

Effect of Motivation on Employee Retention: Mediating Role of Perceived Organizational Support

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Abstract

Employees play crucial role for the success and failure of any organization. In modern competitive work environment, employee retention is meaningful for the achievement of organizational goals. The aim of the study is to investigate the effect of intrinsic and extrinsic motivation on employee retention. Along with that, the study also examined the mediating role of perceived organizational support on motivation-retention relationship. Primary data was collected from the commercial banks of Lahore, Pakistan. A sample size of 342 banking sector employees in commercial banks of Lahore, Pakistan was selected. Partial Least Square- Structural Equation Modeling was used to analyze the data. The findings revealed that intrinsic and extrinsic motivation has a significant impact over employee retention and perceived organizational support mediates the relationship between extrinsic, intrinsic motivation, and employee retention. By empirically testing the research contributes academically to Social Exchange Theory, Herzberg Two Factor and Organizational Support Theory.

Keywords: Perceived Organizational Support, Intrinsic Motivation, Extrinsic Motivation.

Introduction

Motivation is one of the major aspect in any organization and drive the human beings to put extra efforts (Akhtar, Aziz, Hussain, Ali, & Salman, 2014). Employee motivation is the process of human behavior to achieve the tasks effectively (Springer, 2011). In any organization, the overall efficiency and effectiveness of employees and success of the organization is dependent on motivation level of employees. Likewise, de-motivated employees do not put efforts and on getting a chance leaves the workplace (Cheema, Shujaat, & Alam, 2013). Similarly employee turnover is increased in absence of motivation. Motivation can be intrinsic or extrinsic. The aspect of job which enhances internal satisfaction of employees is intrinsic motivation which includes appreciation, new work challenges, positive and soft behavior from employer, and job succession (Ryan & Deci, 2000). Whereas, extrinsic motivation can be described as pay, bonus, promotions, job security (Prabakaran, Ispriya, Amsa, & Angulakshmi, 2014). The intrinsic motivation is an important aspect to increase motivation of employees and their intention to stay with the organization (Aguenza, 2012). Intrinsic and extrinsic motivation are very important for all the employees (Asad, Haider, Akhtar, & Javaid, 2011) working in any industry and banking sector has no exception to it. Management needs to take more attention to motivate employees intrinsically or extrinsically to enhance employee performance and organizational productivity (Sleimi & Davut, 2015).

Employee retention is a major issue for all the employers as it costs organizations (Rasheed, Jehanzeb, & Rasheed, 2013; Mgedezi, Toga, & Mjoli, 2014) and banks in Pakistan are facing the same issue (Salman, Ahmad, & Matin, 2014). In the banking sector, due to rapidly growing business

and competitive nature of jobs, employee retention becomes a big challenge for the banking industry in Pakistan. Studies have demonstrated that motivation has a positive impact on employee retention (Mgedezi, Toga, & Mjoli, 2014) but the rate of retention differs due to certain factors (Glen, 2006). Thus, it is obvious that intrinsic motivation and extrinsic motivation have a positive impact on employee retention (Aguenza, 2012; Asad, Haider, Akhtar, & Javaid, 2011; Sleimi & Davut, 2015), on the other hand, Terera and Ngirande (2014) negated this statement and showed that non-financial motivation has an insignificant impact, likewise, Haider, Aamir, Hamid, and Hashim (2015) argued that financial motivation is less important as compared to non-financial motivation. This clearly shows ambiguities and highlights that there is some intervening variable that is disturbing this relationship (Baron & Kenny, 1986).

Along with motivation, Perceived Organizational Support (POS) plays a crucial role for the employees. POS is the degree of beliefs that employees are highly committed to their organization and the organization worth their commitment. According to Organizational Support Theory (OST) when the organization values the involvement of employees, believe of POS is developed which help organizations to enhance employee retention. This helps employees to expect that their enriched performance would be regarded and their well-being would be taken care of (Eisenberger, Cummings, Armeli, & Lynch, 1997). Motivated employees are more loyal and remain committed with organization because of POS (Ajmal, Bashir, Abrar, & Khan, 2015), which reduces employee turnover.

High POS reduces absenteeism and improves employee retention (Robert, Robin, Hutchison, & Sowa, 1986; Mitchell, Gagne, Beaudry, & Dyer, 2012). The good aspect of POS is that it discourages negative responses that leads to lower turnover and absenteeism and improved productivity and lasting relations (Eisenberger, Cummings, Armeli, & Lynch, 1997; Rhoades & Eisenberger, 2002). Likewise, several studies highlighted that motivated employees are valued at workplace (Devi & Premarathne, 2006; Masdia, 2009). In line with the same, POS has a positive impact on employee retention (Iqbal & Hashmi, 2015). Similarly, POS has been used by researchers as a mediating variable (Iqbal & Hashmi, 2015; Hassan & Hassan, 2015).

However, to the best of researchers knowledge the combined effect of intrinsic motivation and extrinsic motivation on employee retention with the mediating role of POS has not been analyzed, which shows a clear gap in the body of knowledge, especially regarding banking industry employees. Therefore, this study is being conducted to analyze the mediating role of POS between intrinsic motivation and extrinsic motivation and employee retention. Thus this study will fill the theoretical gap in the body of knowledge by analyzing the combined effect which is identified separately by Organizational Support Theory and Two Factor Theory as both the theories independently seems incomplete. The study is useful for the banking sector leaders and decision makers as the focus of the study is banking sector employees because the turnover is very high among banking employees.

Literature Review

Motivation is essential for retaining the employees. Motivation can be studied through two factors: one is financial reward and the other is non-financial reward. To study the impact of rewards on employee retention, it was identified that only financial rewards are not enough to satisfy the employees on their jobs. Intrinsic and extrinsic motivation both have their own significance in retaining the employees. Furthermore, intrinsic and extrinsic motivation plays a significant role in ensuring employees that they are valued by the organization. This valuation by the organization creates POS which further improves employee retention. In this section in depth literature has been reviewed and critically analyzed. The other factors including organizational culture, compensation,

reward, recognition, promotion opportunities, work environment, organization justice plays a key role in motivating the employees which helps to improve employee retention (Sheridan, 1992; Roy, 2015).

Organizations where money is used as an extrinsic motivation, intrinsic motivation usually drops, whereas, organizations where verbal praise and constructive feedback is used, intrinsic motivation increases. Intrinsic motivation like job security, task significance, feedback, task variety, autonomy, and authority, were found ominously and positively related to better employee retention (Mak & Sockel, 2001). On the other hand, extrinsic motivation like recognition, advancement, and relation with co-workers are related to employee cooperation (Lin, 2007). Similarly, non-financial motivation have an insignificant impact over employee retention, so management needs to offer more attractive packages for employee retention (Terera & Ngirande, 2014). Satisfied employees have a lesser turnover intentions. In contrast with that, it is also argued that financial reward are more important for motivating and retaining employees as compared to non-financial reward (Yousaf, Latif, Aslam, & Saddiqui, 2014). Literature to explore the worth of non-financial rewards for satisfaction of employees revealed that employee retention is based on the employee's job satisfaction (Haider, Fatima, Asad, & Ahmad, 2016). Besides the importance of financial motivation like salary, bonus, insurance etc, the non-financial motivation enhances and increases the morale of employees (Haider, Aamir, Hamid, & Hashim, 2015). But organizations use financial rewards, job characteristics, training, career development, recognition, employee management and work-life balance as tools to increase employee retention (Aguenza, 2012; Haider, Asad, Fatima, & Abidin, 2017). This clearly shows that the literature regarding intrinsic and extrinsic motivation is ambiguous and need to be analyzed further.

In the same domain, POS is found to have a significant impact over employee retention (Arshadi & Hayavi, 2013). Likewise, Ahmad, et al. (2010) highlighted that POS not only explains theory of organizational support but also leader member exchange theory. Leader member exchange theory and the social exchange theory, therefore, are not a single concept. Perception of employees that organizations value their well-being, are engaged in organizational citizenship behavior, such POS enhances expectancy that greater effort towards organizational goals would be rewarded, and therefore, enhances employee retention with the organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Effective commitment, normative commitment and continuous commitment have a positive impact over POS and employee retention (Tumwesigye, 2010). Thus, it is obvious that POS is important for employee retention.

Considering the differences and abiguity in the literature and absence of combined framework regarding a major issue of employee turnover especially in the banking sector, the current study in support of two theories two factor theory and organizational support theory develops the following framework.

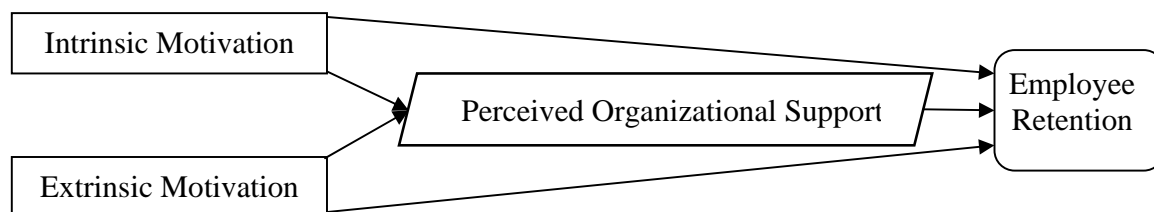


Figure 1 Conceptual Framework of Research

The main contribution of the study is that both the theories individually are incomplete. This study is supposed to develop the combines effect of motivational factors and POS regarding major challenge of employee retention. On the basis of the frame and objectives of the study following hypothesis have been developed:

H₀₁: Intrinsic motivation has a significant impact on employee retention.

H₀₂: Extrinsic motivation has a significant impact on employee retention.

H₀₃: Intrinsic motivation has a significant impact on perceived organizational support.

H₀₄: Extrinsic motivation has a significant impact on perceived organizational support.

H₀₅: Perceived organizational support has a significant impact on employee retention.

H₀₆: Perceived organizational support mediates the relationship between intrinsic motivation and employee retention.

H₀₇: Perceived organizational support mediates the relationship between extrinsic motivation and employee retention.

Methodology

The purpose of the study is to identify the mediating role of POS between intrinsic motivation, extrinsic motivation, and employee retention. In methodology initially research design has been presented covering population, sample, sample size, and sampling technique. The unit of analysis in this study is employee of commercial banks. Primary research has been conducted. The data has been collected with the help of a structured questionnaire. Five point Likert scale is used to measure the responses of the respondents. The employees of commercial banks constitute the population for this study. In this study, a sample size of 383 employees of commercial banks is taken.

Operationalization of Variables

For conducting any study operationalization of the variables is very important. To give proper meaning to the variables, the variables have been operationalized below:

Intrinsic and extrinsic motivation

Intrinsic and extrinsic motivation measured by using the Work Preference Inventory (WPI) (Amabile, Hill, Hennessey, & Tighe, 1994) on five point Likert scale. Several studies used WPI to investigate the intrinsic and extrinsic motivation such as (Stuhlfaut, 2012; Robinson, et al., 2014).

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) scale was measured by an 8 items on five point Likert scale (Eisenberger, Cummings, Armeli, & Lynch, 1997).

Employee retention

The instrument used to measure employee retention was based on 11 items on five point Likert scale. The instrument was also used by Kumar, Gireesh, and Santhosh (2014).

Results

Primarily the descriptive analysis was conducted to identify the demographics of the participants using SPSS 21. The results of demographics are mentioned in table 1.

Table 1. Summary of Respondents' Demographics

| Gender | Percent | Marital status | Percent | Age | Percent | Education | Percent |
|--------|---------|----------------|---------|---------------|---------|------------|---------|
| Male | 70.8 | Married | 57.3 | Below 30 | 48.0 | Graduation | 29.5 |
| Female | 29.2 | Unmarried | 42.7 | 31 – 40 years | 39.2 | Masters | 68.1 |
| | | | | 41 – 50 years | 12.9 | Diploma | 2.3 |

Evaluation of PLS-SEM Result

In order to find the impact and significance of the relationships Partial Least Square-Structural Equation Modeling (PLS-SEM) was used with the help of Smart PLS 3. The first step in the evaluation of PLS SEM is ensuring the reliability and validity of the scale. For this purpose factor loadings, Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) have been calculated. Table 2 represents the results of measurement model.

Table 2. Loadings, Reliability and Convergent Validity Values

| Variables | Items | Loading | Cronbach's Alpha | CR | AVE |
|--|-------|---------|------------------|-------|-------|
| Employee Retention (ER) | ER 1 | 0.784 | 0.818 | 0.873 | 0.581 |
| | ER 2 | 0.761 | | | |
| | ER 3 | 0.811 | | | |
| | ER 4 | 0.663 | | | |
| | ER 5 | 0.782 | | | |
| Extrinsic Motivation | EM 1 | 0.760 | 0.781 | 0.847 | 0.523 |
| | EM 2 | 0.719 | | | |
| | EM 3 | 0.793 | | | |
| | EM 4 | 0.721 | | | |
| | EM 5 | 0.672 | | | |
| | EM 6 | 0.693 | | | |
| Intrinsic Motivation (IM) | IM 1 | 0.743 | 0.863 | 0.893 | 0.512 |
| | IM 2 | 0.819 | | | |
| | IM 3 | 0.758 | | | |
| | IM 4 | 0.694 | | | |
| | IM 5 | 0.706 | | | |
| | IM 6 | 0.688 | | | |
| | IM 7 | 0.713 | | | |
| | IM 8 | 0.718 | | | |
| Perceived Organizational Support (POS) | POS 1 | 0.775 | 0.769 | 0.843 | 0.520 |
| | POS 2 | 0.741 | | | |
| | POS 3 | 0.676 | | | |
| | POS 4 | 0.789 | | | |
| | POS 5 | 0.705 | | | |

To ensure the reliability of the instrument Cronbach's alpha has been calculated. Cronbach's alpha values exceed the recommended threshold level of 0.70 (Henseler, Ringle, & Sinkovics, 2009; Joseph F. Hair, Black, Babin, & Anderson, 2010). Likewise, internal consistency reliability was assessed by examining CR. The CR values in this study ranges between 0.843 to 0.893, indicating the internal consistency of the measurement model (Joseph F. Hair, Black, Babin, & Anderson, 2010). In order to identify an element of convergence in the measurements of the construct, AVE was used with a threshold value of 0.50 and above (Henseler, Ringle, & Sinkovics, 2009). The AVE values of all the constructs exceed the threshold value of 0.50 as mentioned in table 2. Another important aspect is to ensure the discriminant validity. Discriminant validity is concerned to the

extent that items in one construct are different from the other construct (Joseph F. Hair, Black, Babin, & Anderson, 2010). Table 3 shows the results of Fornell-Larcker Criterion assessment of discriminant validity.

Table 3. Fornell-Larcker Discriminant validity

| Variables | Employee Retention | Extrinsic Motivation | Intrinsic Motivation | POS |
|----------------------|--------------------|----------------------|----------------------|-------|
| Employee Retention | 0.762 | - | - | - |
| Extrinsic Motivation | 0.386 | 0.723 | - | - |
| Intrinsic Motivation | 0.478 | 0.432 | 0.715 | - |
| POS | 0.392 | 0.505 | 0.191 | 0.721 |

The Structural Model

After ensuring that the instrument is reliable and the collected data is good for further analysis structural model has been analyzed for testing of hypothesis. The evaluation of inner model initiated with the examination of the direct relationship between the dependent variable and the independent variables. With the help of PLS Algorithms the size of the path coefficients were examined and with the help of bootstrapping procedure, significance of the relationships were examined. Initially, the model was paying attention on the direct relationship of the dependent and independent variables. Then, the mediation was analyzed, and the analysis of relationship between independent variables and mediating variable along with mediating and dependent was carried out. The result revealed that all the exogenous variables have a positive impact over the endogenous variable. The bootstrapping result showed the significance of the relationship between independent variables and dependent variable along with mediation effects. Table 4 presents the path coefficients, t-statistics and p-values.

Table 4. Results of Hypotheses Testing (Direct and Indirect Relationships)

| Hypotheses/Path | Path Coefficients | Standard Error | T Statistics | P-Value | Decision |
|-----------------|-------------------|----------------|--------------|---------|-----------|
| IM -> ER | 0.433 | 0.052 | 8.628 | 0.000 | Supported |
| EM-> ER | 0.347 | 0.057 | 6.976 | 0.000 | Supported |
| IM-> POS | 0.127 | 0.059 | 2.134 | 0.033 | Supported |
| EM-> POS | 0.489 | 0.057 | 7.320 | 0.000 | Supported |
| POS -> ER | 0.195 | 0.082 | 2.371 | 0.018 | Supported |
| IM-> POS -> ER | 0.02 | 0.01 | 1.75 | 0.04 | Supported |
| EM-> POS -> ER | 0.09 | 0.04 | 2.25 | 0.01 | Supported |

Conclusion

The main objective of this study was to find the mediating effect of POS between intrinsic and extrinsic motivation and employee retention. After collecting and analyzing the primary data, it has been observed that intrinsic and extrinsic motivation are equally essential for employee retention, both have a significant positive effect on employee retention. Motivated employees think more positive about organization and they stay longer with that organization. For employee motivation and satisfaction, intrinsic and extrinsic rewards are crucial. When the employees are satisfied with their job, they show great loyalty and commitment with the organization. Retention of employees differ because of employee perception about support from the organization. Therefore, it

can be concluded with confidence that POS would play a significant mediating role between motivation and employee retention.

Future Recommendations

Therefore future researchers in the same domain are advised to add the moderating effect of organizational culture in the same relationship.

Implications for Practice

The findings of the study will help Pakistani commercial banks to develop plans about intrinsic, extrinsic motivation to enhance the employee retention. Furthermore, the study stretches guidelines to HR practitioners to give prime attention to intrinsic and extrinsic motivation as they assist in retaining the talent. Organizations should also capitalize in providing patronage to their employees which is one of the vigorous contrivances in augmenting the employee's motivation and retention level in the organization in the current study, changes in the rate of employee retention is also caused by organizational culture.

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