



Explaining Employee Motivation and Risk-Taking Propensity on Quality of Work-life among Nurses in Mowe, Nigeria

Menjelaskan Motivasi Karyawan dan Kecenderungan Mengambil Risiko terhadap Kualitas Kehidupan Kerja di Kalangan Perawat di Mowe, Nigeria

David E. Okurame¹, Gbeminiyi Daramola², Emmanuel E. Uye^{3*}

Department of Psychology, University of Ibadan, Nigeria

Nursing profession constitutes a risk-laden occupation that affects quality of work life. Study linking motivation and risk-taking propensity among nurses in suburban Nigeria is scarce. Therefore, this study examined employee motivation and risk-taking propensity as predictors of quality of work life among nurses in Mowe, Ogun State, Nigeria. A cross-sectional survey design was adopted while purposive sampling technique was used to select two health facilities. Data were collected from 239 nurses using validated scales. Three research questions were generated and tested using t-test of independent samples and multiple regressions analysis at a $p = .000$ level of significance. The result revealed that employee motivation [$t(237) = 1.98, p = .000$] and risk-taking propensity [$t(237) = 5.01, p = 0.000$] significantly influenced quality of work life among nurses. Also, employee motivation and risk propensity jointly predicted quality of work life among nurses [$R^2 = 0.17, F(2,236) = 24.57, p = 0.000$]. Finally, employee motivation ($\beta = 0.22, p = .000$) and risk-taking propensity ($\beta = .31, p = .000$) independently predicted quality of work life among nurses. The study concluded that employee motivation and risk-taking propensity are excellent predictors of quality of work life among nurses. It is recommended that the hospital administrators should put in place robust welfare package that would help to sustain quality of work life among nurses.

Keywords: motivation, risk-taking propensity, quality of work life, nurses, Mowe /Nigeria

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*Correspondence:
Emmanuel E. Uye

emmanuel.e.uye@gmail.com

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INTRODUCTION

Quality of work life (QWL) is the degree to which workers are satisfied with their personal needs through their engagements in their work organization while achieving the organization's goals (Dizaji et al., 2021). QWL as a multi-dimensional concept shows employees' feelings about different aspects regarding their work as a whole. This includes safe workplace conditions, job-related healthcare issues, suitable working time, and appropriate and fair salary (Reiss et al., 2019). Many organizations are now seeking ways through which they can increase the quality of work life of their employees in order to retain the best of their work force and attract the most talented ones. One group of employees whose quality of work life needs to be constantly monitored in order to get the best and the most committed ones is the nurses. Nurses constitute the largest and the most diverse workforce in the healthcare sector (Smiley et al., 2021).

Nurses quality of work-life is "the degree to which registered nurses are able to satisfy important personal needs through their experiences in their work organization while achieving the organization's goals" (Brooks & Anderson, 2005). Because of the nature of their profession, nurses are constantly exposed to both internal and external factors that affect their quality of work life (Khaghanizadeh et al., 2008). For example, nurses could develop psychological problems such as depression, anxiety and other psychological disorders when they perceive their work as unsatisfactory to them resulting in absenteeism, work stoppages, nonchalant attitude towards their job, high turnover and low morale. In addition, nurses are sometimes owed a backlog of salaries, found working in unhealthy environments and have poor standard of living which have implications on their quality of work life (Olasupo et al., 2019). Also, Nigerian nurses have contextual challenges such as poor work environment, lack of advancement in science and technology to modernize their health delivery services, non-participation in policy making, quackery in the profession, nurses having less interest in research, lack of education and continuous engagement in training and re-orientation, non-effectiveness of their professional associations, lack of support by international organizations and agencies for nursing education and welfare, etc (Auta, 2019).

Several psychological factors have been implicated as predictors of quality of work life. One such factor considered in this study as a likely predictor of quality of work life among nurses is their motivation which is defined as "a set of psychological processes that trigger the arousal, direction and persistence of behaviour towards attainment of set goals (Greenberg & Baron, 2003; Robbins & Judge, 2008). Manzoor (2012) has generally defined motivation as a procedure that is initiated through a physiological or psychological want which stimulates performance that is

intended at a targeted goal. Besides, Rainey (2012) sees motivation as the degree to which a person is moved or aroused to act. Simply put, motivation is the state or condition of being induced to act in certain profitable ways to actualize pre-determined set goals or objectives.

Motivation is a vital tool for turning on the workers to give their utmost best willingly and enthusiastically towards actualization of organizational goals while at the same time achieving their individual job satisfaction. In other words, strengthening workplace motivation is a powerful force for employees to achieve set goals. It elicits a worker's full participation and commitment to ensure that success is attained in the workplace. Motivation can either be intrinsic or extrinsic. Intrinsic motivations are derived from within the individual such as goal achievement, recognition, receiving appreciation. Extrinsic motivations are those rewards which come from external sources such as pay, bonus and reward. Studies have found that employees who scored high on motivational scale tend to express higher quality of work life compared to those who scored low on motivational scale (Fatehi et al., 2015; Almarshad, 2015; Kolawole., 2015).

Beside motivation, the second factor considered in this study as a likely predictor of the quality of work life among nurses is perceived risk-taking propensity which is conceptualized as an individual's orientation toward taking chances in any decision-making situation (Xu & Reuf, 2004). An individual's risk-taking propensity is an accumulated result from the risk tendencies of the individual. Risk-taking propensity differs from business to business and from individual to individual. An individual's attitude towards risk taking explains why some people engage or do not engage in pro-social rule breaking.

Specifically, people are either naturally different, or may assess the prospects of taking a given risk, thus the differences in risk taking propensity among employees (Nicholson et al., 2002). People with a higher level of risk-taking propensity are likely to engage in behaviors that challenge organizational policies, rules and guidelines when they deem it necessary. This is so because such people are hopeful that the outcomes would be positive or that there are gains associated with their choice of actions. On the other hand, people whose propensity towards risk low, are unlikely to break rules especially when the outcomes are unclear. Studies have demonstrated that employees who scored high on risk-taking propensity would likely score higher on quality of work life than those who score low in risk-taking propensity (Sulphey, 2021; Jung et al., 2020; Zhang et al., 2020).

It has been observed that nurses in general are no more putting their best in performing their duties. This could be attributed to many factors which include irregular payment of salary, unconducive work environment and job insecurity. Nurses who find it difficult to cater for the basic needs of the family such as paying children school fees,

house rent, commuting to work especially in the present economic reality in Nigeria would tend to report less than better quality of work life. Taking these factors into consideration, there is a need to investigate the quality of work life among nurses in a developing country like Nigeria. Therefore, the main objective of this study was to examine motivation and risk-taking propensity as predictors of quality of work life among nurses in Mowe Local Government Area (LGA) in Ogun State, Nigeria. The specific objectives of the study were (i) to examine the influence of motivation on quality of work life among nurses in Mowe, Ogun State, Nigeria; (ii) to determine the influence of risk-taking propensity on quality of work life among nurses in Mowe, Ogun State, Nigeria; and (iii) to investigate motivation and risk-taking propensity as predictors of the quality of work life among nurses in Mowe, Ogun State, Nigeria.

The study would provide fresh perspectives on the predictors of motivation and risk-taking propensity on the quality of work life among nurses. It would suggest techniques where both industrial/personnel psychologists and human resource professionals would use how to develop programmes and policies such as seminars, training and lectures to improve quality of life among nurses in the study environment.

One relevant theoretical framework, Herzberg's Two-Factor Theory, comes handy in explaining employees' motivation which states that when employees are faced with challenging but enjoyable work where they can achieve, grow, and demonstrate responsibility and advance in the organization. That is, when the employees' efforts are recognized, it brings about job satisfaction and motivation. Environmental factors such as poor working conditions, low salaries, and poor supervisory relationships cause job dissatisfaction. These for Herzberg are basic needs and for that matter, are the responsibilities of each formal and informal organization to provide for their workers in order to achieve self-actualization. According to Herzberg, the work one considers to be significant leads to satisfaction. Thus factors that depict job satisfaction are completely different from those factors that lead to job dissatisfaction. When applied to this study, it means that nurses who perceive their working environment as conducive and rewarding tend toward better quality of work life. On the other hand, nurses who see their work environment as not conducive and rewarding tend to have negative attitudes toward their work which invariably affect their quality of work life.

Motivation and quality of work life have been investigated using different populations and samples. For example, Fatehi et al. (2015) examined the influence of job motivation and quality of work life among 245 sport teachers in the Department of Education from Urmia. The results showed a meaningful and positive relationship between job motivation and the dimensions of quality of

work life among the sampled sport teachers. Also, Almarshad (2015) investigated the relationship between perceptions of quality of work life (QWL) and work motivation among 353 employees in the public and private sectors in Saudi Arabia with the result indicating work motivation as a strong predictor of quality of work life among study participants.

Further illumination was obtained in a study by Kolawole et al. (2015) on employees' job motivation and quality of work life among 467 private university employees in South-west Nigeria confirming employees' job motivation as a predictor of quality of life among the sampled participants. On their own study, Onu et al. (2014) explored the influence of some dimensions of motivational factors (remuneration, recognition and incentives) on employees' quality of work life among 50 employees of Babcock University, Ogun State found a positive relationship and significant effect of incentives, remuneration and recognition on employees' quality of work life. A related study by Yaghoubinia and Shahindokht (2014) on the relationship between quality of work life and job motivation among 202 faculty members of Zahedan University of Medical Sciences found a significant difference between quality of work life and job motivation among the faculty members who participated in the study.

In yet another study by Kaur (2013) on the motivational level of the quality of life among 100 employees and found that level of motivation plays important role in the quality of work life of the sampled participants. Extending the study, Adejuwon and Oladeye (2013) determined whether job motivation would predict quality of work life among 196 (Male: 128, Female, 68) operation officers of the Nigeria Security and Civil Defence Corps (NSCDC). The results showed that intrinsic motivation contributed significantly to the variance explained in the subscales of the quality of work life while extrinsic and introjected motivation have no significant influence on the officers' quality of work life.

Finally, Baleghizadeh and Gordani (2012) investigated the relationship between quality of work life and teachers' motivation among 160 secondary school English as a foreign language (EFL) teachers in Tehran, Iran. The results indicated that the participants enjoyed an average level of quality of work life and experienced an average to-low level of motivation. In addition, a significant relationship was found between motivation and quality of work life among study participants. However, Ikonne (2015) who explored the influence of job motivation and psychological well-being among 125 library employees found no significant difference between high and low job motivations on psychological wellbeing and their quality of work life among sampled participants.

They have been studies that examined risk-taking propensity and quality of work life across many populations and samples. For example, Sulphery (2021)

assessed Saudi youth's risk-taking propensity level on their level of quality of life and resilience factor and found that propensity to take risk influences their resilience level and quality of life. Also, Jung et al. (2020) investigated whether risk-taking behavior mediates the relationship between empowering leadership and employees' commitment to organizational change and quality of work life. The results revealed that risk-taking behavior positively mediated the relationship between empowering leadership and employees' commitment to organizational change which positively affected quality of work life. Further study by Zhang et al. (2020) investigated how personality traits affect unsafe behavior among construction workers and found that (1) personality traits, risk-taking propensity and unsafe behavioral intention among construction workers directly affected their job which tend to affect their quality of work life and, (2) risk taking propensity plays a partial mediating role on the relationships between personality traits (extraversion, openness to experience, and conscientiousness) and unsafe behavioural intention which influence quality of work life. Similarly, Kahari et al. (2017) explored the contribution of work characteristics and risk-taking propensity in promoting pro-social rule breaking among teachers in one of the Ugandan districts that has a high number of private schools. The results showed that there was a moderating effect of risk-taking propensity on the relationship between work characteristics and pro-social rule breaking.

And finally, Olaniran et al. (2016) examined the role of risk-taking propensity on performance among 176 operators on the Nigerian Stock Exchange. The result showed a positive influence between entrepreneurial orientation dimension - risk-taking, and performance of these operators listed on Nigerian Stock Exchange with returns on assets and returns on equity in one hand and a negative relationship between risk-taking and returns on assets and risk-taking and returns on equity which has possibility of affecting quality of life.

Taking into consideration the above review, it is evidence that employee motivation and risk-taking propensity would have potential to predict quality of work life among nurses in Mowe LGA in Ogun State, Nigeria.

Three hypotheses were tested in this study:

H1: Nurses' who scored low on motivation would have a lower quality of work life than nurses who scored high on motivation.

H2: Nurses' who scored low on risk-taking propensity would score in lower quality of work life than nurses who scored high in risk-taking propensity.

H3: Motivation and risk-taking propensity would jointly and independently predict quality of work life among nurses in Mowe LGA in Ogun State, Nigeria.

METHODS

A. Research Design

The study adopted a cross-sectional research survey design. This is because data was collected from the participants at a particular point in time without manipulation of variables. The independent variables in the study were employees' motivation and risk-taking propensity while the dependent variable was quality of work life. The population of the study consisted of all male and female nurses in Mowe Local Government Area in Ogun State, Nigeria. The study was carried out in one State hospital and one health centre in Mowe Local Government Area (LGA) in Ogun State.

A purposive sampling technique was adopted to select Mowe LGA. The purposive sampling technique was used because the researchers already knew the characteristics of the study population. Convenience sampling technique was used to sample participants for the distribution of research questionnaires that was used for data collection.

B. Data Collection

The following instruments were used for data collection in this study.

Quality of Work Life This was measured using the Quality of Work Life Scale (QWLS) developed by Devapa et al. (2015). The scale consists of 16 items that are presented on a 5-point Likert's format ranging from strongly agreed =1 to strongly disagreed =5. Sample of the items includes: "I do my best to stay fit and healthy" and "I am satisfied with what I am getting paid for my work". The authors reported Cronbach's alpha of 0.96 while in this study, Cronbach's alpha of 0.73 was calculated. QWLS has excellent reliability Cronbach's alpha of 0.96. In this study a Cronbach's alpha of 0.73 was reported.

Employee Motivation This was assessed using an 18-item Work Extrinsic and Intrinsic Motivation Scale (WEIMS) developed by Maxima et al. (2009). The WEIMS is divided into 3-item of six subscales which correspond to the six types of motivation postulated by Self-Determination Theory (SDT): (i.e., intrinsic motivation, integrated, identified, introjected, external regulations, and amotivation). Participants were asked to indicate a 7-point Likert's format ranging from 1 (does not correspond at all) to 7 (corresponds exactly). Sample of the items include: "For the satisfaction I experience from taking on interesting challenges" and "Because this job is a part of my life". The author of the scale reported a Cronbach's alpha of 0.80 and in this study, Cronbach's alpha of 0.74 was reported.

Risk-Taking Propensity This was evaluated using a 7- item Risk-taking propensity Scale developed by Meertens and Lion (2008). The scale

was rated on a 6- point Likert's response format ranges from 1 =strongly disagree to 6 = strongly agree". Sample of the items include: "I prefer to avoid risks" and "I take risks regularly". The authors reported the scale Cronbach's alpha of 0.73 while in the current study, the Cronbach's alpha of 0.55 was reported.

C. Research Procedure

A Letter of Introduction was obtained from the Department of Psychology, University of Ibadan, Nigeria as a means of identifying the researchers. This was presented to the Chief Matron who also assessed the contents of the questionnaires. Based on her acceptance, the researchers were allowed to discuss with the potential participants whose consents were sought for. Potential participants who agreed to collect the questionnaires were told that all their responses would be treated confidentially and that participation is voluntary. They were also told that they have the right to discontinue with the completion of the questionnaires whenever they feel uncomfortable. Because many of the potential participants work on shift duties, the questionnaires were given to them and were picked up later at the appointed day. The period of questionnaire administration spanned for over three weeks. In all, a total 250 copies of questionnaires were distributed among the nurses out of which 239 (i.e., 96% response rate) were duly completed and found usable for the analysis.

D. Statistical Analysis

SPSS version 23 was used to analyze data collected. Descriptive and inferential statistics were used for the analysis of the data collected from the participants. Descriptive statistics was used to analyze the demographic variables while inferential statistics was used to research questions. Research questions one and two were tested using t-test for independent means while research question three was tested with multiple regression analysis. All hypotheses were accepted at $p = 0.000$ level of significance.

E. Ethical Considerations

The researchers adhered strictly to the principles of research ethics. This was done by informing the participants that the research poses no physical, psychological, or emotional harms to them. The researchers ensured that there was no identification that links any participant with the collected data. Confidentiality was ensured before and after data collection from all participants.

RESULTS

Demographic analysis revealed that 82(34.3%) of the participants were males, while 157(65.7%) were females. The age of the participants ranges from 26 to 56 years with mean age of 35.54 years and standard deviation of 6.68. In terms of religion, 164(68.6%) of the participants were Christians, 68(28.5%) were Muslims while 7(2.9%) were from other religions. In terms of professional qualifications, 141(59%) of the participants were registered nurses while 98(41%) were non-registered nurses. In terms of participants' marital status, 174(73%) were singles, 51(21%) were married, 5(2%) were divorced while 9(4%) were separated. Lastly, in terms of years in service, 111(46.4%) have used between 1 and 10 years, 90 (37.7%) have spent between 11 and 20years while 38 (5.9%) have spent between 21 and 30 years.

H1: Nurses' who scored low on motivation would have a lower quality of work life than nurses who scored high on motivation. This was tested using t-test for independent means and the result is presented in Table 1.

[Table 1. About here.]

Table 1 shows the result of the t-test of independent samples showing the influence of nurses' motivation on quality of work life. The result revealed that employee motivation had significant influence on the quality of work life among nurses [$t(237) = 1.98, p = .000$]. This means that employee motivation with low motivation ($M = 61.07, SD = 8.23$) reported lower quality of work than those with high motivation ($M = 63.07, SD = 7.25$) who reported high quality of work life. Hence, the result confirmed the stated hypothesis and it is accepted in this study.

H2: Nurses' who scored low on risk-taking propensity would score in lower quality of work life than nurses who scored high in risk-taking propensity. This was analyzed using t-test for independent samples and the result is presented in Table 2.

[Table 2. About here.]

Table 2 presents the t-test for independent samples on influence of risk-taking propensity motivation on quality of work life. The result indicated that risk-taking propensity had a significant influence on quality of work life among nurses [$t(237) = 5.01, p = .000$]. This means that nurses with low risk-taking propensity ($M = 64.77, SD = 7.56$) reported higher quality of work life than those with high risk-taking propensity ($M = 59.92, SD = 7.28$) who reported low-quality of work life. Hence, the result confirmed the stated hypothesis and it is accepted in this study.

H3: Employees' motivation and risk-taking propensity would jointly and independently predict quality of work life among nurses in Ogun State. This was tested using multiple regression analysis and the result is presented in Table 3.

[Table 3. About here.]

Table 3 depicts multiple regression analysis of joint and independent predictors of quality of work life among nurses. As depicted in Table 3, the result demonstrated that there was significant joint prediction of employees' motivation and risk-taking propensity on quality of work life [$R^2 = 0.17$, $F(2,236) = 24.57$, $p = 0.000$]. This indicated that independent variables of employee motivation and risk-taking propensity on quality of work life explained 17% variation in dependent variables (i.e., quality of work life). Further results show that employee motivation ($\beta = 0.22$, $t = 3.68$, $p = 0.000$) and risk-taking propensity ($\beta = 0.31$, $t = 5.27$, $p = 0.000$) independently predict quality of work life among study participants. The stated hypothesis was therefore accepted.

DISCUSSION

The first hypothesis that employee motivation would have a significant influence on quality of work life among nurses was confirmed. This means that nurses low in motivation reported lower quality of work life than those who reported higher in motivation. Motivation has been equated to higher job satisfaction which can lead to higher quality of work life. This finding supported Fatehi et al. (2015) who found a significant influence between job motivation and the dimension of quality of work life among sport teachers. Also, Kolawole et al. (2015) result lent credence to the present finding that employee job motivation was a strong influence on quality of life among their study participants. Finally, Kaur (2013) has earlier found that workers' level of motivation contributed significantly to the quality of work life reported among study participants which supported this study finding.

The second hypothesis whether risk-taking propensity would have significant influence on quality of work life among nurses was also confirmed. This means that nurses with higher risk-taking propensity reported higher quality of work life than those with low risk-taking propensity. This holds because workers with a higher level of risk-taking propensity are likely to engage in behaviors that challenge organizational policies, rules and guidelines whenever they deem it necessary for higher performance which would lead to higher job satisfaction and quality of work life. The study finding was in accordance with Sulphrey (2021) who found that propensity to take risk

influences individual quality of work life among their study participants. Also, this result supported Jung et al. Choi's (2020) who found that risk-taking behavior positively influenced quality of work life among employees who were involved in organizational change. Further support for the current finding came from Olaniran et al. (2016) who found a strong influence between risk-taking and returns on assets and risk-taking and returns on equity.

Concluding, this finding is in agreement with Lawson (2014) who found significant influence between risk-taking propensity and quality of work life among corporate entrepreneurs. However, the study contradicted the finding by Kahari et al. (2017) who found that risk taking propensity did not influence quality of work life among their participants. This could mean cultural sensitivity influence among study participants.

Finally, the third hypothesis that employees' motivation and risk-taking propensity would jointly predict quality of work life among nurses was confirmed which explained 17% of variance observed in quality of work life among study participants. The result further indicated that both employees' motivation and risk-taking propensity independently predicted quality of work life. Hypotheses of motivation and risk-taking propensity addressed nurses' orientation toward putting in their best in the face of challenging work they are engaged vis-à-vis achieving reasonable levels of quality of life. The findings supported previous studies that found employees' motivation and risk-taking propensity to have independent and joint influence on quality of work life among different populations and samples studied (Jung et al., 2020; Sulphrey, 2021; Fatehi et al., 2015; Almarshad, 2015). For example, Sulphrey (2021) found risk-taking propensity to predict quality of work life among study participants. Also, Almarshad (2015) found work motivation to be a strong predictor of quality of work life among study participants. Whichever way the present results are looked at, the combined effects of employee motivation and risk-taking propensity significantly influence and predict quality of work life among nurses in the study population.

CONCLUSIONS

The following conclusions were drawn from the findings of this study. That motivation influenced quality of work life which implies that nurses high on motivation tend to have high quality of work life than nurses who have low motivation. Also, that risk-taking propensity has influenced the quality of work life, meaning that nurses with low risk-taking propensity have lower quality of work life than nurses with high risk-taking propensity. Finally, that employee' motivation and risk-taking propensity jointly and independently predicted quality of work life among study participants.

IMPLICATIONS/RECOMMENDATIONS

Based on the finding of this study the following recommendations were proffered:

1. Professional organizational/industrial psychologists should design intervention programmes that are tailored toward improving motivation that would foster better quality of work life among nurses.
2. Hospital management should always put in protective measures in which nurses' risk-taking propensity would be low to boost their quality of work life index.
3. Finally, governments should pay nurses their entitlements and benefits as at when due. This would contribute at least to meet above the basic standard of work quality of life needs among nurses.
4. Nurses are both motivated by extrinsic motivators of financial need and welfare packages provided for them. Also, they are intrinsically motivated by higher responsibility, recognition, praise, etc

Finally, this study was faced with some limitations which need to be addressed in further study. First, only one Local Government Area was purposively selected for this study which invariably has limited the generalization of the study finding. It is suggested that further study should include more LGAs and increase sample size to allow for generalization of study finding to other LGAs and countries. Two, the study employed self-report for data collection which is not devoid of social desirability bias. Further study should include focus discussion, group interview and observation which would help to validate data collected. Finally, only two independent variables were investigated in this study. Further study should add self-esteem, personality traits and social support as possible predictors of quality of work life among nurses.

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Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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Table 1 / T-Test for Independent Samples on the Influence of Nurses' Motivation on Quality of Work Life (N =239)

Nurses' Motivation	N	Mean	SD	t	Df	p
Low	126	61.07	8.23	1.98	237	.000*
High	113	63.07	7.25			

Dependent Variable: Quality of Work Life

*Significance at p =.000

Table 2 / T-Test of Independent Samples on Influence of Risk-Taking Propensity Motivation on Quality of Work Life (N=239)

Nurses' Motivation	N	Mean	SD	t	Df	p
Low	109	64.77	7.56	5.01	237	.000*
High	130	59.92	7.28			

Dependent variable: Quality of Work Life

*Significant at p=.000

Table 3 / Multiple Regression Analysis of Joint and Independent Predictors of Quality of Work Life among Nurses (N239)

Predictors	β	t	p	R	R^2	F	p
Motivation	.22	3.68	= .000				
Risk-taking propensity	.31	5.27	= .000	. 4	.17	24.57	.000*
				1			

Dependent Variable: Quality of Work Life

*Significant at $p = .000$