

# **Examining Staff Motivation in Sport for Development and Peace: An Application of the Multidimensional Work Motivation Scale**

**Otto, Marcella Giuliana and Svensson, Per G.**

Louisiana State University, United States of America  
motto2@lsu.edu

## **Aim**

Although motivation has been extensively studied regarding volunteers in sport organizations, little remains known about paid staff members' motivation, particularly in Sport for Development and Peace (SDP) organizations. Prior literature suggests that SDP managers are driven by a combination of intrinsic and extrinsic factors (Welty Peachey, Burton, Wells, & Chung, 2018; Welty Peachey, Musser, Shin, & Cohen, 2017). However, little remains known about how staff motivations influence employee satisfaction and well-being. Therefore, the aim of this study was to empirically examine staff members' motivation in SDP and the relationship between different types of motivation and job satisfaction, intention to turnover, and psychological wellbeing.

## **Theoretical Framework**

Self-determination theory (SDT) served as the theoretical framework guiding this study. SDT offers a valuable theoretical framework for understanding an individual's intrinsic or extrinsic motivation in public and nonprofit organizational settings (Deci & Ryan, 2000). Gagné et al. (2015) advanced SDT theory by identifying four underlying dimensions: intrinsic motivation, external regulation, introjected regulation, and identified regulation. Intrinsic motivation refers to the drive to complete an activity because it is enjoyable and interesting to oneself. The other three dimensions represent different types of extrinsic motivation based on the extent to which the motivation is internalized. In other words, internalizations refer to when the motive to complete an activity, which was previously regulated by external factors, becomes internally regulated (Deci & Ryan, 2000). External regulation motivation is identified as doing something in order to avoid punishment from others (i.e., social) or to obtain rewards (i.e., material). Introjected regulation refers to doing something out of guilt, shame, or other internally pressuring forces. Lastly, identified regulation indicates to be doing an activity because of the value it represents to oneself. Identified regulation is distinctly different from internal motivation since an activity is completed for the instrumental value that activity represents to an individual (identified regulation) compared to the drive to do something because the activity itself is enjoyable and fun (intrinsic motivation).

## **Methodology and Data Analysis**

A quantitative survey design was used to address the purpose of this study. Data were collected through an electronic survey distributed to 1,120 staff members of SDP organizations in the United States. A total of 215 surveys were received for an initial response rate of 19.2%, 16 of which were excluded from the final analysis due to incomplete responses. Motivation was measured using the Multidimensional Work Motivation Scale (Gagné et al., 2015), which has been extensively validated with sound psychometric properties across multiple contexts and languages. Survey items were also adopted from the Schwartz Outcome Scale-10 to measure psychological wellbeing along with the inclusion of the pre-existing Job Satisfaction Scale and Intention to Turnover Scale to measure relevant constructs for the purpose of this study. Data were analyzed through independent t-tests, analyses of variance, and regression analysis to examine potential differences in motivation based on gender, position, length of employment, level of education, and compensation, as well as the

relationship between motivation and work outcomes (psychological wellbeing, job satisfaction, and intention to turnover).

## Results

Overall, high levels of identified regulation and intrinsic motivation, followed by introjected regulation extrinsic regulation-social and extrinsic regulation-material characterized staff members working for SDP organizations in the U.S. Significant differences, however, were identified in regards to staff role (identified regulation and intrinsic motivation), gender (identified regulation), length of employment (extrinsic regulation-social), and level of education (extrinsic regulation-material and introjected regulation). Furthermore, employee motivation significantly predicts job satisfaction ( $F= 15.530$ ;  $p\leq .001$ ;  $R^2 = .29$ ), intention to turnover ( $F= 11.797$ ;  $p\leq .001$ ;  $R^2 = .23$ ), and psychological wellbeing ( $F= 8.572$ ;  $p\leq .001$ ;  $R^2 = .18$ ). Intrinsic motivation was the most influential factor across all three variables, but extrinsic regulation-material and introjected regulation were also significant in predicting the psychological wellbeing of employees.

## Discussion and Implications

The findings of this study contribute to the literature on motivation in SDP (Welty Peachey et al., 2017, 2018) in several ways. The results from this study highlight the multidimensional nature of motivation among SDP staff members and the importance of distinguishing between different types of extrinsic motivations. Organizational leaders need to recognize the importance of differentiating their behavior to align with staff members' work motivation. This is also the first study to apply the Multidimensional Work Motivation Scale to the SDP context. Findings from this study provide a benchmark for future studies examining motivation among SDP organizations across different geographical locations. Furthermore, the results of our analysis also indicate the importance for SDP managers to acknowledge the significant differences in motivations based on the role, gender, length of employment, and level of education of SDP staff members. In addition, the findings from this study also indicate the significant influence of different types of motivation on employee satisfaction and well-being.

## References

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