 ($p < .10$) which indicates that only mean differences of OC and TI were statistically significant. The mean differences in study variables due to gender are presented in table 16.

Table 16

Mean Differences of Gender for Study Variables

		N	Mean	Std. Deviation
PAS	Male	189	3.50	0.58
	Female	113	3.46	0.65
IM	Male	189	3.67	0.61
	Female	113	3.61	0.59
OC	Male	189	3.32	0.62
	Female	113	3.49	0.52
TI	Male	189	3.00	0.77
	Female	113	2.82	0.77

The descriptive statistics presented in table 16 shows high difference exist between males and females in OC (0.17 points) and in TI (0.18 points) as compared to PAS and IM. It means that female employees have high level of commitment as compared to male employees. And, males have high intention to leave their jobs as compared to females.

Table 17

ANOVA Outputs of Age for Study Variables

Variables	F	Sig.
PAS	0.64	0.59
IM	1.06	0.37
OC	0.88	0.45
TI	1.82	0.14

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of age among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into four age groups- between 15 to 24 years of age, between 25 to 34 years of age, between 35 to 44 years of age and above 45 years of age. In table 17, the results indicate that age does not have any statistically significant difference among them in their perceptions about PA satisfaction, IM, OC and TI. The p-value of PAS, IM, OC and TI were greater than 0.10 ($P < .10$) which indicates that none of the study variables have statistically significant difference due to varying age groups.

Table 18

ANOVA Outputs of Years of Service for Study Variables

Variables	F	Sig.
PAS	6.67	0.00*
IM	1.47	0.22
OC	2.26	0.11
TI	1.59	0.19

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of years of service or tenure among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into four groups- less than one year, between 1-3 years, between 3-5 years and above five years. In table 18, the results indicate that years of service does not have any statistically significant difference among them in their perceptions about IM, OC and TI but do have statistically significant difference

among them about perceptions on PA satisfaction. The p-value of IM, OC and TI were greater than 0.10 ($P > .10$) and that of PAS was less than 0.10 ($p < .10$) which indicates that only mean differences of PAS was statistically significant. To find out between which groups the difference is significant, post- hoc test analysis results are presented in table 19.

Table 19

Post- Hoc Test Results According to Years of Service

Dependent Variable		Mean Difference	Std. Error	Sig.
PAS	Less than 1 Year - Between 1-3 Years	0.23	0.12	0.25
	Less than 1 Year - Between 3-5 Years	0.39*	0.13	0.02
	Less than 1 Year - Above 5 Years	0.01	0.12	1.00
	Between 1-3 Years - Less than 1 Year	-0.23	0.12	0.25
	Between 1-3 Years - Between 3-5 Years	0.15	0.09	0.42
	Between 1-3 Years - Above 5 Years	-0.23	0.08	0.06
	Between 3-5 Years - Less than 1 Year	-0.39*	0.13	0.02
	Between 3-5 Years - Between 1-3 Years	-0.15	0.09	0.42
	Between 3-5 Years - Above 5 Years	-0.38*	0.10	0.00
	Above 5 Years - Less than 1 Year	-0.01	0.12	1.00
	Above 5 Years - Between 1-3 Years	0.23	0.08	0.06
	Above 5 Years - Between 3-5 Years	0.38*	0.10	0.00

The results presented in table 19 about post-hoc analysis show that PA satisfaction differs significantly among employees due to their tenure. It can be referred that employees with tenure less than one year and above five years have highest level of satisfaction with PA as compared to others with mean difference value of 0.39 and 0.38 respectively.

Table 20

ANOVA Outputs of Current Level for Study Variables

Variables	F	Sig.
PAS	0.24	0.78
IM	0.38	0.68
OC	3.78	0.02*
TI	2.06	0.13

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of current level among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into three groups- senior level, middle level and junior level. In table 20, the results indicate that current level does not have any statistically significant difference among them in their perceptions about IM, PA satisfaction and TI but do have statistically significant difference among them about perceptions on OC. The p-value of IM, PAS and TI were greater than 0.10 ($P > .10$) and that of OC was less than 0.10 ($p < .10$) which indicates that only mean differences of OC was statistically significant. To find out between which groups the difference is significant, post- hoc test analysis results are presented in table 21.

Table 21

Post- Hoc Test Results According to Current Level

Dependent Variable		Mean Difference	Std. Error	Sig.
OC	Senior - Middle	-0.15	0.09	0.22
	Senior - Junior	-0.27*	0.10	0.02
	Middle - Senior	0.15	0.09	0.22
	Middle - Junior	-0.12	0.08	0.38
	Junior - Senior	0.27*	0.10	0.02
	Junior - Middle	0.12	0.08	0.33

In table 21, results from post-hoc analysis shows that OC level differs significantly among employees due to their work positions. It can be referred that employees working in junior level positions have highest level of commitment as compared to others with mean difference value of 0.27.

Table 22

ANOVA Outputs of Marital Status for Study Variables

Variables	F	Sig.
PAS	1.88	0.15
IM	1.39	0.25
OC	0.90	0.41
TI	2.28	0.11

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of marital status among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into three groups- single, married, and others. In table 22, the results indicate that marital status does not have any statistically significant difference among them in their perceptions about PA satisfaction, IM, OC and TI. The p-value of PAS, IM, OC and TI were greater than 0.10 ($P < .10$) which indicates that none of the study variables have statistically significant difference due to marital status.

Table 23

ANOVA Outputs of Educational Level for Study Variables

Variables	F	Sig.
PAS	0.78	0.51
IM	3.16	0.06*
OC	2.88	0.07*
TI	0.57	0.64

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of educational level among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into four age groups- up to higher secondary, Bachelor's degree, Master's degree and above Master's degree. In table 23, the results indicate that educational level does not have any statistically significant difference among them in their perceptions about PA satisfaction and TI but do have statistically significant difference among them about perceptions on IM and OC. The p-value of

PAS and TI were greater than 0.10 ($P > .10$) and that of OC and IM was less than 0.10 ($p < .10$) which indicates that only mean differences of OC and IM were statistically significant. To find out between which groups the difference is significant, post- hoc test analysis results are presented in table 24.

Table 24

Post- Hoc Test Results According to Educational Level

	Dependent Variable	Mean Difference	Std. Error	Sig.
IM	Higher Secondary - Bachelor's Degree	0.11	0.30	0.99
	Higher Secondary - Master's Degree	0.24	0.30	0.89
	Higher Secondary - Above Masters	0.69	0.36	0.31
	Bachelor's Degree - Higher Secondary	-0.11	0.30	0.99
	Bachelor's Degree - Master's Degree	0.13	0.07	0.35
	Bachelor's Degree - Above Masters	0.57*	0.22	0.07
	Master's Degree - Higher Secondary	-0.24	0.30	0.89
	Master's Degree - Bachelor's Degree	-0.13	0.07	0.35
	Master's Degree - Above Masters	0.45	0.22	0.24
	Above Master's - Higher Secondary	-0.69	0.36	0.31
	Above Master's - Bachelor's Degree	-0.57*	0.22	0.07
	Above Master's - Master's Degree	-0.45	0.22	0.24
OC	Higher Secondary - Bachelor's Degree	0.37	0.30	0.66
	Higher Secondary - Master's Degree	0.34	0.30	0.73
	Higher Secondary - Above Masters	0.90*	0.36	0.10
	Bachelor's Degree - Higher Secondary	-0.37	0.30	0.66
	Bachelor's Degree - Master's Degree	-0.03	0.07	0.97
	Bachelor's Degree - Above Masters	0.53	0.21	0.10
	Master's Degree - Higher Secondary	-0.34	0.30	0.73
	Master's Degree - Bachelor's Degree	0.03	0.07	0.97
	Master's Degree - Above Masters	0.56*	0.21	0.07
	Above Master's - Higher Secondary	-0.90*	0.36	0.10
	Above Master's - Bachelor's Degree	-0.53	0.21	0.10
	Above Master's - Master's Degree	-0.56*	0.21	0.07

In table 24, results from post-hoc analysis shows that IM and OC level differs significantly among employees due to their education level. It can be referred that employees holding Bachelor's degree have highest level of IM as compared to others with mean difference value of 0.57. Also, the OC of employees holding a higher secondary and Master's degree is high than those holding above Master's degrees with mean differences of 0.90 and 0.56 respectively.

Table 25

ANOVA Outputs of Earning per Month for Study Variables

Variables	F	Sig.
PAS	2.60	0.52
IM	0.65	0.59
OC	1.74	0.16
TI	0.50	0.68

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

To examine the effect of earning per month among employees working in Nepali service sector on their perception of IM, PA satisfaction, OC and TI, the subjects were divided into four earning groups- up to NRs. 25,000, between NRs. 25,001 to 50,000, between NRs. 50,001 to 75,000 and above NRs. 75,000. In table 25, the results indicate that earning per month does not have any statistically significant difference among them in their perceptions about PA satisfaction, IM, OC and TI. The p-value of PAS, IM, OC and TI were greater than 0.10 ($P < .10$) which indicates that none of the study variables have statistically significant difference due to earning level of employees.

Comparative Analysis

The mean differences about IM, PA satisfaction, OC and TI with respect to three service sectors (Banking, INGOs and IT companies) has been presented in the table 26.

Table 26

Mean and Standard Deviation (SD) of Study Variables According to the Different Sectors

	Variables	N	Mean	SD
AS	Banks	128	3.41	0.69
	INGOs	71	3.66	0.51
	IT	101	3.46	0.52
IM	Banks	128	3.56	0.67
	INGOs	71	3.73	0.54
	IT	103	3.70	0.53
OC	Banks	128	3.46	0.66
	INGOs	71	3.37	0.46
	IT	103	3.30	0.56
TI	Banks	128	2.87	0.79
	INGOs	71	2.97	0.76
	IT	103	3.00	0.76

Note. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

As shown in the table 26, there are mean differences in the levels of PA, IM, OC and TI within three different service sectors. But such differences may or may not be statistically significant, so one way ANOVA test has been computed as tabulated in table 27. It helps to measure the statistical significance of mean differences of the study variables according to different service sectors. Standard deviation values in all the cases were below 1 which symbolizes that there was less variance in the participants' responses.

Table 27

ANOVA Outputs of Different Sectors for Study Variables

Variables	F	Sig.
PAS	4.25	0.02*
IM	2.30	0.11
OC	2.20	0.11
TI	0.91	0.40

Note. The mean difference is significant at 0.10 significance levels. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

Another finding depicted that there is statistically significant difference in perceptions of OC due to gender, current level and educational level has practical implication. The HR personnel in these organizations should first understand motivating factors for each gender (males and females), each position/level (junior, middle and senior), people with varying education/skillsets and introduce appropriate motivating factors like pay packages, promotion criteria, job security and other facilities. Likewise, it was found significant difference in the perception of PA satisfaction due to years of service. On the basis of this finding it would be wise to develop motivation strategies for employees according to their tenure. For example, employee recognition on company annual day who has served company for five years. Another finding indicated impact of different sectors on PA satisfaction. It can be inferred that different kind of appraisal system should be used according to the type and nature of organizations; a single appraisal method might not be applicable to every organization.

The implications of this study are not only limited to practice but do have few research implications as discussed below. This study helps to reveal the importance of IM and PA satisfaction and its relationships with work-outcomes like OC and TI in context of three service sectors in Nepal. Further research can be suggested to measure the predictors of IM and PA satisfaction and attempt to investigate the effect of IM/PA satisfaction on other types of employee outcomes such as job satisfaction, job involvement and employee absenteeism. PA may lead to better compensation and promotion.

Likewise, IM itself can be examined as a moderating/ mediating variable in the same study. Additional factors like organizational structure, working environment and culture may mediate/moderate the relationship between IM/ PA satisfaction and

The subjects were divided into three categories with regard to their service sectors- banking, INGOs and IT companies. In the above table 27, the results indicate that the service sector does have statistically significant difference among them in their perceptions about PA satisfaction but not any statistically significant difference among them about IM, OC and TI. The p-value of PAS was less than 0.10 ($P < .10$) and those of IM, OC and TI were greater than 0.10 ($p < .10$) which indicates that only mean differences of PA satisfaction were statistically significant. To find out between which sectors the difference is significant, post- hoc test analysis results are presented in table 28.

Table 28

Post- Hoc Test Results According to Service Sectors

Dependent Variable		Mean Difference	Std. Error	Sig.
PAS	Banks – INGOs	-0.25*	0.09	0.01
	Banks – IT	-0.06	0.08	0.76
	INGOs - Banks	0.25*	0.09	0.01
	INGOs – IT	0.20	0.09	0.08
	IT – Banks	0.06	0.08	0.76
	IT – INGOs	-0.20	0.09	0.08

In table 28, results from post-hoc analysis shows that PA satisfaction differs significantly among employees working in different service sectors. It can be referred that employees working in INGOs have highest level of satisfaction with PA as compared to others with mean difference value of 0.25.

Hypothesis Testing

Based on the results of correlation and regression analysis presented, the hypothesis regarding positive relationship between IM and OC and the hypothesis regarding negative relationship between IM and TI were supported. Therefore, hypothesis one and two were fully supported. Likewise, the hypothesis three regarding positive relationship between PA satisfaction and OC and the hypothesis

four regarding negative relationship between PA satisfaction and TI were also fully supported. The summary of hypothesis testing has been tabulated in the table 29 and 30.

Table 29

Summary of Hypotheses Testing (H1 to H4)

Hypothesis	Independent Variables	Dependent Variables	Hypothesized relationships	Findings
H1	Intrinsic Motivation	Organizational Commitment	Positive	Supported
H2	Intrinsic Motivation	Turnover Intention	Negative	Supported
H3	PA Satisfaction	Organizational Commitment	Positive	Supported
H4	PA Satisfaction	Turnover Intention	Negative	Supported

Table 30

Summary of Hypotheses Testing (H5 to H6)

	Demographic Variables	Study Variables	Significant Impact
H5 (I)	Gender	IM	No
		PAS	No
		OC	Yes
		TI	Yes
H5 (II)	Age	IM	No
		PAS	No
		OC	No
		TI	No
H5 (III)	Years of Service	IM	No
		PAS	Yes
		OC	No
		TI	No
H5 (IV)	Current Level	IM	No
		PAS	No
		OC	Yes
		TI	No
H5 (V)	Marital Status	IM	No
		PAS	No
		OC	No
		TI	No
H5 (VI)	Educational Level	IM	Yes
		PAS	No
		OC	Yes
		TI	No
H5 (VII)	Earnings	IM	No
		PAS	No
		OC	No
		TI	No
H6	Sectors	IM	No
		PAS	Yes
		OC	No
		TI	No

Note. PAS = PA Satisfaction, IM = Intrinsic Motivation, OC = Organizational Commitment, TI = Turnover Intention.

CHAPTER V

SUMMARY, DISCUSSION AND IMPLICATIONS

This chapter is divided into four sections. The major findings of the study and the discussions of those findings in relevance of Nepali context is presented. Practical and research implications of the study are discussed based on the findings. A critique of the study highlighting the limitations and possibility of further improvements is also made at the end.

Summary

The major focus of the present empirical study was to examine the effect of IM and PA satisfaction on OC and TI among 302 employees working in three different service sectors (banking, INGOs and IT companies) of Kathmandu Valley. It also aimed to test the significant differences in the employees' perceptions about the study variables due to different demographic variables and due to different sectors. Four hypotheses were examined to test the direct effects of IM and PA satisfaction on work-outcomes. Likewise, to test the demographic and sector-wise effect, other two hypotheses were formulated.

The findings of the study proved that there is a direct positive relationship between IM and OC and a negative direct relationship between IM and TI. Evidence was also found to establish positive direct relationship between PA satisfaction and OC and negative relationship between PA satisfaction and TI.

The results also indicated that the demographic variables do have statistically significant difference in the employees' perceptions about IM, PA satisfaction, OC and TI. Gender, years of service, current work position and educational level do have

statistically significant difference in the employees' perception about the study variables. The results indicated higher level of OC in females than in males and in junior level employees as compared to middle and senior levels. Also, the OC level of employees holding a higher secondary and Master's degree found to be higher than those holding above Master's degrees.

Employees with tenure less than one year and above 5 years have highest level of satisfaction with PA. Also, sector have significant difference in the perceptions of PA satisfaction; employees working in INGOs have highest level of satisfaction with their appraisal systems as compared to other sectors.

With regard to the perception about TI, it is found that males have high intention to leave their jobs as compared to females. Similarly, educational level also have effect on employees' perception about their IM. It is indicated that the employees holding Bachelor's degree have highest level of IM as compared to others.

Discussion

Most of the findings of the study were in the hypothesized direction. The first and second hypotheses stated the influence of IM on OC positively and TI negatively. The results were similar to previous findings in both the cases. A study conducted in Malaysian Private Universities among 247 academics found that IM is significantly correlated with the three components of commitment namely; affective, continuance and normative commitment (Choong, Wong, & Lau, 2011). Similarly, same were the results in the study of Zadeh, Moradi and Veisi (2016) conducted among 250 physical education teachers. Likewise, Ganesan and Weitz (1996) in their study found the strong effect of IM on TI. Significant and empirical correlation between IM and TI were also found in a study by Khan, Khan, Ahmed and Zakirullah (2009). These findings also have relevance in Nepali context as a research conducted

in Nepali insurance industry by Bhattarai (2014) also empirically confirmed these relationships. It can be concluded that despite different organizations and countries too, when employees are intrinsically motivated they will be committed towards their jobs and ultimately reduces turnover rate.

The results of the correlation and multiple regression analysis showed that PA satisfaction had positive impact on OC accepting the third hypothesis that when employees are satisfied with the appraisal system in their organization, their commitment level towards work is high. This finding is consistent with the findings of other previous studies like that of Katavich (2013) and a number of studies (e.g. Singh & Rana, 2015; Singh & Mohanty, 2011; Kuvaas, 2006). The existence of the above relationship in Nepali service sector can be explained by a certain cultural context of our society. PA outcomes in our society are driven by increase in pay in most of the organizations. The reason behind it can be Nepal being a developing country, a large chunk of people are still struggling to fulfill their basic needs and in such scenarios, monetary benefits become most important. Therefore, it can be concluded that in developing countries like Nepal, when PA is linked to monetary benefits employees are likely to be satisfied and enhance their commitment level towards the organization. Also, one study in Nepali commercial bank, development bank and finance companies by Shrestha (2015) found that OC of the employees affected significantly by role of supervisor and training programs. It can be inferred that PA satisfaction plays an important role in enhancing employees commitment level in Nepali service sectors, specifically in banking, INGOs and IT companies.

The results also provide empirical evidence supporting the fourth hypothesis about negative relationship between PA satisfaction and TI that means when an appraisee is unsatisfied with the appraisal system in her or his organization, she or he

plans to quit the job in near future or starts seeking for new opportunities. This finding provide additional empirical evidence to various previous researches (e.g. Bekele, Shigutu, & Tensay, 2014; Katavich, 2013; Ahmed & Akbar, 2010; Vignaswaran, 2005) about the negative influence on employees' TI due to appraisal process at their organizations. The relevancy of this finding is remarked by Biswakarma (2016) in his study conducted in Nepali commercial banks. He wrote that promotion speed and remuneration growth of the employees are vital to retain and encourage them towards their contribution in the effectiveness and productivity of the organizations. Since promotion speed and remuneration growth are outcomes of PA system, it can be inferred that when outcomes of PA are not satisfactory or in other words, when employees' satisfaction with their PA is not up to their expectation, they are likely to have a future plan to quit their jobs. Also, different studies have found negative correlations between PA satisfaction and TI as mentioned by Kuvaas (2006) in his study. He further wrote that employees working on exciting and interesting roles are less interested in quitting their jobs.

The fifth hypothesis was related to the effect of demographic variables on both the independent and dependent variables. The one way ANOVA results indicated that gender does have statistically significant difference among them in their perceptions about dependent variables but no any statistically significant difference among them about the independent variables. It means that males and females working in different service sectors i.e. banking, INGOs and IT companies have varying levels of commitment towards their work. Also, they differ in their perception about intention to quit their jobs. The results found that females are more committed towards their jobs than males and males have high intention to leave their jobs as compared to females; these two findings support each other meaning females are committed so it is

less likely that they switch their jobs. The finding related to OC is supported by similar results of those studies in the past which indicated existence of some differences in level of commitment due to gender (Kokubun, 2017). But, there was found no significant difference in the perception of TI due to gender in previous studies which is contradictory with the finding of present study. The results depicted that the TI in females was high as compared to males due to lower pays, tenure and weak attachments to their jobs (Jusoff, Ismail, Ali, & Kassim, 2009). Cotton and Tuttle (1986) in their study found that females were more likely to quit their current jobs than their male counter-parts. The commitment level of females might be high due to various reasons like working environment and non-monetary benefits in Nepali context which results in less intention to quit their jobs. For example, banks provide different facilities to employees like provident fund, insurance facilities, loan facilities and safe as well as good working environment rather than handsome salaries. This factor is a motivating factor for females than males because as per our societal and cultural values males are more responsible to earn living than females. So, males are more concerned about monetary benefits than non-monetary ones which might affect their commitment level adversely in these organizations and they might have high intention to switch their jobs.

In the same way, previous studies also established differences in PA satisfaction and IM due to effect of gender (e.g. Gautam & Adhikari, 2016; Ufuophu-Biri & Iwu, 2014; Tiraieyari & Uli, 2011; Arnanian-Kepuladze, 2010; Sturman, 2003). The previous results contradicts the findings of the present study in this context. The results found no statistically significant differences in the perceptions of PA satisfaction and IM level due to gender. The reasons behind this finding could be equal treatment of both the gender in these organizations. Since they are being treated

equally in terms of pay, promotion, benefits, facilities, working environment, there is no question of difference in their perception about PA satisfaction.

The study found statistically significant differences in the perception of PA satisfaction due to years of service or tenure. The respondents in the present study were divided into four groups according to years of service as: less than one year, between 1-3 years, between 3-5 years and above five years. Employees with long and short tenure in an organization have different factors of motivation and organizations are required to provide promotion packages and other facilities keeping such factors in mind. But in real scenarios, these practices are very limited and this might be a reason for differences in the perceptions of PA satisfaction.

The results also indicated significant differences in the perception of OC due to current level or position of employees. The respondents in the present study were divided into three groups- senior level, middle level and junior level. Specifically, it was found that employees working in junior level positions have highest level of commitment as compared to others. This finding is contradictory from results of study by Shrestha (2015) conducted in financial institutions of Nepal. She found that job position do not have any significant difference on OC of employees in financial institutions. The contradiction in results may be due to choice of sample in both the studies. The present study collected data from three service sectors operating inside the valley unlike Shrestha (2015) as she used sample from only financial institutions operating out of valley. Therefore, it might be the case that OC of employees working in banks, INGOs and IT companies may differ due to their current work position. In Nepali context, one reason for high commitment level of junior level employees in these organizations may be that fresh graduates look for better learning and career advancement opportunities at their early ages rather than benefits. And the

organizations like banks, INGOs and IT companies have good working processes, learning environment and uses technical tools/templates which becomes a motivating factor for junior employees. However, the present finding is similar to results from a study conducted by Hung (2016).

In the like manner, significant differences were recorded in the perceptions of OC and IM due to educational level. It was found that the OC level of employees holding higher secondary and Master's degree is higher than those holding above Master's degrees and the employees holding Bachelor's degree have highest level of IM as compared to others. It means that employees with average educational level and high level of IM are more satisfied and committed towards their jobs. This finding is consistent with the results from previous researches which studied impact of demographic variables on OC and motivation (e.g. Jackalas, Martins, & Ungerer, 2016). In Nepali context, employees with average education and high IM might have high job commitment as they do not have high expectations from their jobs as compared to employees who have above Master's degrees. It is obvious that people with higher degrees have higher expectations as they had huge investment in their studies and when they are not paid as per the expectations it leads to demotivation and frustration. And, as Nepal is a developing countries it has been difficult for service sector companies here to hire such employees and retain them for longer period of time.

Previous studies found significant impact of age, marital status and earnings on motivation, PA satisfaction, commitment and TI (e.g., Jena, 2015; Emiroglua, Akovab, & Tanriverdic, 2015). But the results of the present study contradicts with past empirical findings; no significant impact of age, marital status and earnings was found on the study variables. Nepali culture and life-style has been influenced by

Western culture largely in the context of new generations. In the twenty-first century, people are unwilling to change their life style despite their marital status and age; they prefer to be independent and work for their own living and old age too. Therefore, these variables might not have impact on the study variables.

The one way ANOVA results also indicated that the service sector does have statistically significant difference among them in their perceptions about PA satisfaction but no statistically significant difference among them about IM, OC and TI. The people working in INGOs have highest level of PA satisfaction than in other sectors partially supporting the seventh hypothesis. This is a novel comparative finding across different service sectors in Nepali organizations. It can be inferred that INGOs are practicing the most efficient methods of PA as compared to IT companies and banks. Also, the use of technology might be a factor for efficient appraisal system in these organizations like the use of HRIS (Human Resource Information System). However, the HR managers in IT companies and banks are trying to retain and motivate their employees by improving the appraisal methods at their organizations gradually.

This study thus empirically establishes the effect of IM and PA satisfaction on work-outcomes (OC and TI).

Practical and Research Implications

The findings of this empirical work has both practical as well as research implications. The result can be a guideline for HR managers in preparing policies related to motivating employees and PA in their organizations. The knowledge about the effect of employees' appraisal and their motivation level on outcomes towards their jobs is gained. The study can be insightful about the importance to motivate

employees and enhance their appraisal system in service industry in Nepal to address critical issues like turnover.

It was found that IM has direct impact on employees' OC and TI. So, it will be wise to hire employees who are self-motivated than those who need to be motivated. The recruitment team at these companies can include some questions indicating self-motivation in the interviews or written test during hiring process. Different psychological questionnaires are readily available to test the IM level of candidates. However, IM is an individual feature of an employee which can change overtime with age, experience or other factors but it can be used while comparing two candidates for one vacant position at some point of time. Therefore, this finding can have significant practical implications in developing an efficient and committed work-teams at these companies. The hiring and motivation strategies for service industries can have valuable input from the current research findings.

The direct relationship of PA satisfaction with OC and TI was also established. Therefore, HR managers can further investigate about the ways to improve appraisal systems and motivation strategies in their organizations which will enhance employee motivation and commitment level of employees as well as reduce employees' intention to leave jobs in Nepali service sector.

The results indicated that level of IM, PA satisfaction and OC is above average in most of the cases across various demographic groups. Therefore, it is a positive sign that the service industries i.e. banking, INGOs and IT companies in Nepal are giving importance to motivation strategies and PA practices in their organizations. However, they need to improve these processes to make them more outcome oriented and transparent.

employee outcomes. The service industries need to further explore these relationships with different samples and contexts to enhance the validity and generalizability of the results. Therefore, HR department and managers from service sector industries are recommended to develop motivation strategies and enhance PA process and systems based on above results to align with targets like high employees' commitment level and minimum turnover.

Critique of the Study

The present academic research study was completed in a short period of time with limited resources and has limitations to be addressed. First, although the current study involved a substantial number of respondents, the sample included respondents only from Kathmandu based service organizations. There are numerous service based organizations all over Nepal and still the number is increasing. Therefore, sample including respondents only from Kathmandu based companies may not reflect the real perceptions of their motivation level and PA satisfaction and its relationship with work-outcomes. The validity and generalizability of the findings thus can be affected to a larger extent. New studies in this area should, if possible, accommodate the samples from other parts of the country.

Besides concentration of sample in Kathmandu Valley, this study also focused on only three service sectors which may also limit the generalizability of its findings to employees in other service sectors like insurance, travel and tourism, health care and education. Therefore, further research on relationship between IM, PA satisfaction and work-outcomes should expand beyond these service sectors as findings consisting of a representative sample would further validate the relationships investigated in the current study.

Second, this study used a cross-sectional design, all the data were collected within the limited period in which the surveys were conducted. Therefore, more valid and accurate findings could have been ascertained relating to the behaviors and perceptions of employees by conducting a longitudinal study, collecting data at two points of time and comparing results (Ibrahim, 2012). This approach could generate better understanding of the relationships in Nepali service organizations. Also, the data collected lacks accuracy as convenience sampling method was used. A new study is suggested to use a more robust method for data collection. Likewise, the present study used validated instruments which were borrowed from different contexts and countries due to the scope of the study. Though efforts have been made to validate the instruments in Nepali context by conducting pilot study, CFA and reliability analysis, better option would be to develop new questionnaire based on Nepali context for research studies with larger scope.

Third, this study uses quantitative approach to investigate the relationships proposed where all the results and findings are discussed based on perceptions recorded in self-reported data due to the scope of the study, though few interviews were conducted with HR personnel and respondents to know their understanding about the research issues and questionnaire items. Qualitative methods like in-depth interviews and focused group discussions can be used to validate the findings of the present study by understanding the aspects related to human work-life (Ibrahim, 2012). Triangulation of collected data by using qualitative techniques is suggested to be incorporated in further studies. Likewise, the results from two statistical methods i.e. one way ANOVA and multiple linear regression analysis have dissimilar results in the present study. The reasons might be that a regression model is based on one or more continuous predictor variables whereas, ANOVA model is based on one or more

categorical predictor variables. The ANOVA is mainly used to determine if data from various groups have a common means or not whereas, regression analysis is used to test the relationship between independent and dependent variables (Prabhat, 2011). Therefore, the results for the effect of demographic variables on study variables have dissimilarities in the present study. More robust statistical methods need to be used for data analysis in future research.

Fourth, in this study no mediating or moderating effect has been examined. There could be several potential moderators and mediators that affect the proposed relationships. Future research can examine the mediating/moderating effects of other variables as mentioned earlier too.

Despite the limitations, the importance and strength of the findings of the present study cannot be undermined. It was conducted for partial fulfillment of the academic course. This study conducted pilot testing before collecting the real research data which adds the validity to the analysis and findings. Validated instruments were used to measure the study variables. CFA and Cronbach alpha for each of the instrument was tested to ensure the acceptable level of scale validity and reliability. Results were interpreted based on mean values, standard deviation, percentage, correlation analysis, multiple regression analysis and one-way ANOVA tests which are accepted tools and appropriate to interpret data in the study of this kind.

Though this study establishes the significant relationship between IM, PA satisfaction and work-outcomes (OC and TI), there arises a necessity for further researches to establish predictors of IM and PA satisfaction as well as outcomes of work-outcomes in different organizational contexts.

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APPENDIX I

Questionnaire

Dear Participants,

I would like to inform you that I am undertaking an academic research work in order to meet the partial requirement of MPhil Degree from Kathmandu University School of Management (KUSOM). You are, therefore, kindly requested to fill up the following questionnaire for the same purpose. The information provided will be used at aggregate level and kept confidential. Your participation will be purely voluntary and highly appreciated.

Section I: The following set of statements describes your general perceptions towards the appraisal process in your current organization and feelings towards your current job. For each statement, please indicate to which extent you feel it is agreeable or disagreeable.

Please encircle on one answer. There's no right or wrong answers.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

S.N.	Description	Scale				
1	I am satisfied with the way my organization provides me with feedback during the formal review meeting	1	2	3	4	5
2	The feedback I receive during review meeting on how I do my job is highly relevant	1	2	3	4	5
3	My organization is good at providing recognition for good performance during the review meeting	1	2	3	4	5
4	The feedback I receive at review meeting agrees with what I have actually achieved	1	2	3	4	5
5	I think that my organization attempts to conduct formal performance appraisal the best possible way	1	2	3	4	5
6	My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance during the review meeting	1	2	3	4	5
7	Performance appraisal is valuable to me as well as to my organization	1	2	3	4	5
8	The tasks that I do at work are enjoyable	1	2	3	4	5
9	My job is so interesting that it is a motivation in itself	1	2	3	4	5
10	The tasks that I do at work are themselves representing a driving power in my job	1	2	3	4	5
11	My job is meaningful	1	2	3	4	5
12	I feel lucky being paid for a job I like this much	1	2	3	4	5
13	The job is like a hobby to me	1	2	3	4	5

Section II: The following set of statements describes your commitment level and career plans in the near future. For each statement, please indicate to which extent you feel it is agreeable or disagreeable. Please encircle on one answer. There's no right or wrong answers.

	1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
S.N.	Description				Scale
1	I am willing to work harder than I have to in order to help this organization succeed				1 2 3 4 5
2	I feel very little loyalty to this organization				1 2 3 4 5
3	I would take almost any job to keep working for this organization				1 2 3 4 5
4	I find that my values and the organizations' are very similar				1 2 3 4 5
5	I am proud to be working for this organization				1 2 3 4 5
6	I would turn down another job for more pay in order to stay with this organization				1 2 3 4 5
7	I will probably look for a new job in the next year				1 2 3 4 5
8	I may quit my present job next year				1 2 3 4 5
9	I will likely actively look for a new job within the next three years				1 2 3 4 5
10	I often think about quitting my present job				1 2 3 4 5
11	I do not see much prospects for the future in this organization				1 2 3 4 5

Section III: Please tick the relevant options in the following questions.

Gender: ☐ Male ☐ Female

Age:

15 – 24	25 – 34	35 – 44	45 +
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Years of Service (in years):

0 – 1	1 – 3	3 – 5	5 +
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Current Level:

Senior	Middle	Junior
--------	--------	--------

Marital status:

Single	Married	Others
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Educational level:

Higher Secondary	Bachelor Degree	Master Degree	Above Masters
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Earning per month (in NRS.):

Up to 25000	25001-50000	50001-75000	Above 75000
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Thank you for your participation! Have a good day ☺

Did you find any confusing/unclear statement in the above questionnaire? If yes, please mention.

Section: Statement No.:

How much time did it take you to complete the questionnaire?

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APPENDIX II

Table 31

List of Selected Organizations

S.N.	Service Sectors		
	Banking	IT Companies	INGOs
1	Bank of Kathmandu Lumbini Limited	Deerwalk Institute of Technology	Save the Children
2	Sunrise Bank Limited	EB Pearls Pvt. Ltd.	Care Nepal
3	Citizens Bank International Limited	SmartMobe Solutions Pvt. Ltd.	Oxfam in Nepal
4	Civil Bank Limited	Aqore Software Pvt. Ltd.	-
5	Century Bank Limited	-	-
6	Everest Bank Limited	-	-
7	Nabil Bank Limited	-	-
8	Siddhartha Bank Limited	-	-

Table 32

Coding in SPSS

S.N.	Demographic Variables	Code
1	Gender	Male – 0, Female – 1
2	Age	Between 15 to 24 – 1, Between 25 to 34 – 2, Between 35 to 44 – 3, Above 45 – 4
3	Years of service	Below 1 – 1, Between 1 to 3 – 2, Between 3 to 5 – 3, Above 5 – 4
4	Current level	Senior – 1, Middle – 2, Junior – 3
5	Marital status	Single – 1, Married – 2, Others – 3
6	Educational level	Higher Secondary – 1, Bachelor Degree – 2, Master Degree – 3, Above Masters – 4
7	Earning	Below NRs. 25000 – 1, Between NRs. 25001 to 50000 – 2, Between NRs. 50001 to 75000 – 3, Above NRs. 75000 – 4

APPENDIX III

CFA Models

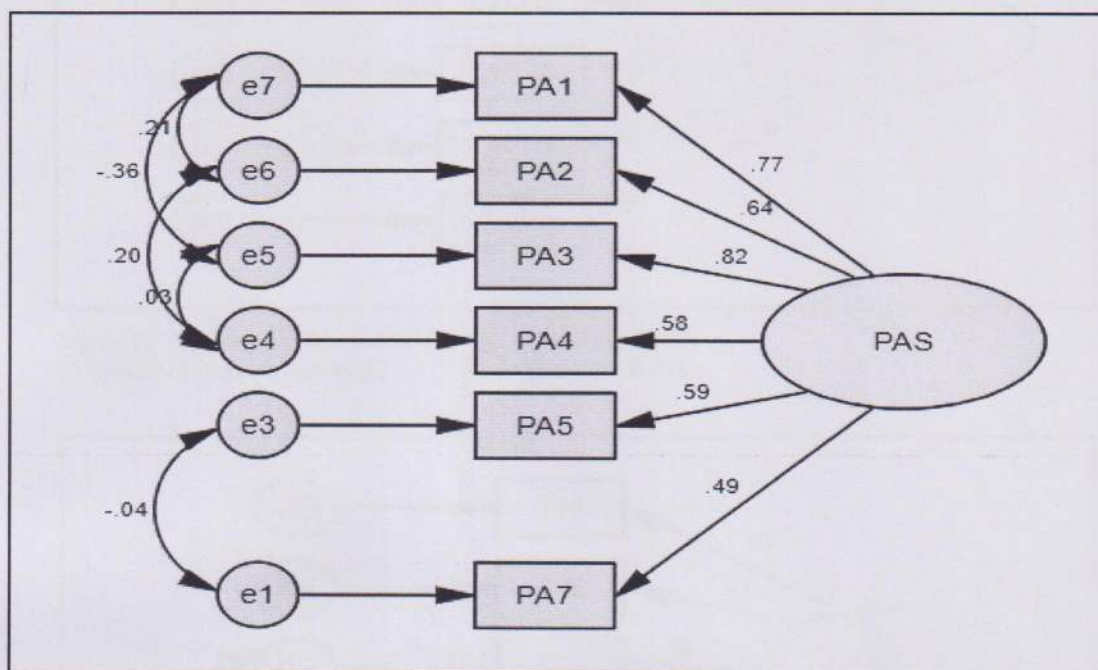


Figure 11. CFA model with standardized factor loadings of PA satisfaction
PAS Model (5 items, 1 factor); $\chi^2 = 4.744$, $df = 4$ and $p = 0.315$

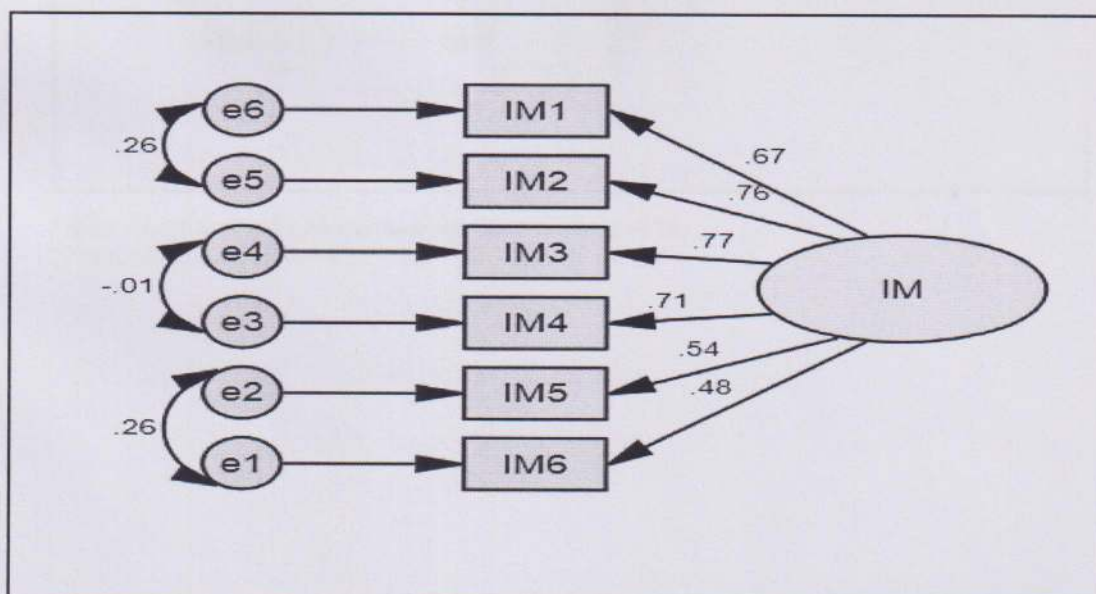


Figure 12. CFA model with standardized factor loadings of IM
IM Model (6 items, 1 factor); $\chi^2 = 9.356$, $df = 6$ and $p = 0.155$

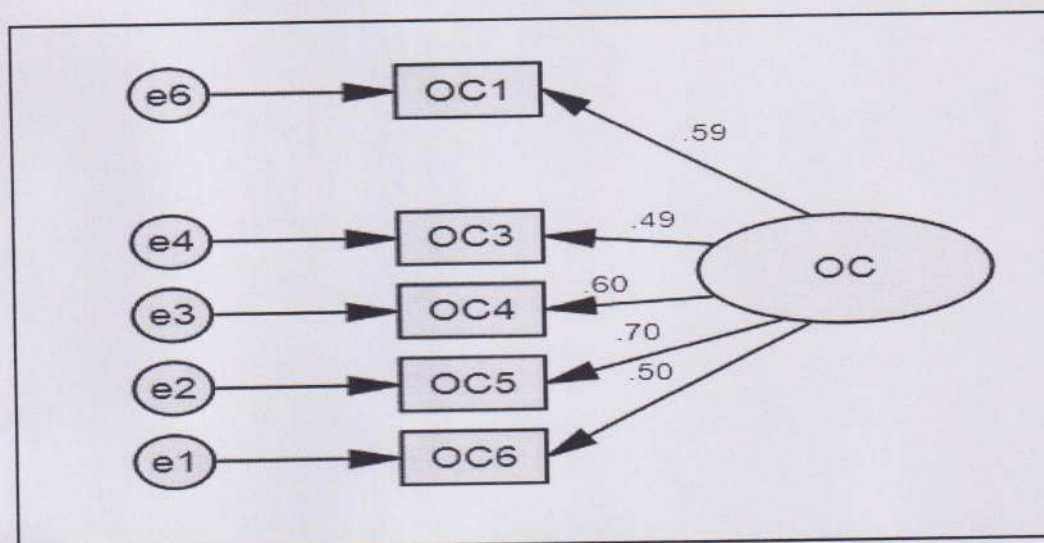


Figure 13. CFA model with standardized factor loadings of OC
OC Model (5 items, 1 factor); $\chi^2 = 4.102$, $df = 5$ and $p = 0.535$

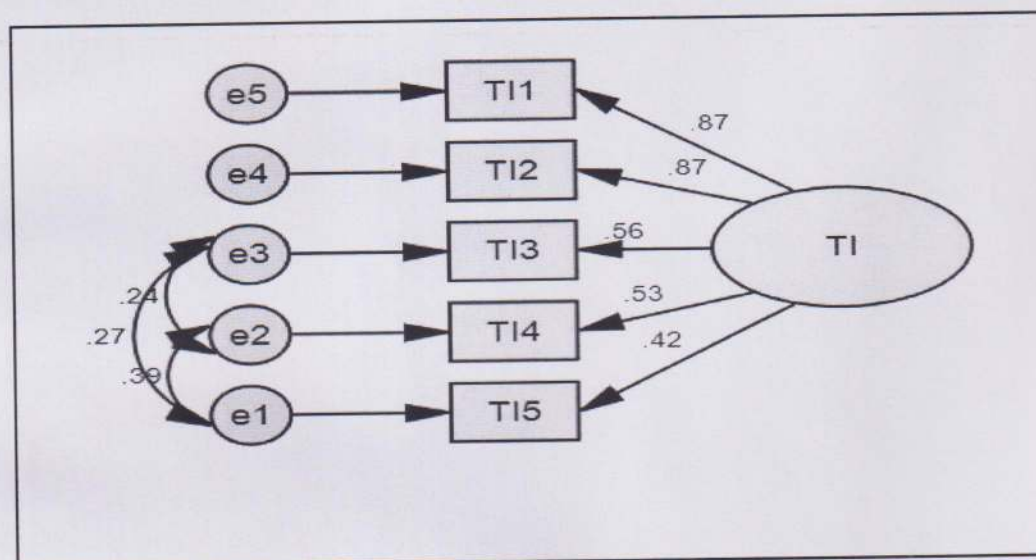


Figure 14. CFA model with standardized factor loadings of TI
TI Model (5 items, 1 factor); $\chi^2 = 3.396$, $df = 2$ and $p = 0.183$