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## THE INCREMENTAL EFFECT OF VOLUNTARINESS OF PART TIME WORK STATUS OVER AGE IN PREDICTING WORK MOTIVATION IN PART TIME WORKERS

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MOTIVATION IN PART TIME WORKERS

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A Thesis  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Science  
in  
Psychology:  
Industrial/Organizational

---

by  
Daniel A. Caro

June 2020

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## ABSTRACT

Much research has been done on work motivation in a variety of employment settings, with most of the research focused on full-time employees. Being that there are an increasing number of employees who work in contingent work settings, such as part time jobs, it is important to better understand what motivational factors are salient in these situations. In addition, researchers have looked at why employees choose to work part time and they have found that there are voluntary and involuntary reasons they choose to do so. Therefore, in the present study, I examined work motivation in part time workers. I examined how motivation applies to the Self-Determination Theory; more specifically, which motivational aspects (external regulation, introjected regulation, identified regulation, and intrinsic motivation) can be more commonly seen in part time employees. In this study, I also examined if there was any relationship between voluntariness and age and intrinsic motivation; as well as if voluntariness had an incremental effect over age in the prediction of various forms of work motivation. Based on a sample of 177 workers gathered from MTurk, I found that part time employees have higher intrinsic motivation. In addition, I found that there was a significant positive linear relationship between voluntariness and intrinsic motivation, however, there was a curvilinear (u-shaped) relationship between age and intrinsic motivation. Finally, there were incremental effects of voluntariness over age in all four motivational levels. Overall, the findings from this research provide important additions to the literature that had never been researched

before, as well as providing theoretical and practical implications, and directions for future research.

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Lastly, as I write this, the world was struck with a pandemic crisis known as COVID-19. Many people have been infected, and thousands of people have

lost their life because of the virus. I would like to thank all essential workers that have done their role during these troubling times. Medical personnel, emergency personnel, grocery workers, delivery drivers, and anyone else I might be missing. Thank you for your service during such intense and tough times. Without you guys, these times would have even more difficult than they already are.

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# CHAPTER ONE

## LITERATURE REVIEW

### Introduction

Age differences in work motivation is a topic that has been heavily researched by many researchers and experts (e.g., Kooij, de Lange, Jansen, Kanfer, & Dijkers, 2011). As there are various ages of employees in all organizations, it is important to understand how these individuals are motivated. More specifically, it is important to understand if individuals' motivation changes as they get older. That is, are older employees motivated by the same factors as younger employees? Or is age not a factor at all in terms of whether younger and older employees are motivated with the same things? In this study, we will look to explore how employees in part time jobs can be motivated, and ultimately see what type of motivation these employees have as it pertains to the self-determination theory proposed by Ryan and Deci (2000). In addition, we will attempt to see if this motivation is different when the part time employees are older.

Motivation in the workplace has been a topic that has been widely researched for more than a century (Cerasoli, Nicklin, & Ford, 2014; Rawsthorne, & Elliot, 1999; Wiersma, 1992). Researchers and practitioners in organizations have both understood the importance motivation plays, and the importance it has on an employee's life, their job performance, morale, and job satisfaction, among many other factors. It is well known that motivation has a tremendous impact

on employees within an organization, it is imperative to understand this phenomenon in detail with regard to various groups of employees. Researchers, however, have mostly focused on how motivation can apply to full-time employees, with few researchers focusing primarily on the part time workforce (e.g., Martin, 2009; Seejeen, 2014).

Understanding work motivation can allow leaders in organizations and researchers to discover why employees make certain choices, why employees act the way they act at work, and how employees might be able to perform better. Since employees are increasingly switching jobs over the course of their careers (United States Bureau of Labor Statistics, 2015), discovering what can motivate employees and how to keep employees motivated is of utmost importance (Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). The individual's motivation, or lack thereof, can in turn cause both positive and negative consequences in the organization (Joseph & Dai, 2010). Various factors such as money, salary, satisfaction of the job, and feeling of responsibility, among others, are factors that can often lead the individual to be motivated (Cerasoli, Nicklin, & Ford, 2014). Depending on what the specific drive for the motivation is, it can either be extrinsically or intrinsically inclined.

### Intrinsic versus Extrinsic Motivation

According to Gagne and Deci (2005), work motivation is divided into two fundamental concepts: intrinsic and extrinsic. Intrinsic motivation is driven by an

individual's internal reasons, such as personal enjoyment of the job or interest of the job (Valentine, Valentine, & Dick, 1998). This kind of motivation can cause a person to be motivated by the mere fact that an individual enjoys doing what he does. Autonomy, job satisfaction, and meaning of the job can cause an individual to be intrinsically motivated.

Conversely, extrinsic motivation is driven by external factors that have little to do with the individual's internal perceptions and feelings (Valentine, Valentine, & Dick, 1998). With this type of motivation, aspects of the job are not the focus, but rather aspects external to the work itself; specifically, the individual will become motivated by factors other than the actual job itself. Factors considered in extrinsic motivation include praise, bonuses, and rewards. The individuals who are extrinsically motivated will do a job because they want to experience the external benefits or avoid the external consequences. On the other hand, individuals may also do a job or a task to prevent some sort of punishment. Punishment, demotions, and write-ups are also considered external factors.

### Self-Determination Theory

Although we know that motivation can be either intrinsic or extrinsic, one theory has further explained this phenomenon. The Self-Determination Theory (SDT) stresses that individuals not only engage in an activity a certain amount of time, but they also do so for several reasons (Ryan & Deci, 2000). This theory of self-determination places different motivational reasons into a continuum that

ranges from amotivation to intrinsic motivation. On one end of the continuum is amotivation. Amotivation simply means that individuals lack motivation. These individuals are neither intrinsically nor extrinsically motivated, they simply lack any sort of motivation overall. On the other end of the continuum is intrinsic motivation. Intrinsic motivation can be explained as individuals engaging in a specific task because of the satisfaction derived from engaging in the activity. This type of motivation is highly autonomous and does not require external factors to come into effect. In between these two continuums of amotivation and intrinsic motivation, the self-determination theory has identified four types of extrinsic motivations (Ryan & Deci, 2000).

In SDT, extrinsic motivation is first divided into two groups: *controlled* and *autonomous*. Controlled motivation usually deals with a person engaging in an activity for pressure or control. Autonomous motivation refers to an individual who acts with a full sense of freedom and choice. In addition, controlled extrinsic motivation contains *external regulation* and *introjected regulation*. External regulation is the most common type of external motivation known (Ryan & Deci, 2000). External regulations are factors that are caused by things external to the person. This can be factors such as gaining a desired reward or avoiding an undesired consequence. An example of external regulation would be an individual wanting a promotion for the simple reason of obtaining a higher salary; the reason is purely external. External regulation is a highly controlled form of

extrinsic motivation. These individuals engage in a task for purely external factors.

Introjected regulation refers to an individual engaging in something or wanting something to promote self-worth or out of fear (Ryan & Deci, 2000). For example, an individual wanting to receive a promotion because he feels that having a higher position will decrease his chances of being laid off; he or she is acting out of fear. This kind of extrinsic motivation is less controlled than external regulation. This kind of motivation can also be due to avoiding a personal feeling of guilt or shame, or to gain self-worth.

On the other hand, motivation also contains autonomous factors, which include *identified regulation* and *integrated regulation*. Identified regulation can be related to how it applies to an individual's identity (Ryan & Deci, 2000). Simply put, the individual can identify with the certain task or behavior. An example would be an individual wanting a promotion because he or she feels that the position in question would be one that he or she will be good at performing. This kind of extrinsic motivation can be classified as autonomous in nature. This kind of motivation can represent an individual's recognition of the value of work toward achieving personal objectives. These kinds of objectives will help the individual in the long run.

Lastly, integrated regulation is the most internalized form of extrinsic motivation to the individual (Ryan & Deci, 2000). With integrated regulation, individuals know that the behavior from performing the task is an important part

of their lives, and it is a part of who they are. For example, the individual would want a promotion because the position in question is one where the position may fit his personality and they can integrate in their lives. This kind of extrinsic motivation has a more autonomous nature; individuals with this kind of motivation accept performing the task because it better fits their personal needs or commitments. It might also be because it provides better flexibility. Unlike intrinsic motivation however, it does not necessarily mean that the individual would find satisfaction from doing the job. According to the self-determination theory, higher levels of motivation yield more optimal outcomes if the motivation is autonomous (Ryan & Deci, 2000). On the contrary, more undesirable results can then be seen if the motivation is controlled. Figure 1 below summarizes the key facets and dimensions of the Self-Determination Theory.

**Self-Determination Theory**

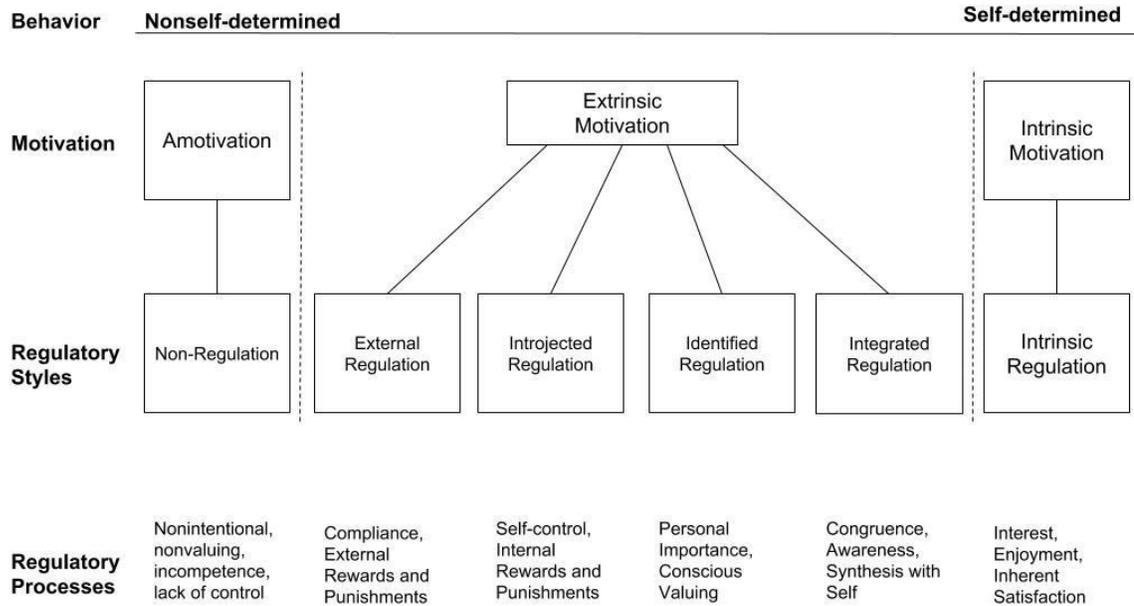


Figure 1. Visual Depiction of The Self-Determination Theory.

**Full Time Workers**

Researchers investigating motivation in the workplace have found that there are various motivational factors (Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). In addition, researchers have further explained that various characteristics and predictions can be derived from the self-determination theory in the workplace (Howard, Gagne, Morin, & Van den Broeck, 2016). Some researchers have found that individuals who have more autonomously motivated profiles could be predicted by greater levels of satisfaction of the needs for competence, autonomy, and relatedness (Moran, Diefendorff, Kim, & Liu, 2012).

Similarly, other researchers have shown that individuals who belong to more autonomous jobs tended to be employed in higher positions and reported receiving higher levels of supervisor support (Graves, Cullen, Lester, Ruderman, & Gentry, 2015). It is also seen that job categories allowing for greater levels of need satisfaction may result in greater number of employees corresponding to most common profiles that are more autonomous.

Researchers have shown that workplace characteristics that influence need satisfaction, such as job design, participative leadership, and organic versus bureaucratic structures, tend to be associated with significantly higher levels of autonomous motivation (Gillet, Gagne, Sauvagere, & Fouquereau, 2012). Due to this, jobs involved in manufacturing and other blue-collar industries often characterized by less skill variety, autonomy, more directive leadership, and hourly wages, will be less likely to satisfy these needs. Similarly, white-collar governmental employees are more likely to experience bureaucratic job structures, which can mean that these individuals might fall into profiles mostly characterized by lower levels of both autonomous and controlled motivation (Gagne, Forest, Gilbert, Aube, Morin, & Malorni, 2010).

Similarly, researchers have discovered that the four different motivational profiles play a big role in job performance (Zhang, Zhang, Song, & Gong, 2016). Ultimately, job performance is seen as more closely related to extrinsic motivation than to intrinsic motivation, in that most people work to earn a paycheck. Interestingly, Zhang et al. (2016) discovered that well-internalized

extrinsic motivation was more important than intrinsic motivation in predicting job performance. They found that when intrinsic motivation and three types of extrinsic motivation were assessed, only identified regulation had a significant relation to job performance. This might be because having identification helps employees maintain their focus on the long-term significance of their job (Koestner & Losier, 2002). Furthermore, identified regulation also assists in helping employees identify the goals and values in the organization they work at, which could in return help in improving job performance (Zhang et al., 2016). When individuals have internalized the importance and value of their jobs, they will perform them well because they have accepted their job activities as part of their sense of self, even if they are not interested in them (Koestner & Losier, 2002). Additionally, evidence has also shown that identified regulation ensures the execution of important behaviors that are not considered interesting and that it is more strongly associated with a form of extrinsic motivation rather than intrinsic motivation (Koestner & Losier, 2002).

Even though the self-determination theory has suggested that intrinsic motivation is the most self-determined form of motivation, its effect on work performance is not completely settled (Hardre, & Reeve, 2003). The reasoning behind this is because intrinsically motivated employees tend to work due to inherent interest, so they may not find their jobs interesting. This in return requires some form of extrinsic motivation. In addition, researchers have shown that well-internalized, autonomous extrinsic motivation is the most related to job

performance (Cerasoli et al., 2014). These findings support the self-determination theory's claim that autonomous motivation brings more positive outcomes than controlled motivation (Gagne et al., 2010). It also suggests that fully internalized motivation, for example identified regulation, which is a type of autonomous motivation, is more effective in promoting performance in some situations than intrinsic motivation (Burton, Lydon, D'Alessandro, & Koestner, 2006). An example of this could be police officers doing a great job at enforcing the law because they identify as crime stoppers, which does not necessarily mean that they find satisfaction in enforcing the law and putting their lives in danger. With this information in mind, it is important to look at how this applies to part time work.

### Part Time Workers

When it comes to part time work, there are generally two different types of part time employees. Part time employees can be divided into voluntary part time workers and involuntary part time workers (Maynard, Thorsteinson, & Parfyonova, 2006). Generally, there are many differences between voluntary and involuntary part time workers. In general, voluntary part time workers are those individuals who work part time because they simply choose to do so. These individuals choose, for various reasons (e.g., being a student, child or elder care demands), to work part time instead of full-time. On the contrary, involuntary part time workers are those individuals who work part time because they cannot find

full-time employment. Individuals in this category might want to work full-time hours but are prevented from doing so for reasons such as employer cost savings or a tight job market in their current field.

Although part time work sounds to be detrimental in employees' lack of choice on employment status, plenty of individuals choose to work part time for many reasons (Maynard, Thorsteinson, & Parfyonova, 2006). One reason for working part time might be because the individual wants more free time or fewer responsibilities to worry about. These individuals either do not want to or cannot deal with jobs that have a lot of responsibilities. These individuals might be ones that have a lot of hobbies or other responsibilities to worry about, and therefore would rather prefer a job where they work fewer hours per day. Another reason might be because the individuals want to stay active in their current field, but do not want to work a lot of hours (Barling & Gallagher, 1996). These individuals can be experts or novices who work in a specific field. It might be that these individuals do not want to take on a full-time job in their field but would rather work a part time job to be able to stay active.

A third reason for choosing to work part time might be because individuals want to explore a new field or apply their expertise in a field outside their current one (Muzzolon, Spoto, & Vidotto, 2015). These individuals might want to try a new field for many reasons. They might want to experience working in a new field, or simply attempt to use their experience and mastery in a different field than what they currently do. Finally, a fourth reason might be because they want

to transition into retirement (Barling & Gallagher, 1996). Individuals might be close to retirement, and so would rather work fewer hours than full-time employment. This will assist them in slowly transitioning into retirement rather than end employment abruptly, right away. This can occur for various reasons such as reaching the traditional retirement age or being tired of working so much. Like voluntary part time work, individuals might also accept involuntary part time work for a wide variety of reasons as well.

One reason why individuals might accept part time work is because of job loss or a reduction of hours (Muzzolon, Spoto, & Vidotto, 2015). These individuals could be ones who were laid off from their job and are therefore in need of employment. Due to their need of acquiring a job, they may choose to work part time hours. Similarly, these individuals might be working for organizations in which there was mandatory reduction of hours. If these individuals need a job, they may stay working those part time hours involuntarily. Another reason for involuntary part time employment might be the lack of available full-time jobs (Muzzolon, Spoto, & Vidotto, 2015). These individuals might not be able to find full-time employment and therefore become mandated to work a part time job. It might also be that the current job they work at does not offer full-time positions, so they are instead required to work part time.

A third reason for involuntary part time employment might be geographic immobility (Barling & Gallagher, 1996). Individuals might live in an area where there are not many full-time jobs available. In this event, individuals are unable to

move to a location where there might be more possibilities available. Some of the reasons for this geographic immobility might be due to family concerns, economic concerns, or personal concerns. Individuals might not be able to relocate because they do not want to take their family with them or cannot afford to take their family with them (Muzzolon, Spoto, & Vidotto, 2015). Individuals might also lack the financial resources to relocate, such as not being able to afford the transportation or the moving costs or might not be able to pay their expenses in the period of their unemployment while they find another job. Personal reasons for not relocating for a job might be because of current responsibilities the individual has such as religious commitments, or similar concerns (Maynard, Thorsteinson, &, Parfyonova, 2006). Although part time employment can be grouped as either voluntary or involuntary, there are many situations in which researchers have had trouble distinguishing them.

One of the examples into which there are debates about whether a part time job is voluntary or involuntary is engaging in part time employment to take care of a family member or children. Some researchers argue that this is voluntary part time work because individuals choose to work these hours instead of having someone else take care of their children, which would then allow them to work full-time (Muzzolon, Spoto, & Vidotto, 2015). Other researchers argue that this is involuntary part time employment because these individuals are forced to choose to work part time (Kalleberg, 2000). Although they can have other people take care of their children or family members, they may not be able

to do so for reasons such as not being able to cover the expenses, or simply not being comfortable leaving the children or family members with other people besides themselves.

Researchers have found that employees who hunt for jobs based on more controlled motivation are less likely to find work than employees who use a more autonomous motivation (Welters, Mitchell, & Muysken, 2014). More specifically, employees who look for another job due to reasons such as involuntary part time work are less likely to find another job than the employees who look for a job for reasons such as attempting to find out the value of her skills in another work setting.

In addition, it is imperative for organizations to recognize the importance of these individuals' reasons for working part time. Being that the field of part time employment continues to grow, organizations must know the reasons why individuals are choosing part time jobs when hiring these individuals. Being that many professionals look for jobs that better arrange their schedules, and their employment choices, a lot of these professionals are looking for part time employment (Lawrence, & Corwin, 2003).

### Age Differences

Researchers have looked at how age differences affect work motivation in various ways. For example, researchers have found that there are indeed age differences in work motivation (Inceoglu, Segers, & Bartra, 2012). Individuals in

older age groups tend to find jobs that are intrinsically rewarding more motivating than individuals in younger age groups. In contrast, individuals in older age groups tend to find jobs that are extrinsically rewarding as less motivating than younger workers. This means that older workers are more likely to find jobs more motivating when they have intrinsic features such as flexibility and autonomy, as opposed to jobs that have extrinsic features such as good promotion prospects, status, and pay. This, however, does not necessarily mean that younger workers are more motivated by jobs with extrinsic features. One important point made is that older workers tend to not be as motivated by occupational achievements as opposed to employees in the early part of their careers (Kanfer & Ackerman, 2004). More specifically, older individuals are not as motivated to obtain promotions once they are years into their career. This is because older employees tend to have lower achievement motives. In addition, older employees have higher motives relating to encouraging positive affect and having a self-concept. This is an important aspect because it shows that older individuals are no longer as motivated with external outcomes, but instead more internal.

Not surprisingly, given the wide range of different ages in the workplace, researchers have found that there are many age differences when it comes to individuals in the workplace. For example, researchers have found that older workers and younger people tend to vary in goal setting, expectations, and work ethic (Linz, 2004). Individuals who have more organizational commitment tend to

be more motivated. Although this effect was seen in all employees, the relationship was a bit weaker for younger employees (Linz, 2004). In addition, researchers also found that for older workers, the best policies an organization can have are those that recognize and celebrate work effort and performance, as well as having training programs to improve skills or solve workplace problems. One interesting point that the researchers found was that income tends to be more important than age in the relationship between organizational commitment and work motivation. This means that employees are taking into consideration how much money they earn regardless of how old they are. While most researchers have shown that older employees tend to be more intrinsically motivated, it is important to note that some researchers have found different results. For example, a study conducted on nurses found that older nurses preferred more financial rewards than younger nurses (von Bonsdorff, 2011). This goes contrary to the majority of the research that has found that older individuals tend to prefer rewards that are more self-enhancing (Linz, 2004). The difference in age also plays a part in how individuals achieve results and seek rewards. Furthermore, depending on how old the individual is, the differences in work satisfaction, and work commitment are existent.

Researchers have also found that various factors might affect motivation when looking at age differences. For example, researchers found that congruency of implicit and explicit motives (i-e congruency) affects work motivation moderated by age (Thielgen, Krumm, & Hertel, 2015). I-e congruency

is simply how an individual's implicit and explicit motives align with each other. More specifically, younger workers with low i-e congruency tend to report lower levels of work motivation than older workers with low i-e congruency. Older workers are more capable of shifting their internal motives to more external motives to maintain their overall motivation at work. This is important to understand because it shows that younger employees' motivation is more affected by their i-e congruency.

Researchers have also examined how age might moderate intrinsic motivation and employee engagement (Kordbacheh, Shultz, & Olson, 2014). Younger workers, compared to older workers, tend to have lower engagement and intrinsic motivation. More specifically, there is a stronger relationship between low intrinsic motivation and low employee engagement in younger workers than older workers. This is to say that younger workers' engagement is more affected by their motivation. It is important to motivate younger workers so that they may be more engaged at work

### Present Study

With all this information at hand, in the present study we will look at how motivation applies to the part time workforce, as well as whether age makes a difference in motivation with regard to part time workers. In addition, being that employees might work part time voluntarily or involuntarily (Maynard, Thorsteinson, & Parfyonova, 2006), we will attempt to see whether this is

associated with any differences in motivational levels as well. Being that there are different stages of motivation according to the self-determination theory (Ryan & Deci, 2000), we will attempt to see where in the motivation continuum part time employees typically land. It is hypothesized that part time employees overall, whether voluntary or involuntary, and regardless of age, will be more motivated based on external regulations. Therefore:

**Hypothesis 1:** *Part time employees' external motivation will be higher than their intrinsic, identified, and introjected motivation.*

This is to say that part time employees will not be as motivated because of introjected, identified, or integrated regulations, but instead, their motivation will be purely external, such as pay and schedules.

In addition, researchers have shown that employees who work part time do so for different reasons, some of these being voluntary and involuntary (Maynard, Thorsteinson, &, Parfyonova, 2006). We believe that whether an individual chooses to work part time or is forced to work part time, their level of motivation will be different. Therefore:

**Hypothesis 2:** *Employees who work part time voluntarily will be more intrinsically motivated than employees who are forced to work part time.*

This is to say that voluntarily part time employees will be higher on the SDT continuum than involuntary part time employees. For example, voluntary part time employees will be motivated by more identified regulations, whereas

involuntary employees will be more motivated by external or introjected regulations.

In addition, being that much of the research has been found to show that older employees tend to be more intrinsically motivated in their jobs (Inceoglu, Segers, & Bartra, 2012), and that employees tend to enjoy rewards that are more growth-oriented, rather than financial or extrinsically oriented (Lintz, 2004), we believe that our study will obtain similar results with part time employees.

Therefore:

**Hypothesis 3:** *Older part time employees will be more intrinsically motivated than younger part time employees.*

This is to say that older employees will not be as motivated due to any of the extrinsic regulations: external, introjected, identified, and integrated. Their motivation will mostly come from internal motives, such flexibility and autonomy.

Finally, we will explore the relationship between age and voluntariness. More specifically, we will examine if there is an incremental effect between age and voluntariness in all sub dimensions of motivation. Therefore:

**Hypothesis 4a:** *There will be an incremental effect in age and voluntariness of part time employment in intrinsic motivation. More specifically, voluntariness will improve prediction of employees' intrinsic motivational levels beyond those associated with age.*

This is to say that older employees who are more willing to work part time will have an increase in intrinsic motivational levels than younger employees who are willing to work part time.

In addition, researchers show that employees prefer more autonomous forms of motivation across all jobs (Zhang et al., 2016). Being that identified regulation is the most autonomous form of extrinsic motivation, we believe it will have an effect on employees' age and voluntariness. Therefore:

**Hypothesis 4b:** *There will be an incremental effect in age and voluntariness of part time employment in identified regulation. More specifically, voluntariness will improve the prediction of part time employees' identified regulation motivational levels beyond those associated with age.*

This is to say that older employees who are more willing to work part time will have an increase in identified regulation motivational levels than younger employees who are willing to work part time.

In addition, it is believed that younger employees tend to have more extrinsic motivation than older employees (Inceoglu, Segers, & Bartra, 2012). Being that extrinsic motivation is more commonly seen in younger employees, we believe that it will have an effect on employees' age and voluntariness.

Therefore:

**Hypothesis 4c:** *There will be no incremental effect in age and voluntariness of part time employment in introjected regulation. More*

*specifically, voluntariness will not improve the prediction of part time employees' introjected regulation motivational levels beyond those associated with age.*

This is to say that older employees who are more willing to work part time will have a decrease in identified regulation motivational levels than younger employees who are willing to work part time.

Finally, external regulation is more controlled and less autonomous than introjected regulation. Being that this is the case, we believe that it will have an effect on employees' age and voluntariness. Therefore:

**Hypothesis 4d:** *There will be no incremental effect in age and voluntariness of part time employment in external regulation. More specifically, voluntariness will not improve the prediction of part time employees' external regulation motivational level beyond those associated with age.*

This is to say that older employees who are more willing to work part time will have a decrease in external regulation motivational levels than younger employees who are willing to work part time. Ultimately, while age and reason for part time employment will individually play a large part in intrinsic motivational levels of employment, the effect will be even bigger when we take into account both factors together in these part time employees.

Being that many companies employ part time workers and employees of different ages, it is important to look at these phenomena. By better

understanding what uniquely motivates both voluntary and involuntary part time employees, and what motivates older and younger employees, we can better understand ways to better improve job performance and better satisfy the employees who work in these areas.

## CHAPTER TWO

### METHOD

#### Participants

One hundred and seventy-seven participants were recruited via Amazon's Mechanical Turk (MTurk) survey system to complete an online questionnaire using Qualtrics survey software. The data was gathered in March 2020, just prior to the COVID-19 pandemic and subsequent safe-at-home orders. The sample size estimate was gathered using Soper's (2019) sample size calculator for a hierarchical multiple regression, with an effect size of 0.15 (Pearson R), 1 predictor in the first level, 2 predictors in the second level, and a desired power level of 0.95. The analysis returned an estimate of 107 participants to achieve the desired power, but to account for incomplete and invalid data, as well as to increase the power and precision of the data, the proposed sample size was doubled.

The survey was opened two times. The first wave was opened to 109 participants to ensure that there was an even distribution of ages and assess whether different recruitment measures were needed. Given that the ages of participants were skewed with most of them being 35 years old or less, we opened up the survey again to different age groups; 30 participants 35-45 years old; 30 participants 45-55 years old; 30 participants 55 years old or older. Only participants who spoke English and worked part time were included. The sample included 67 men, 108 women, and two that classified themselves as non-binary.

All participants were asked demographic questions related to age, gender, ethnicity, marital status, job title, hours worked per week, months employed in current job, number of jobs worked, years of total work experience, and years of part time work experience, among other demographics. Participants' ages ranged from 20 to 73 ( $M = 43.13$ ,  $SD = 13.34$ ); ethnic background included: 122 Caucasians (68.89%), 37 Asians (20.56%), 8 African Americans (5.00%), 5 Hispanic/Latinos (2.78%), 1 Middle Eastern (0.56%), 1 American Indian (0.56%), and 3 identified themselves as mixed (1.67%) (See Table 1 for the complete breakdown of demographics of the sample). Participants were compensated \$2.00 for completing the survey. The survey was supposed to take about 20 minutes, but the majority of the participants finished within 15 minutes. In addition to answering demographic questions, participants were asked questions regarding their current job, work experience, and work behaviors. The participant pool was expected to come from a diverse group of ethnic backgrounds, job rankings, and job demands, amongst other criteria. All participants were treated according to the Ethical Principles of Psychologists and Code of Conduct (American Psychological Association, 2010).

Table 1. Demographic Characteristics of the Participants

Variable	<i>Mean% (SD)</i>
Age	43.13 (13.64)
20-29	21.47%
30-39	18.08%
40-49	27.12%
50-59	18.64%
60-69	12.43%
70-73	2.26%
Gender	
Male	37.85%
Female	61.02%
Nonbinary	1.13%
Domestic Partnership	
Married or Domestic Partnership	44.07%
Single	36.16%
Divorced	13.56%
Widowed	2.26%
Separated	3.39%
Engaged	0.56%
Ethnicity	
Asian	20.90%
African American	4.52%
Caucasian	68.93%
Middle Eastern	0.56%
American Indian	0.56%
Hispanic/Latino	2.82%
Mixed	1.69%
Education Level	
High School Diploma	9.60%
Some College	19.77%
Associate's or Vocational Degree	18.08%
Bachelor's Degree	37.85%
Master's Degree (MA/MS)	11.30%
Professional Degree (MD/JD)	1.69%
Doctorate Degree (Ph.D./Ed.D.)	1.69%

Table 1. Demographic Characteristics of the Participants

Variable	Mean% (SD)
Job Type	
Professional Internship	2.26%
Service/Sales (Retail)	23.73%
Clerical/Secretarial	15.82%
Trade/Labor/Craft	10.17%
Managerial	11.86%
Professional (Health, Science, Business)	23.73%
Armed Forces	0.56%
Other	11.86%
Hours Worked Per Week	
5-10 hours	8.47%
11-15 hours	6.21%
16-20 hours	23.73%
21-25 hours	16.95%
26-30 hours	30.51%
31-34 hours	14.12%
Years in Current Position	
24 months or less	51.98%
25-48 months	24.86%
49-72 months	11.30%
73-96 months	2.26%
97-120 months	3.39%
More than 120 months	6.21%
Number of Different Jobs Held	
5 jobs or Less	66.10%
6-10 jobs	25.99%
11-15 jobs	5.08%
16-20 jobs	2.26%
More than 21 jobs	0.56%
Years of Part time Work Experience	
5 years or less	50.85%
6-10 years	29.94%
11-15 years	9.04%
16-20 years	7.34%
21-25 years	2.26%
26-30 years	0.56%

Table 1. Demographic Characteristics of the Participants

Variable	Mean% (SD)
Years of Work Experience	
5 years or less	22.60%
6-10 years	10.73%
11-15 years	10.17%
16-20 years	12.43%
21-25 years	9.04%
26-30 years	9.04%
More than 30 years	25.99%

Demographic and personal characteristics ( $n = 177$ )

### Materials

All materials were presented in an online format using the Qualtrics survey software. Participants were presented with an informed consent, a set of questions regarding their demographic information, motivational levels, motivation at work, work engagement, work commitment, life satisfaction, and reasons for part time work. For demographic information, participants were asked their work status, gender, marital status, age, ethnicity, education level, job type, current job title, number of hours worked, months in current position, number of jobs held, years of work experience, and years of part time work experience (see Appendix A for the specific wording of these items).

To assess motivational levels, participants answered Amabile, Hill, Hennessey, and Tighe's (1994) 30-item scale in which they were asked about their intrinsic and extrinsic motivational orientations. A sample item from the Amabile et al. scale read, "*I enjoy trying to solve complex problems.*" Participants

were instructed to respond to each item using the following response scale: 1 = never or almost never true of me, 4 = always or almost always true of me. The scale is broken down into two parts, Intrinsic Motivation and Extrinsic Motivation, which are the primary scales. Each scale was then broken down into subfactors. The two subfactors for Intrinsic Motivation were Challenge and Enjoyment, whereas the two subfactors for Extrinsic Motivation were Compensation and Outward. See Appendix B for the complete scale and the breakdown of the primary and secondary scales. Amabile et al. (1994) determined the scale to have sound reliability in its two factors for students and adults, intrinsic,  $\alpha = .79$  for students and  $\alpha = .75$  for extrinsic, adults:  $\alpha = .78$  for students and  $\alpha = .70$  for adults. This survey was not used for the main analysis, but for further exploration.

To assess motivation at work, participants answered Gagne, Forest, Gilbert, Morin, and Malorni's (2008) 12-item scale that measures an individual's intrinsic and extrinsic motivation based on the self-determination theory developed by Ryan and Deci (2000). A sample item from the Gagne et al. (2008) scale reads: "*I would enjoy this job very much*". Participants were instructed to respond to each item using the following response scale: 1 = not at all, 7 = exactly. The scale is broken down into four subfactors: intrinsic, identified, introjected, and external. See Appendix C for the complete scale and the breakdown of the subfactors. Gagne et al. (2008) determined the scale to have sound reliability amongst the subscales (intrinsic  $\alpha = .89$ , identified  $\alpha = .83$ , introjected  $\alpha = .75$ , and extrinsic  $\alpha = .69$ ).

To assess work engagement, participants answered Schaufeli and Bakker's (2004) 9-item scale that measures an individual's work engagement. The scale is divided amongst three factors: vigor, dedication, and absorption. A sample item from the scale reads: "*At my work, I feel bursting with energy.*" Participants were instructed to respond to each item using the following response scale: 1 = strongly disagree, 5 = strongly agree. See Appendix D for the complete scale. Schaufeli and Bakker determined the scale to have sound reliability and validity, with the median Cronbach's  $\alpha = .93$ . This survey was not used for the main analysis, but for further exploration.

To assess work commitment, participants answered Allen and Myers's (1990) 24-item scale that measures an individual's commitment levels. The scale is divided amongst three factors: Affective commitment, continuance commitment, and normative commitment. A sample item from the Allen and Myers (1990) scale reads: "*I enjoy discussing my organization with people outside it.*" Participants were instructed to respond to each item using the following response scale: 1 = strongly disagree, 5 = strongly agree. See Appendix E for the complete scale. This survey was not used for the main analysis, but for further exploration.

To assess life satisfaction, participants answered Diener, Emmons, Larsen, and Griffin (1985) 5-item scale that measures an individual's global life satisfaction. A sample item from the Diener et al. scale (1985) reads "*I am satisfied with my life.*" Participants were instructed to respond to each item using

the following response scale: 1= strongly disagree, 5 = strongly agree. See Appendix F for complete scale. Diener et al. (1985) determined the scale to have sound reliability,  $\alpha = .82$ . This survey was not used for the main analysis, but for further exploration.

To assess part time work reasons, participants answered Maynard, Thorsteinson, and Parfyonova's (2006) 16-item that measures an individual's reasons for working in part time employment. A cluster analysis of the scale found divides part time employees into four different groups: voluntary, involuntary, caretakers, and students. A sample item from the Maynard et al. scale (2006) reads: "*earn extra income.*" Participants were instructed to respond to each item using the following response scale: 1 = No role, 5 = major role. See Appendix G for complete scale.

### Procedure

All participants were recruited through the Amazon Mechanical Turk surveying system. Only workers who are signed up with MTurk were able to access this study, which appeared on the list of available assignments. Various screening methods were set-up using the Qualtrics and the Mechanical Turk system to ensure participants met the following qualifications before completing the survey: work less than 35 hours per week, and 18 years or older. Participants only needed a computer and internet access to be able to take the survey, and they were able to take it anywhere. Using the Mechanical Survey settings,

participants were given 30 minutes to complete the survey; survey was available for 14 days during each administration; and auto-approve was set-up to pay workers in 5 days after each assignment was submitted, however, this feature was not used as assignments were reviewed and rejected/approved within 48 hours after each submission.

Participants were first presented with the Informed Consent, which allowed them to take the survey by participating voluntarily. They were able to read that they could withdraw their participation at any time. They were asked to click on “I agree” to continue the survey. The Qualtrics survey was set-up in a way that if participants did not agree to the terms of taking the survey, it would not let them continue the survey and their participation ended. After agreeing, participants were given instructions that explained to them that if they failed to complete the survey, no compensation would be given. Participants were then asked if they worked, on average, less than 35 hours a week. Participants who answered “yes” were able to continue with the survey, and those that answered “no” were kicked out and unable to complete it. Participants then completed the demographics section that asked their age, employment status, and gender, among other demographics. Afterwards, participants completed the Work Preference Inventory (Amiable et al., 1994) scale to look at motivational levels. Next, participants completed the Motivation at Work Scale (Gagne et al., 2010) that further measured the participants’ motivational levels. Next, participants completed the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004) that

assessed employees' work engagement. Next, participants completed the Three-Component Model Scale (Allen & Myers, 1990) to assess individuals' organizational commitment. Next, participants completed the Satisfaction with Life Scale (Diener et al., 1985) to assess individuals' global life satisfaction. Finally, participants completed the Reasons for Working Part time Scale (Maynard et al., 2006) to measure the reasons why individuals are working part time. After answering these questions, participants were asked to read a debriefing section, which stated the main purpose of this study; and submit a survey code that ensured that only the participants who completed the survey were paid. The survey concluded with participants being thanked for their time and were given the primary investigator's contact information for participants to contact the investigator directly for any concerns.

## CHAPTER THREE

### RESULTS

#### Screening

SPSS version 26 was used to examine descriptive statistics and analyses for all variables in our dataset. The analysis included a total of 244 cases of which 1 case was deleted because they did not accept the terms of the informed consent; 10 were deleted because they worked more than 37 hours per week; 1 was deleted because they worked 0 hours per week; 27 were deleted because they did not pass at least one of the 6 attention checks; and 3 were deleted due to being outliers. Ultimately, 177 cases were used to test all the hypotheses.

All continuous variables were converted into the z-score standardized measure, and the following assumptions were tested: outliers, skewness and kurtosis, normality of residuals, and multivariate outliers. Using the z-score criterion  $\pm 3.3$ , 8 outliers were found on 5 of the variables: years of part time work experience had 2 outliers ( $z = 4.45$ , raw value = 35 and  $z = 3.31$ , raw value = 28); years of work experience had 1 outlier ( $z = 8.46$ , raw value = 180); number of different jobs held had 2 outliers ( $z = 8.39$ , raw value = 50, and  $z = 3.68$ , raw value = 25); months in current position had 2 outliers ( $z = 8.98$ , raw value = 636 and  $z = 5.17$ , raw value = 385); and Work Preference Inventory had 1 outlier ( $z = 3.32$ , raw value = 4.65). The outlier for years of work experience was removed as it was unreasonable to believe a participant had 180 years of work experience;

the outlier  $z = 8.39$  in number of different jobs held was removed as it was very large; and the outlier  $z = 8.98$  in months in current position was also deleted to being very large. The other outliers were not removed as they were reasonable. Also using the  $z$ -score criterion  $\pm 3.3$ , there were various variables that were skewed and kurtotic, however, these results could be representative of the population, so no transformations were performed.

When testing normality of standardized residuals, both the predictors and the outcomes were approximately normally distributed, except for the hierarchical model of introjected motivation, age, and voluntariness. Intrinsic motivation and voluntariness had a minimum  $z$ -score of  $-2.354$  and a maximum  $z$ -score of  $2.159$ . Intrinsic motivation and age had a minimum  $z$ -score of  $-2.247$  and a maximum  $z$ -score of  $1.623$ . Intrinsic motivation, age, and voluntariness had a minimum  $z$ -score of  $-2.348$  and a maximum  $z$ -score of  $1.998$ . Identified motivation, age, and voluntariness had a minimum  $z$ -score of  $-2.241$  and a maximum  $z$ -score of  $2.330$ . Introjected motivation, age, and voluntariness had a minimum  $z$ -score of  $-2.332$  and a maximum  $z$ -score of  $3.551$ . Finally, external motivation, age, and voluntariness had a minimum  $z$ -score of  $-2.708$  and a maximum  $z$ -score of  $2.522$ . The Mahalanobis distance was also conducted to test for multivariate outliers, using the  $p < .001$  criteria. The Mahalanobis distance had a minimum  $p$ -value of  $.000$  and a maximum  $p$ -value of  $7.047$ , so there were no cases identified as multivariate outliers.

## Hypothesis 1

A Repeated Measures ANOVA was conducted to test Hypothesis 1. The analysis tested if there were any significant mean differences between external motivation and the other three forms of motivation (intrinsic, identified, and introjected). It was hypothesized that the mean for external motivation would be higher than intrinsic, identified, and introjected motivation. Results with a Greenhouse-Geisser correction determined that mean motivation scores differed significantly between the four motivational levels [ $F(2.297, 404.277) = 41.934, p < .05$ ]. Post hoc tests using the Bonferroni correction revealed that external motivation ( $M = 3.90, SD = 1.44$ ) was significantly higher than introjected motivation ( $M = 3.23, SD = 1.69$ ),  $p = .01$ ; lower than identified motivation ( $M = 4.21, SD = 1.55$ ),  $p = .127$ ; and significantly lower than intrinsic motivation ( $M = 4.49, SD = 1.55$ ),  $p < .01$  (see Figure 2). Thus, results showed that the intrinsic motivation scores were the highest, and therefore Hypothesis 1 was not supported. See Table 2 for correlation matrix of all scales used.

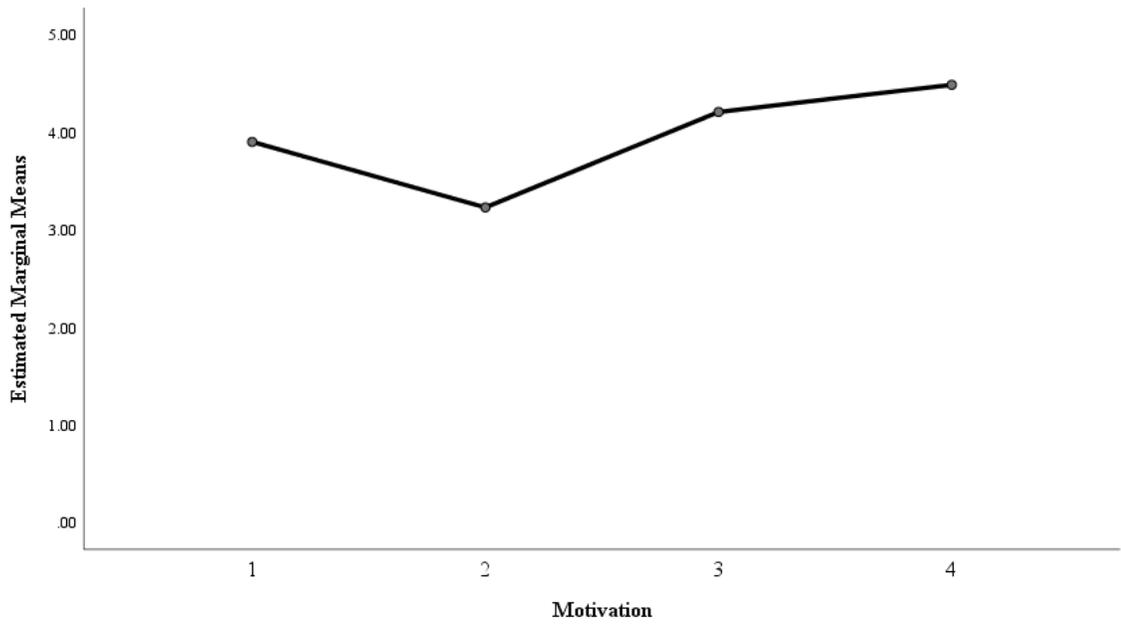


Figure 2. Motivational Levels Ranging from External Motivation to Intrinsic Motivation (1-4)

Table 2. Bivariate Pearson Product Correlations for main scales and subscales ( $n = 177$ )

Scale	Mean	Std Dev	Range	1	2	3	4	5	6
1. Intrinsic Motivation	4.49	1.55	1-7	<b>.89</b>					
2. Identified Motivation	4.21	1.55	1-7	.72*	<b>.83</b>				
3. Introjected Motivation	3.23	1.69	1-7	.54*	.66*	<b>.75</b>			
4. External Motivation	3.90	1.44	1-7	.13	.31*	.56*	<b>.69</b>		
5. Voluntariness	2.61	.72	1-5	.38*	.47*	.66*	.46*	<b>.77</b>	
6. Age in Years	43.13	13.64	18-72	-.01	-.09	-.23*	-.36*	-.29*	--

\* $p < .01$

NOTE: Alpha reliability coefficients for each scale are provided in **bold** in the diagonal

## Hypothesis 2

A simple linear regression was conducted to test Hypothesis 2. The analysis tested if there was a relationship between individuals' voluntariness of working part time and intrinsic motivation. It was hypothesized that there would be a positive relationship between voluntariness and intrinsic motivation. Results indicated that a significant regression equation was found [ $F(1,175) = 29.218, p < .01$ ], with an  $R^2$  of .143. Individuals' predicted intrinsic motivation score is equal to  $2.352 + .818$  (voluntariness). Individuals' intrinsic motivation increased by .818 for each unit change in the voluntariness score. More specifically, as individuals' voluntariness increased, intrinsic scores also increased (see Figure 3). With this regard, Hypothesis 2 was supported. See Table 3 for a summary of the regression.

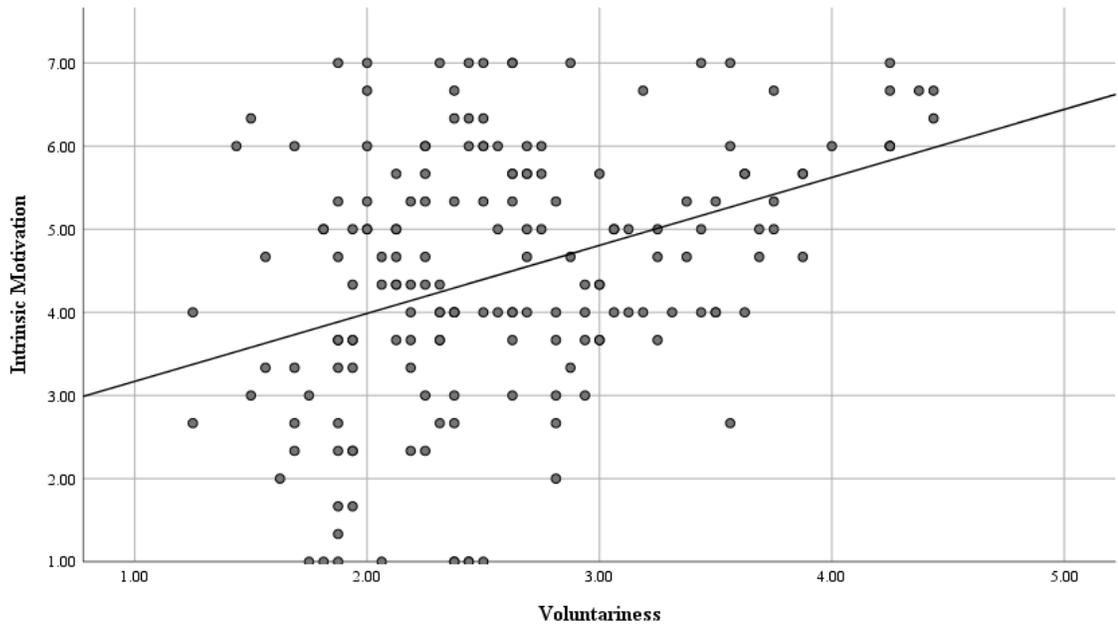


Figure 3: Linear Relationship of Voluntariness and Intrinsic Motivation.

### Hypothesis 3

A simple linear regression was conducted to test Hypothesis 3. The analysis tested if there was a relationship between individuals' age and intrinsic motivation. It was hypothesized that there would be a positive relationship between age and intrinsic motivation. Results indicated that a significant regression equation was not found [ $F(1,175) = .005, p = .942$ ], with an  $R^2$  of .000. Individuals' predicted intrinsic motivation score is equal to  $4.515 - .001(\text{age})$ . Individuals' intrinsic motivation decreased by .001 for each score of year of age. With this regard, Hypothesis 3 was not supported.

The results instead indicated a curvilinear relationship between age and intrinsic motivation [ $\beta = .474$ ,  $t(174) = 4.661$ , CI (.001, 3.218),  $p < .001$ ,  $\Delta R^2 = .005$ ]. More specifically, younger, and older employees had higher intrinsic motivation than middle-aged employees (see Figure 4). See Table 3 for a summary of the regression.

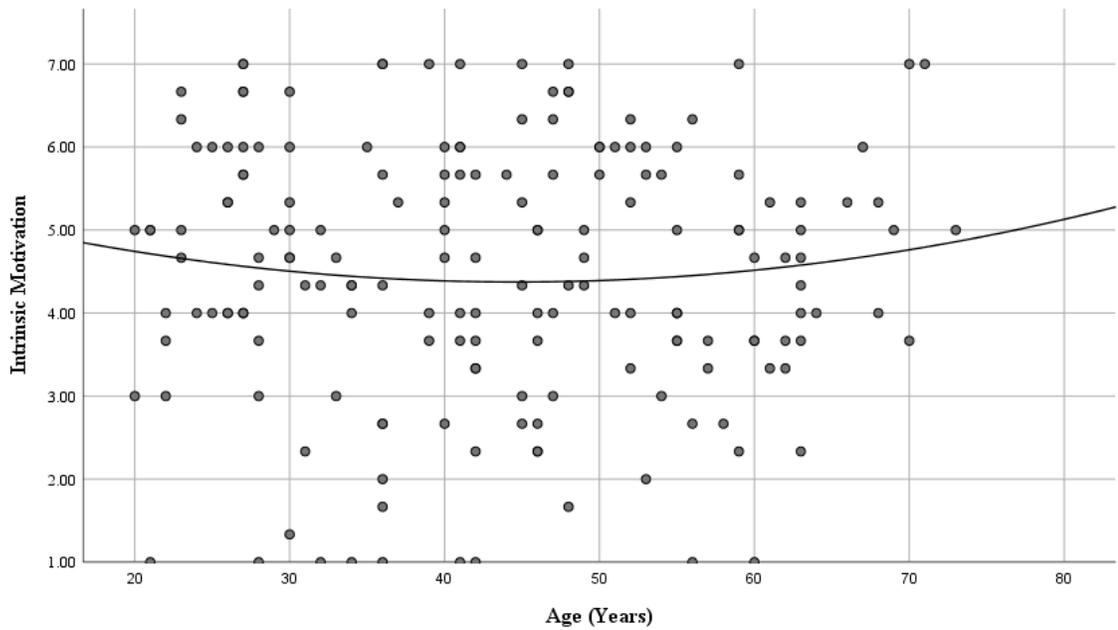


Figure 4. Curvilinear Relationship between Age and Intrinsic Motivation.

Table 3. Summary of Linear Regression of Voluntariness and Age Predicting Intrinsic Motivation ( $n = 177$ ).

Variable	B	SE B	$\beta$	$t$	$p$	95% CI	$R^2$
Voluntariness	.818	.151	.378*	5.405	<.01	(.519, 1.116)	.143
Age	-.001	.009	-.006	-.073	.942	(-.018, .016)	.000

\* $p < .01$

#### Hypothesis 4

##### Hypothesis 4a

A hierarchical regression was conducted to test hypothesis 4a. The analysis tested if the relationship between age and intrinsic motivation was improved depending on voluntariness. It was hypothesized that relationship between age and intrinsic motivation would indeed be increased depending on voluntariness. For the first block analysis, the predictor variable age was analyzed. The results of the first block hierarchical linear regression analysis revealed a model to not be statistically significant [ $F(1,175) = .005, p = .942$ ]. Additionally, the  $R^2$  value of .000 associated with this regression model suggests that age accounts for 0% of the variation, which means that 100% of the variation in intrinsic motivation cannot be explained by age alone. A different outcome was found from the second block analysis.

For the second block analysis, the predictor variable voluntariness was added to the analysis. The results of the second block hierarchical linear regression analysis revealed a model to be statistically significant [ $\Delta F(1,174) =$

31.915,  $p < .001$ ]. Additionally, the  $\Delta R^2$  change value of .155 associated with this regression model suggests that the addition of voluntariness to the first block accounts for 15.5% of the variation in intrinsic motivation, which means that 84.5% of the variation in intrinsic motivation cannot be explained by age and voluntariness alone. Controlling for voluntariness, the regression coefficient [ $\beta = .114$ ,  $t(174) = 1.568$ , 95% CI (-.003, .029),  $p = .119$ ] associated with age suggest that with each additional unit of age, intrinsic motivation increases by .013. Controlling for age, the regression coefficient [ $\beta = .411$ ,  $t(174) = 5.649$ , CI (.579, 1.201),  $p < .001$ ] associated with voluntariness suggests that with each additional unit of voluntariness, intrinsic motivation increases by .890. Therefore, Hypothesis 4a was supported. See Table 4 for summary of results.

Table 4. Summary of Hierarchical Regression Analysis for Voluntariness Predicting Intrinsic Motivation over Age.

Variable	Model 1					Model 2					
	B	SE B	$\beta$	t	p	B	SE B	$\beta$	t	p	95% CI
Age	-.001	.009	-.006	1.568	.942	.013	.008	.114	1.568	.119	(-.003, .029)
Voluntariness						.890	.157	.411*	5.649	<.01	(.579, 1.201)
$R^2$	.000					.155					
$\Delta R^2$						.155					

\* $p < .001$

#### Hypothesis 4b

A hierarchical regression was conducted to test hypothesis 4b. The analysis tested if the relationship between age and identified motivation was improved depending on voluntariness. For the first block analysis, the predictor variable age was analyzed. It was hypothesized that relationship between age and identified motivation would indeed be increased depending on voluntariness. The results of the first block hierarchical linear regression analysis revealed a model to not be statistically significant [ $F(1,175) = 1.462, p = .228$ ]. Additionally, the  $R^2$  value of .008 associated with this regression model suggests that age accounts for .8% of the variation, which means that 92.2% of the variation in identified motivation cannot be explained by age alone. A different outcome was found from the second block analysis.

For the second block analysis, the predictor variable voluntariness was added to the analysis. The results of the second block hierarchical linear regression analysis revealed a model to be statistically significant [ $\Delta F(1,174) = 46.725, p < .001$ ]. Additionally, the  $\Delta R^2$  change value of .210 associated with this regression model suggests that the addition of voluntariness to the first block accounts for 21% of the variation in identified motivation, which means that 79% of the variation in identified motivation cannot be explained by age and voluntariness alone. Controlling for voluntariness, the regression coefficient [ $\beta = .048, t(174) = .690, 95\% \text{ CI } (-.010, .021), p = .491$ ] associated with age suggest that with each additional unit of age, identified motivation increases by .005.

Controlling for age, the regression coefficient [ $\beta = .479$ ,  $t(174) = 6.836$ , CI (.734, 1.331),  $p < .001$ ] associated with voluntariness suggests that with each additional unit of voluntariness, identified motivation increases by 1.032. Therefore, Hypothesis 4b was supported. See Table 5 for summary of results.

Table 5. Summary of Hierarchical Regression Analysis for Voluntariness Predicting Identified Motivation over Age.

Variable	Model 1					Model 2					
	B	SE	$\beta$	t	p	B	SE B	$\beta$	t	p	95% CI
Age	-.010	.009	-.091	-1.209	.228	.005	.008	.048	.690	.491	(-.010, .021)
Voluntariness						1.032	.151	.479*	6.836	<.01	(.734, 1.331)
R <sup>2</sup>	.008					.218					
$\Delta R^2$						.210					

\* $p < .001$

#### Hypothesis 4c

A hierarchical regression was conducted to test hypothesis 4c. The analysis tested if the relationship between age and introjected motivation was improved depending on voluntariness. For the first block analysis, the predictor variable age was analyzed. It was hypothesized that relationship between age and introjected motivation would not be increased depending on voluntariness. The results of the first block hierarchical linear regression analysis revealed a model to be statistically significant [ $F(1,175) = 10.103, p = .002$ ]. Additionally, the  $R^2$  value of .055 associated with this regression model suggests that age accounts for 5.5% of the variation, which means that 94.5% of the variation in introjected motivation cannot be explained by age alone. A similar outcome was found from the second block analysis.

For the second block analysis, the predictor variable voluntariness was added to the analysis. The results of the second block hierarchical linear regression analysis revealed a model to be statistically significant [ $\Delta F(1,174) = 118.402, p < .001$ ]. Additionally, the  $\Delta R^2$  change value of .383 associated with this regression model suggests that the addition of voluntariness to the first block accounts for 38.3% of the variation in introjected motivation, which means that 61.7% of the variation in introjected motivation cannot be explained by age and voluntariness alone. Controlling for voluntariness, the regression coefficient [ $\beta = -.045, t(174) = -0.764, 95\% \text{ CI } (-.020, .009), p = .446$ ] associated with age suggest that with each additional unit of age, introjected motivation decreases by .006.

Controlling for age, the regression coefficient [ $\beta = .647$ ,  $t(174) = 10.881$ , CI (1.247, 1.800),  $p < .001$ ] associated with voluntariness suggests that with each additional unit of voluntariness, identified motivation increases by 1.542. Therefore, Hypothesis 4c was not supported. See Table 6 for summary of results.

Table 6. Summary of Hierarchical Regression Analysis for Voluntariness Predicting Introjected Motivation over Age.

Variable	Model 1					Model 2						
	B	SE B	$\beta$	t	p	95% CI	B	SE B	$\beta$	t	p	95% CI
Age	-.029	.009	-.234*	-3.179	<.01	(-.047, -.011)	-.006	.007	-.045	-.764	.446	(-.020, .009)
Voluntariness							1.524	.140	.647*	10.881	<.01	(1.247, 1.800)
R <sup>2</sup>	.055											
$\Delta R^2$	.383											

\* $p < .001$

#### Hypothesis 4d

A hierarchical regression was conducted to test hypothesis 4d. The analysis tested if the relationship between age and external motivation was improved depending on voluntariness. For the first block analysis, the predictor variable age was analyzed. It was hypothesized that relationship between age and external motivation would not be increased depending on voluntariness. The results of the first block hierarchical linear regression analysis revealed a model to be statistically significant [ $F(1,175) = 26.129, p = .001$ ]. Additionally, the  $R^2$  value of .130 associated with this regression model suggests that age accounts for 13% of the variation, which means that 87% of the variation in external motivation cannot be explained by age alone. A similar outcome was found from the second block analysis.

For the second block analysis, the predictor variable voluntariness was added to the analysis. The results of the second block hierarchical linear regression analysis revealed a model to be statistically significant [ $\Delta F(1,174) = 33.496, p < .001$ ]. Additionally, the  $\Delta R^2$  change value of .140 associated with this regression model suggests that the addition of voluntariness to the first block accounts for 14% of the variation in external motivation, which means that 86% of the variation in external motivation cannot be explained by age and voluntariness alone. Controlling for voluntariness, the regression coefficient [ $\beta = -.246, t(174) = -3.641, 95\% \text{ CI } (-.040, -.012), p < .001$ ] associated with age suggest that with each additional unit of age, external motivation decreases by

.026. Controlling for age, the regression coefficient [ $\beta = .392$ ,  $t(174) = 5.788$ , CI (.519, 1.056),  $p < .001$ ] associated with voluntariness suggests that with each additional unit of voluntariness, external motivation increases by .787. Therefore, Hypothesis 4d was not supported. See Table 7 for summary of results

Table 7. Summary of Hierarchical Regression Analysis for Voluntariness Predicting External Motivation over Age.

Variable	Model 1					Model 2					
	B	SE B	$\beta$	t	p	B	SE B	$\beta$	t	p	95% CI
Age	-.038	.007	-.360*	-5.112	<.01	-.026	.007	-.246*	-3.641	<.01	(-.040, -.012)
Voluntariness						.787	.136	.392*	5.788	<.01	(.519, 1.056)
R <sup>2</sup>	.130										
$\Delta R^2$	.140										

\* $p < .001$

## CHAPTER FOUR

### DISCUSSION

The primary aim of this study was to see how different motivational levels are present in part time employees. More specifically, in this study, I focused on assessing whether part time employees are more externally motivated. The second purpose was to assess if an employee's voluntariness to work part time and age had any effect in their intrinsic motivation. Finally, the third purpose was to assess if an employee's voluntariness had any incremental effects over age in their intrinsic, identified, introjected, and external motivation. More specifically, does voluntariness improve the relationship between age and employees' motivational levels. The findings of the current study suggest that part time employees have higher intrinsic motivation. Additionally, the findings suggest that there is a linear relationship between voluntariness and intrinsic motivation, however, there is no linear relationship between age and intrinsic motivation. Lastly, the findings suggest that voluntariness improves all levels of motivation.

#### Overview of the Results

Hypothesis 1 was not supported in the current study. This indicated that part time employees do not have higher external motivation. Instead, the results indicated that part time employees have higher intrinsic motivation, followed by identified motivation, external motivation, and finally introjected motivation. This

finding is somewhat similar to the previous literature. Researchers found that the association between intrinsic and extrinsic motivation was much stronger for temporary employees. Like part time employees, temporary workers have very similar characteristics since they are both considered contingent workers (Kallaberg, 2000). In addition, researchers have made the case that it is possible to recognize different forms of motivation in part time employees (Roy & Gosselin, 2006). This means that intrinsic motivation and external forms of motivation can be found in part time employees. This in turn explains why we found significant mean differences between external and intrinsic motivation.

One important thing to note is that this result is different to what Ryan and Deci (2000) explained in the SDT. The SDT explains the four different kinds of motivation and have explained the differences in these regulations amongst individuals. They have thoroughly discussed that motivation is based on a continuum ranging from external motivation to intrinsic motivation. With this being said, the findings from our study show that employees who work in these part time jobs do not follow the theory of the SDT continuum. Although intrinsic motivation was higher, the SDT indicates that introjected motivation should be higher than external motivation based on this continuum, which was not the case in this study. External motivation was higher than introjected motivation, although it is at the lower end of the spectrum.

One possible reason for the finding that part time employees have higher intrinsic motivation is because part time employment reduces the work-life

balance conflict for employees, which in turn might increase their intrinsic motivation. Researchers have found that employees who work part time have a weaker work-life balance conflict than full time employees (Chambel, Carvalho, Cesario, & Lopes, 2017). This makes sense being that part time employees usually work less hours, have more flexibility in choosing their hours, and are therefore able to be with their family or special interests more. This is pertinent information regarding intrinsic motivation, as researchers have found that employees with better work-life balance have higher intrinsic motivation (Rastogi & Chaudhary, 2018). This is because allowing them to experience less burnout and more flexibility strengthens internal motives.

The finding of Hypothesis 2 (there is a positive relationship between voluntariness and intrinsic motivation) is consistent with what has been found in the few studies regarding voluntariness and part time employment. Although few studies have specifically looked at voluntariness and intrinsic motivation among part time employees, what we know on motivation and part time employees helps us understand our findings. One study has looked at voluntariness and the motivation of searching for a full time job. Individuals with more controlled motivation (external, introjected) to search for a job tended to have less positive experiences at work, as opposed to those with more autonomous motivation (identified, intrinsic; Halvari, Vansteenkiste, Brørby, & Karlsen, 2013). This means that those who had better experiences working part time, were looking for a full time job for more autonomous reasons, in other words, they were working

part time more voluntarily. In addition, a study looking at part time army reservists found them to have higher job satisfaction and stronger intent to stay. This means that although these soldiers were part time, they were more motivated to stay in the army, as well as happier to be in the army (Martin, & O'Laughlin, 1984). This in turns ties together with our findings, because similarly, those employees who work part time because they choose to do so had higher autonomous forms of motivation (intrinsic).

Hypothesis 3 was not supported in our current study. This indicated that there is no linear relationship between employees' age and intrinsic motivation. Instead, the results indicated that younger and older employees have more intrinsic motivation than those in the middle. These results are different compared to the previous literature on this matter. Most of the research conducted on age differences and motivation has argued that older employees tend to be more intrinsically motivated than younger employees (Inceoglu, Segers, & Bartra, 2012). Results from a meta-analysis show a significant positive relationship between age and intrinsic motivation relationships (Kooij, de Lange, Jansesn, Kanfer, & Dijkers, 2011). Similarly, older employees prefer to have jobs that are more intrinsically rewarding, and more self-fulfilling. Researchers have even made the case that organizations should shift their focus from external to internal rewards with older employees and that will keep them working past the retirement age (Van Den Berg, 2011). This goes to show how important intrinsic motivation is to older individuals. Older employees have been found to be more

intrinsically motivated than younger employees, especially when the employees have been working at the organization for longer periods of time (Watson, Taheri, Glasgow, & O’Gorman, 2018). On the other hand, younger employees are not as interested in these internal motives, but instead they are more interested in time off, pay, and vacations, amongst others; they are less engaged when the job does not have these external motives than older employees (Kordbacheh, Shultz, & Olson, 2014). Researchers have made the case that offering more career opportunities helps increase their motivation (Boumans, De Jong, & Janssen, 2011). This is because they found a significant interaction between career opportunities and motivation that was much stronger for younger employees than older employees. Being that career opportunities is a form of external motivation; it goes to show that external motivation is most common in younger employees. Compared to prior research, our results find that both younger and older employees are more intrinsically motivated.

One possible reason why this might be the case is because the nature of part time work itself might intrinsically motivate employees differently (Dubinsky & Skinner, 1984). Part time employees tend to have lower autonomy than full time employees. As mentioned earlier, some studies found no significant mean differences in intrinsic motivation between part time and full-time employees (Levanoni & Sales, 1990). Therefore, we can make the case that these differences in job status (full time vs part time) is why we see different age differences when it comes to intrinsic motivation in part time jobs. Although, there

have been no prior results on this topic, being that the employees in the middle, in terms of age, are less intrinsically motivated than those employees that are older and younger, middle-aged employees might be looking for more external motives to work. Previous research has looked at the age differences between age and occupational well-being, and they have found a curvilinear relationship between the two variables (Zacher, Jimmieson, & Bordia, 2014). Employees in their middle ages had lower job satisfaction and higher emotional exhaustion than younger and older employees. Job satisfaction is an internal way of motivation; therefore, we can make the case that in part time employment this job satisfaction is what causes a decline in intrinsic motivation in middle-aged employees. In addition, younger employees might also be more intrinsically motivated because they are at the beginning of their work journey. Since majority of them might just be getting out of school (high school or college), they might be intrinsically motivated to start their work journey and the fulfillment that comes with working. Although now they will begin to earn a paycheck, the experience of having a job and progressing in a career might motivate their internal motives. On the other hand, older employees are more experienced in terms of work, and are already well-advanced into their career. Being that they might have already done multiple jobs, made a career, and by now most likely have a family, their internal motives of motivation are now more salient than their younger days. Middle-aged individuals are those that are in the middle of their career and work experience. Being that they now have some job experience, and they know what

to look for in jobs, they might be looking for more external rewards than younger and older employees. Their intrinsic motivation might not be as salient due to the constant changes in their career.

Hypothesis 4 was tested in 4 parts; 2 of these parts were confirmed (a: voluntariness improved the relationship between age and intrinsic motivation; b: voluntariness improved the relationship between age and identified motivation). On the other hand, the other two parts of Hypothesis 4 were not confirmed (c: voluntariness did not improve the relationship between age and introjected motivation; d: voluntariness did not improve the relationship between age and external motivation). Ultimately, in the current study, I found that voluntariness improves the relationship between age and the four levels of motivation (intrinsic, identified, introjected, and external). The findings from Hypothesis 4a and Hypothesis 4b coincide with the research on age differences and internal motives of motivation. Researchers have shown that older employees tend to be more motivated due to internal motives (Kooij, de Lange, Janssen, Kanfer, & Dijkers, 2011). According to Ryan and Deci (2000), although identified motivation is not purely internal as intrinsic, both are still autonomous forms of motivation. Interestingly, researchers have found that identified motivation might be a better predictor of concepts such as job performance than intrinsic motivation (Zhang et al., 2016). Therefore, to understand how important identified and intrinsic motivation are, it helps us see the impact that it might have on older employees working part time voluntarily. This means that motivation comes from within the

employee and not necessarily from the environment, job itself, or organization. What this means is that although no age differences exist within part time jobs, when the employees work part time voluntarily, older employees tend to have more intrinsic and identified motivation.

Some impressive findings were seen in Hypothesis 4c and 4d. As previously mentioned, voluntariness improved the relationship between age and introjected and external motivation. This means that when employees work part time because they choose to, older employees tend to also have higher introjected and external motivation. This was interesting to find since most research shows that younger employees are the ones that tend to have higher controlled forms of motivation (Tremblay, Blanchard, Taylor, Pelletier, & Villeneuve, 2009). As Ryan and Deci (2000) point out, introjected motivation and external motivation are controlled forms of motivation because they are influenced by outside forces, and not internal to the individual. This means that the motivation comes from two different forces, and therefore should not be similar. Therefore, the fact that older employees are higher than younger employees in all forms of motivation, we can see how much into play voluntariness comes.

One reason these findings might have played out is because of the findings of Hypothesis 1. As previously discussed, Hypothesis 1 showed that part time employees had higher intrinsic motivation. Therefore, if part time employees are assumed to already be high in intrinsic motivation, it makes sense for the

autonomous forms of motivation to be even higher when they work part time voluntarily. One important note to take is that some studies have actually discussed how external motivational factors affect older employees. Researchers have shown that in addition to intrinsic motivators, it is not common to find older employees being motivated by external factors. For example, von Bonsdorff (2011) found that older nurses tend to be more motivated in financial rewards than younger nurses. However, they did not find younger nurses to be more intrinsically motivated than older nurses. This goes to say that it is not uncommon for older employees to be more motivated in all forms compared to younger workers.

## Implications

### Theoretical Implications

The current study results contain important theoretical implications. First, the significant mean difference between intrinsic motivation and extrinsic motivation provides evidence of how strong intrinsic motivation really is in the field of part time employment (Tziner, Shkoler, & Bat Zur, 2019). Being that part time employees have higher levels of intrinsic motivation; it goes to show that intrinsic motivation is higher in these jobs where individuals work less hours. In addition, the difference between intrinsic motivation and extrinsic motivation in part time employees is salient.

Second, the findings that voluntariness is positively related to intrinsic motivation show how much of an effect choosing to work part time has. As previously mentioned, intrinsic motivation is the most internal form of motivation (Ryan & Deci, 2000). Knowing that those who work part time voluntarily are more intrinsically motivated allows researchers to continue finding the reasons as to why. Additionally, as we know that voluntariness will predict intrinsic motivation, researchers might want to look at voluntariness amongst other types of workers.

Third, the notion that older employees have higher intrinsic motivation than younger employees (Kooij, de Lange, Janssen, Kanfer, & Dijkers, 2011) might not always be the case. As we saw in this study, age did not predict intrinsic motivation. Instead of finding a linear relationship, we found a curvilinear relationship. Both younger and older employees had higher intrinsic motivation compared to employees in the middle. This might imply that for part timers, the beginning and end of their careers are where they are higher in intrinsic motivation. Although part time employment and full-time employment often constitute very similar job duties and/or responsibilities, we see that older and younger employees are similar in intrinsic motivation.

Fourth, the Self-Determination Theory in part time employment can be improved by voluntariness. Being that voluntariness improved all levels of motivation, not just intrinsic, speaks to the importance voluntariness plays in motivation. As researchers discuss, part time employees either choose to work part time or are forced to work part time (Maynard, Thorsteinson, & Parfyonova,

2006). Our findings show that choosing to work part time improves overall motivation compared to working part time involuntarily.

Fifth, part time employment is still an area of research that needs more focus (Barling & Gallagher, 1996). Being that most of the studies on motivation are taken using full time regular employees, more research needs to be done using part time employees. As we can see with the results on the current study, some were different than what the norm of research would state, such as age differences. This clearly means that part time employment is different than full time employment, and these differences need to be researched.

### Practical Implications

Furthermore, the current study provides some important practical implications. First, the results suggest organizations should try to hire more individuals who want to work part time voluntarily. Additionally, since that might not be possible, organizations might want to find ways to improve the intrinsic motivation of employees who are not there voluntarily (Martin, & O’Laughlin, 1984). Whether it be through training, providing opportunities to go full time, providing more opportunities for their growth, or changing the company culture, organizations need to identify those that are not there voluntarily and work with them.

Second, organizations should hire more younger and older employees to fill their part time jobs. As we hear about companies not hiring someone because they are either too old, or too young and not enough experience (Potter, et. al.,

2019), organizations that need part time employees should instead hire these individuals. Being that they are the ones with higher intrinsic motivation, more recruiting methods should be used to attract and hire them. Additionally, like with voluntarily working there, organizations should find ways to improve the intrinsic motivation of the middle-aged employees being that they are the ones with less intrinsic motivation.

Third, organizations need to continue or begin to motivate employees with internal motives who work in these part time jobs. Although research suggests that some form of motivation is better than no motivation at all (van Schie, Gautier, Pache, & Güntert, 2019), we can clearly see that intrinsic motivation is the way to go. Because of the fact that part timers have more intrinsic motivation, organizations need to find ways to feed off of these internal motives. If organizations cannot afford to find ways to motivate their part time workers through more internal motives, external motives will also work. Whether it be through raises, promotions, bonuses, or paid time-off, keeping these employees motivated should be a priority for organizations.

### Limitations

Although the current study provides valuable and interesting information regarding motivation and part time employment, it is not without its limitations. First, the sample was comprised of mostly Caucasian individuals. Caucasians made up almost 70% of the participants used in this study. This means that only 30% of

all the participants were from other ethnicities. With this in mind, we can make the notion that the study may not generalize to other ethnic groups. These ethnic differences might have played a role in our results and our data gathered.

Second, the sample was drawn from an online survey that participants could have taken anywhere at any time. This means that we cannot assure participants were paying full attention when taking the survey. Although some attention checks were put in place and those who failed these attention checks were removed from the data, we still cannot fully guarantee that there were no distractions or dishonesty in the responses. Additionally, respondents who took this survey were compensated. It is very possible that these participants rushed to complete the survey and get paid.

Third, participants were gathered through Amazon's MTurk, which is a platform that requires a computer and internet access. This means that our data does not take account those who do not have access to such things. In addition, not everyone has an MTurk account. Therefore, we cannot generalize the findings to all employees because those who do not have technology access or who do not have an MTurk account might have different experiences and perceptions to their jobs.

### Future Research Directions

The results of this study have provided us with some valuable feedback regarding part time employees motivation, age differences, and how

voluntariness affects it, however, the research should not end here. First, researchers should look at why intrinsic motivation was not higher in older part time employees. Being that most research shows older employees to have higher intrinsic motivation, we need to understand why in part time employees this was not the case. It is important to delve deeper and discover exactly what causes this non-linear relationship between age and intrinsic motivation.

Second, since we know that voluntariness plays a big role in predicting intrinsic motivation, researchers need to look at more data regarding this topic. Since we looked at age differences and voluntariness, it will be interesting to see if there are any ethnic, sex, or field differences, among other classifications. It is important to see if intrinsic motivation in part time employees will be different based on these different demographics.

Third, since we know that voluntariness improves the relationship between age and all four forms of motivation (intrinsic, identified, introjected, external) researchers may want to delve deeper and see which of these relationships is stronger. In addition, it is important to see why all four relationships between age and motivation were improved. Being that extrinsic motivation and intrinsic motivation are different, what might have exactly caused this improvement to be similar in part time employees.

Fourth, and most importantly, more research needs to be done with part time employees more broadly. Part time employment research still continues to be lacking in the literature, specially motivation and voluntariness. Researchers

need to start looking at this phenomenon in more detail as the part time workforce is strong and keeps on increasing. Being that there are many part time employees that make up small and larger organizations understanding basic and deep information on them is of utmost importance.

### Conclusion

Adding on to previous research, this thesis looked at motivation, age differences, and voluntariness in part time employees. It was found that intrinsic motivation is higher in part time employees than external motivation; there is a positive relationship between voluntariness and intrinsic motivation; there is a curvilinear relationship (u-shaped) between age and intrinsic motivation; and voluntariness improved the relationship between age and all four motivational levels. Ultimately, the findings from this thesis add to the literature and further expands on the information regarding what we know now about part time employees. In addition, this thesis expands by giving several theoretical and practical implications as well as new directions for future research.

APPENDIX A  
DEMOGRAPHIC QUESTIONS

Please answer the following questions. For questions with more than choice, please choose the response that best applies to you.

Gender:

- Male
- Female

Marital Status:

- Married or Domestic Partnership
- Single
- Divorced
- Widowed
- Separated

Age: \_\_\_\_\_ years

Ethnicity:

- Asian
- African American
- White / Caucasian
- Middle Eastern
- American Indian
- Hispanic / Latino
- Other

Education Level:

- Less than High School
- High School Diploma
- Some College
- Associates or Vocational Degree
- Bachelor's Degree
- Master's Degree (MA / MS)
- Professional Degree (MD, JD)
- Doctorate Degree (Ph.D, Ed.D)

Job Type:

- Professional Internship
- Service / Sales (Retail)
- Clerical / Secretarial
- Trade / Labor / Craft

- Managerial
- Professional (Health, Science, Teaching, Business)
- Armed Forces
- Other

Current Job Title: \_\_\_\_\_

Number of Hours worked weekly: \_\_\_\_\_

How many months in current position: \_\_\_\_\_

Number of different jobs held: \_\_\_\_\_

Years of work-experience: \_\_\_\_\_

Years of part time work experience: \_\_\_\_\_

APPENDIX B  
WORK PREFERENCE INVENTORY



21. It is important for me to be able to do what I most enjoy. —
22. I prefer working on projects with clearly specified procedures. —
23. As long as I can do what I enjoy, I'm not that concerned about exactly what I'm paid (R). —
24. I enjoy doing work that is so absorbing that I forget about everything else. —
25. I am strongly motivated by the recognition I can earn from other people. —
26. I have to feel that I'm earning something for what I do. —
27. I enjoy trying to solve complex problems. —
28. It is important for me to have an outlet for self-expression. —
29. I want to find out how good I really can be at my work. —
30. I want other people to find out how good I really can be at my work. —
31. What matters most to me is enjoying what I do. —

### **Primary Scales Item Breakdown**

Challenge: 3, 5, 9, 11, 13, 14, 27

Enjoyment: 7, 8, 17, 21, 24, 28, 29, 31

Compensation: 4, 10, 16, 19, 23

Outward: 1, 2, 6, 12, 15, 18, 22, 25, 26, 30,

Amabile, T. M., Hill, K. G., Hennessey, B A., & Tighe, E. M. (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66(5), 950-967. doi: 10.1037/0022-3514.66.5.950

APPENDIX C  
MOTIVATION AT WORK SCALE

Please indicate for each of the following statements to what degree they presently correspond to one of the reasons for which you are doing this specific job.

	Not at all;	Very little;	A little;	Moderately;	Strongly;	Very strongly;	Exactly.
	1	2	3	4	5	6	7
1.							—
2.							—
3.							—
4.							—
5.							—
6.							—
7.							—
8.							—
9.							—
10.							—
11.							—
12.							—
13.							—

**Scale breakdown:**

Intrinsic: 1, 2, 3

Identified: 4, 5, 6

Introjected: 8, 9, 10

External: 11, 12, 13

Gagné, M., Forest, J., Gilbert, M. -H., Aubé, C., Morin, E., & Malorni, A. (2010).  
 The motivation at work scale: Validation evidence in two languages.  
*Educational and Psychological Measurement, 79*(1), 628–646.

APPENDIX D  
UTRECHT WORK ENGAGEMENT SCALE:  
SHORT FORM

Items on the UWES-9 scale are based on the below 5-point Likert Scale:

Strongly Disagree		Neither Agree or Disagree		Strongly Agree
1	2	3	4	5
1. At my work, I feel bursting with energy.				—
2. At my job, I feel strong and vigorous.				—
3. When I get up in the morning, I feel like going to work.				—
4. I am enthusiastic about my job.				—
5. My job inspires me.				—
6. I am proud about the work that I do.				—
7. I feel happy when I am working intensely.				—
8. Please choose “Strongly disagree.”				—
9. I am immersed in my work.				—
10. I get carried away when I’m working.				—

\*The shortened version uses items 1, 4, 5, 7, 8, 9, 10, 11, and 14 from the original UWES

Vigor Items: 1,2, and 3.

Dedication Items: 4, 5, and 6.

Absorption Items: 7, 9, and 10.

Schaufeli, W., & Bakker, A. (2004). Utrecht work engagement scale.  
*Occupational Health Psychology Unit*

APPENDIX E  
THREE-COMPONENT MODEL SCALE

Items on the TCM scale will be based on the below 5-point Likert Scale:

Strongly Disagree		Neither Agree or Disagree		Strongly Agree
1	2	3	4	5

Affective Commitment items:

1. I would be very happy to spend the rest of my career with this organization. \_\_\_
2. I enjoy discussing my organization with people outside it. \_\_\_
3. I really feel as if this organization’s problems are my own. \_\_\_
4. I think that I could easily become as attached to another organization as I am to this one. (R) \_\_\_
5. I do not feel like “part of the family” at my organization. (R) \_\_\_
6. I do not feel “emotionally attached” to this organization. (R) \_\_\_
7. This organization has a great deal of personal meaning for me. \_\_\_
8. I do not feel a strong sense of belonging to my organization. (R) \_\_\_

Continuance Commitment items:

9. I am not afraid of what might happen if I quit my job without having another one lined up. (R) \_\_\_
10. Please choose “Strongly Disagree.” \_\_\_
11. It would be very hard for me to leave my organization right now, even if I wanted to. \_\_\_
12. Too much in my life would be disrupted if I decided I wanted to leave my organization now. \_\_\_
13. It wouldn’t be too costly for me to leave my organization now. (R) \_\_\_
14. Right now, staying with my organization is a matter of necessity as much as desire. \_\_\_
15. I feel that I have too few options to consider leaving this organization. \_\_\_
16. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives. \_\_\_
17. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here. \_\_\_

Normative Commitment items

18. I think that people these days move from company to company too often. \_\_\_
19. I do not believe that a person must always be loyal to his or her organization. (R) \_\_\_
20. Jumping from organization to organization does not seem at all unethical to me. (R) \_\_\_
21. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain. \_\_\_

- 22. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization. —
- 23. I was taught to believe in the value of remaining loyal to one organization. —
- 24. Things were better in the days when people stayed with one organization for most of their careers. —
- 25. I do not think that wanting to be a “company man” or “company woman” is sensible anymore. (R) —

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. doi: 10.1111/j.2044-8325.1990.tb00506.x

APPENDIX F  
SATISFACTION WITH LIFE SCALE

Items on the SWLS scale will be based on the below 5-point Likert Scale

Strongly Disagree		Neither Agree or Disagree		Strongly Agree
1	2	3	4	5
1.	In most ways my life is close to my ideal.			—
2.	Please choose “Neither Agree nor Disagree.”			—
3.	The conditions of my life are excellent.			—
4.	I am satisfied with my life.			—
5.	So far, I have gotten the important things I want in life.			—
6.	If I could live my life over, I would change almost nothing.			—

Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49(1), 71-75. doi: 10.1207/s15327752jpa4901\_13

APPENDIX G  
REASONS FOR WORKING PART TIME SCALE

For each of the below reasons, please pick a number that indicates the degree to which it played a role in your decision to work part time.

No Role		Minor Role		Major Role
1	2	3	4	5

Reason:

- |  |   |
|--|---|
| 1. Caring for relatives (children, parents, spouse, etc.)          | — |
| 2. Transition to retirement.                                       | — |
| 3. Lack of available full time jobs.                               | — |
| 4. Please choose “No Role.”  | — |
| 5. Going to school.  | — |
| 6. Earn extra income.  | — |
| 7. Stepping stone to full-time work at this company.               | — |
| 8. Have more time for other things.                                | — |
| 9. Company changed this job from full-time to part time.           | — |
| 10. Stay active in profession.                                     | — |
| 11. I am tied to this geographical area.                           | — |
| 12. Job loss.  | — |
| 13. Exploring a new career/occupation.                             | — |
| 14. Desired less responsibility than in previous job.              | — |
| 15. Opportunity to apply my expertise to a different type of work. | — |
| 16. Personal health issues.  | — |
| 17. Full-time jobs are rare for this kind of work.                 | — |

Involuntary: 3, 7, 9, 11, 12, 17

Voluntary: 2, 8, 10, 13, 14, 15

Students: 5, 6

Caring for Relatives: 1, 16

Maynard, D. C., Thorsteinson, T. J., & Parfyonova, N. M. (2006). Reasons for working part time: Subgroup differences in job attitudes and turnover intentions. *The Career Development International*, 11(2), 145-162. doi: 10.1108/13620430610651895

APPENDIX H  
INSTITUTIONAL REVIEW BOARD APPROVAL LETTER



January 17, 2020

CSUSB INSTITUTIONAL REVIEW BOARD  
Administrative/Exempt Review Determination  
Status: Determined Exempt  
IRB-FY2020-49

and  
Department of CSBS - Psychology  
California State University, San Bernardino  
5500 University Parkway  
San Bernardino, California 92407

Dear: Daniel Caro Arambula

Your application to use human subjects, titled "Part-Time Work Motivation Study" has been reviewed and approved by the Chair of the Institutional Review Board (IRB) of California State University, San Bernardino has determined that your application meets the requirements for exemption from IRB review Federal requirements under 45 CFR 46. As the researcher under the exempt category you do not have to follow the requirements under 45 CFR 46 which requires annual renewal and documentation of written informed consent which are not required for the exempt category. However, exempt status still requires you to attain consent from participants before conducting your research as needed. Please ensure your CITI Human Subjects Training is kept up-to-date and current throughout the study.

Your IRB proposal (FY2020-49) is approved. You are permitted to collect information from [214] participants for [extra credit/\$2.00]from [SONA/MTurk/Turk-Prime]. This approval is valid from [1/17/2020] to [1/16/2021].

The CSUSB IRB has not evaluated your proposal for scientific merit, except to weigh the risk to the human participants and the aspects of the proposal related to potential risk and benefit. This approval notice does not replace any departmental or additional approvals which may be required.

Your responsibilities as the researcher/investigator include reporting to the IRB Committee the following three requirements highlighted below. Please note failure of the investigator to notify the IRB of the below requirements may result in disciplinary action.

- Submit a protocol modification (change) form if any changes (no matter how minor) are proposed in your study for review and approval by the IRB before implemented in your study to ensure the risk level to participants has not increased,
- If any unanticipated/adverse events are experienced by subjects during your research, and
- Submit a study closure through the Cayuse IRB submission system when your study has ended.

The protocol modification, adverse/unanticipated event, and closure forms are located in the Cayuse IRB System. If you have any questions regarding the IRB decision, please contact Michael Gillespie, the Research Compliance Officer. Mr. Michael Gillespie can be reached by phone at (909) 537-7588, by fax at (909) 537-7028, or by email at [mgillesp@csusb.edu](mailto:mgillesp@csusb.edu). Please include your application approval identification number (listed at the top) in all correspondence.

If you have any questions regarding the IRB decision, please contact Dr. Jacob Jones, Assistant Professor of Psychology. Dr. Jones can be reached by email at [Jacob.Jones@csusb.edu](mailto:Jacob.Jones@csusb.edu). Please include your application approval identification number (listed at the top) in all correspondence.

Best of luck with your research.

Sincerely,

Donna Garcia

Donna Garcia, Ph.D., IRB Chair  
CSUSB Institutional Review Board

DG/MG

## REFERENCES

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