

Mediating Role of Amotivation to Turnover Intention in Private Education Sector of Southern Punjab Pakistan

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Abstract

Along with the mediating role of Amotivation this study is aimed to scrutinize the effect of several work-related practices on the turnover Intention of employees in private education Southern Punjab Pakistan. Quantitative approach will be used to analyze the data. Data was collected from the employees of superior and Punjab colleges of Southern Punjab Pakistan. Probability sampling technique was used to collect the data. Findings of this study showed the negative relationship of negative workplace practices with the turnover intention of employees and Amotivation put a positive impact on the turnover intention of employees. Hence, the conclusion of this study is shows that empowerment, job security, healthy working environment and career development have close interrelationships. Organizations that are adaptive, consistent in their values, engaging to employees, and embracing common missions in their cultures have a higher tendency to probe into issues, to seek methods to reduce costs, to look into the future, and to act proactively in their strategies.

Key Words: Employee empowerment, Empowerment process, Job Insecurity, Working Condition, Workplace / Supervisor Behavior Career development, Less Career Growth. Amotivation

Introduction

The modern day HRM challenges include employing and retaining appropriate and suitable employee in an organization. The induction of such employees can create conducive environments for education sectors in such competitive free market economy and would also supplement their returns .furthermore it will not only help in understanding the viewpoint but also helps in analyzing the retention factors. According to firth et al 2004 and McCarhy et al 2007 the higher employee discontinuity causes immense problems in terms of orientating and training fresh employees, similarly it will badly affect the overall productivity of an organization. Here the main consideration for the researchers should be the trends of behavior of leaving the job amongst the employee's .According to Colquitt et al., 2011; Griffeth, 2000).the word turnover means as the most extreme form of workplace withdrawal (Colquitt (2011) further says that the turn over provide a good synopsis of why employees choose to leave, there could be several reasons for the Employees to resort to "turnover" and the most important reason could be leaving for more money or a better career opportunity; According to Griffeth, 2000; Podsakoff 2007.the intent to leave or intent to stay) are supported as the best predictor of actual turnover. Lack of job satisfaction/Amotivation ultimately results in quitting the job by the individuals. The most important issue for any organization is its work force turnover, the efforts which are invested in terms of time and resources for hiring and training of individuals is lost forever moreover such costs become quite significant as the time passes by and as we reach up the hierarchy.

Numerous studies was conducted in the field of Amotivation, employee empowerment, job insecurity, poor working condition that cause the turnover intention but my studies contributes that the mediating role of Amotivation which cause the turnover intention. Greek researchers Vlachopoulos and Gigoudi (2008) developed a four factor

Amotivation scale for exercise called the ATES in short. This Amotivation towards Exercise Scale reflects taxonomy of older Greek adults' reasons for refraining from exercise. The four factors are capacity beliefs, outcome beliefs, effort beliefs and value

beliefs. According to Greenlagh. Rosenblatt 1984, and Sverke 2006 the concept of job insecurity has changed in 1960s and 70s from a motivator job security to a stressor (job insecurity) in the 1980s.

In Pakistan numerous studies have been conducted in the field of services industry, however the area of private educational institute is still unexplored. In Pakistan especially in Southern Punjab the phenomena of Private Higher Education is still very important. The issue however at private educational institutes level in greater detail as lot of areas still needs to be explored.

In order to reduce existing gaps it is imperative to carry out an in depth analysis of employee turnover intentions, the effects of employee empowerment, working condition, career development and job insecurity with mediating role of Employee amotivation in private colleges of Punjab.

Problem Statement

Off late many researchers have been carried out in order to study the concept of Amotivation, employee empowerment, job security, poor working condition, career non development is a viz their effects on employees turnover .Mooreet al.,2004;explains that lack of Amotivation and job satisfaction are the contributing factors in employees intentions to leave a particular job .

In Pakistan numerous studies has been conducted in the field of services industry, however the area of private educational institute is still unexplored. In Pakistan especially in Southern Punjab the phenomena of Private Higher Education is still ver

important. The issue however at private educational institutes' level in greater detail as lot of areas still needs to be explored.

.The aim of this study is to develop an understanding of employee's amotivation and its effects on turnover rate of employees in private service organizations of southern Punjab. The research also lays special emphasis on exploring variables which govern amotivation through Herzberg intrinsic and extrinsic theories of motivation that ultimately effect the turnover intensions. It is also designed to further understand employees empowerment , job insecurities working conditions and career development in context to the role of employees amotivation with turnover intensions in private colleges of Punjab .In the context of education industry, southern Punjab is striving to become international hub for world class education in its efforts to big player in regional education scene by year 2013 .The rising trends in globalization, and reforms to improve educational system has given birth to many challenges like developing ways to improve staff commitment to universities, the main criteria is to attract and retain experienced and excellent academic staff.

Research Questions

1. Either the relationship may exist between employee empowerment and motivational factors?
2. Is there any relationship between job insecurity and Amotivation?
3. Is there any relationship between working condition of organization and amotivation?
4. Is there any relationship between career develop and amotivation?
5. Is there any relationship between the levels of amotivational factors of employees and turnover intention?

Research Objectives

1. To critically evaluate the current level of turnover intention in educational institute of southern Punjab
2. To develop and examine and alternate model that has not been used in educational institute
3. To draw the conclusion from the result and findings of study

Significance of the study

Amotivation in firms is absolutely important and necessary because it could change the behavior of employees in positive ways. That is why much management believes that when they establish motivated employees in the workplace, they can observe significant achievements in their organizations Employee Motivation is an important tool in an organizational structure, in colleges the management should always make all possible efforts to improve this factor by encouraging their workers to perform their assigned tasks effectively and diligently.

Literature Review

Employee Empowerment

In his book „The Future of Work“ Malone (2004) describes the current revolution in business which involves power and control. There are several ways to deal with power and control in an organization and it is important to take into account the present environment. In his book, Malone states that because of the importance of knowledge workers and development in information technology, decentralization in organization scan be expected. Malone defines decentralization as “participation of people in making the decisions that matter to them” (P. 5). The concept of decentralization described by Malone is close to another concept that deals with power and control, empowerment.

The empowering structures have positive impacts on an organization in the field of firm ,unit and team performance , as the empowered employees gain more power and discretion over their jobs their level of self-efficacy , because they decide the test to perform the task .According to BOUDRIAS 2004 the managers believe that by treating the employees in a humanly way would generate power and authority , but this is only possible once management is strict on such issues .in other words it is the employers who have to make employees powerful. According to Peter Byres, Choy, Fagan and Miller 2002 the employee empowerment has been linked with organization in the field of innovation, effectiveness and enhanced performance .Pitts in 2005 said that empowerment determines much of the work on leadership and management from the people in a democratic way.

Organizational competitiveness is associated with positive work behaviors adopted by employees who are empowered (Chan, Taylor, & Markham, 2008). Employee empowerment has become a popular management strategy in today's management reforms and a trend in both public and private organizations (Pitts, 2005). In recent years, more than 70% of organizations have adopted some kind of empowerment initiative in their workforces (Spreader, 2006; Spreitzer & Doneson, 2008).Many believe that organizations can be shaped to enhance the empowerment of members (Matthews, Diaz, & Cole, 2002; Peterson & Speer, 2000). Potential benefits of employee empowerment identified in the literature include stronger task commitment, higher levels of initiative in carrying out role responsibilities, more innovation and learning, higher job satisfaction, and stronger organizational commitment predictive of lower levels of turnover.

Empowerment process

The empowerment process depicts six levels that management might follow in planning, implementing and evaluating the empowerment plan. The combination of these process

constitute a closed – loop system which should result in continuous organization improvement. The process is diagrammatically depicted in the preceding page: (Bedward& Stredwick 2004, 266).

Firstly define and communicate the meaning of empowerment to everyone at all levels of the organization. Secondly define objectives and strategies that provide a framework for people at every organization level as employees make their own effort to extend and strengthen empowerment. The third stage involves the training of employees to enable them fulfill their new roles and perform their function in a way that is consistent with the organizations objectives towards the extension and strengthening of empowerment (Kin law 1995, 25).The fourth comprises the adjustments made to the structure of the organization in order to achieve expert management, reduce bureaucracy and greater autonomy whilst the fifth stage constitutes the introduction of the planning process, rewarding, promoting, training and hiring in support of the empowerment process. The final level involves the evaluation and improvement of the empowerment process through the measurement of the progress Including the assessment of the perception of members of the organization. (Edward et al 2004, 266-267).

Job Insecurity

Work unreliability has been fairly broadly inquired about amid the most recent couple of decades, and has been depicted as a work stressor. A more formal meaning of occupation instability portrays it as the stress experienced by a person in connection to the continuation of the present employment (De Witte, 1999; Sverke&Hellgren, 2002). The segment of instability inalienable in employment unreliability makes it a powerful work stressor. It is natural that the absence of consistency or information of what is to come in reference tithe present occupation would offer ascent to pain in the person.

The meaning of employment shakiness used in this and different studies (e.g. Davy, Kinaki, & Scheck, 1997; Heaney, Israel, Holmgren, Severe, &Isakson, 1999; Severe et

al., 2002) suggests that the individual sees a danger (the risk of losing one's occupation), the results of which may be obscure, which implies that the individual is not ready to anticipate how the acknowledgment of this risk would influence her. Taking into account stress hypotheses, where vulnerability in itself constitutes a critical stressor. Likewise to Greenlagh. Rosenblatt 1984, and Sverke 2006 the idea of occupation instability has changed in 1960s and 70s from a helper professional stability to a stressor (work frailty) in the 1980s. Moreover as clarified by Clarke, 2007; De Cuyper, Bernhard-Oettel, Bernston, De Witte & Alarco, 2008; Silla, De Cuyper, Gracia, Peiro & De Witte, 2009 the Job unreliability is a standout amongst the most noteworthy stressors in current working life De Cuyper 2008 and more than 66% of New Zealand representatives will, eventually, be concerned with the security of their employment Macky, 2004.

De Witte (2000) conceptualizes job insecurity from a global, two-dimensional perspective, consisting of affective and cognitive job insecurity. Cognitive job insecurity relates to the perceived likelihood of job loss, whereas affective job insecurity relates to fear of job loss. According to Probst work environment features and events may supplement or obstruct the achievement of assigned goals.. If goal obstruction is identified and there is a likely chance of an imbalance to be created between employee's ability and environmental demands, then in order to deal with those demands, the stress is caused, the extent such threat depends on available resources and disposition. He further says that when stress exists work and other affective reactions are expected to be negative. Stress value depends on the perceived imbalance between an individual's perceptions of the demands made by the environment and the individual's perceived ability and motivation to cope with those demands. As per employees perception job insecurity is a change to change the demanding adaptation. The Bergh and Theron indicated in 2003 that stress, role, burnout and role conflict are the signs of incongruent fit in the work place, it can

therefore be perceived that job insecurity is associated to increased level of burnouts and decreased level of work.

Silla 2009 says that Job insecurity is related to a range of negative individual and organizational outcomes. A change from a traditionally secure working environment to a rapidly changing and insecure one is expected to have an impact not only on the well-being of the individuals, but also on their work attitudes and behavior, and, in the longer run could have an impact on the credibility of the Organization.

West man 2001 experienced that job insecurity and crossover of burnout in married couples had a positive correlation between job insecurity and motivation, both in males and females. These researchers concluded that their findings matched with the results of Dekker and Schaufeli and Landsbergis that the prolonged exposure to job insecurity could lead to burning out of resources and a feeling of exhaustion. Job insecurity was related to stress symptoms such as ill health, sleeping problems and these problems tend to transfer to nonworking settings.

Qualitative job insecurity related primarily to attitudinal outcomes, such as job dissatisfaction and propensity to leave. A relationship between job insecurity and burnout can be viewed while using a sample that has undergone a high level of job insecurity for a longer period of time.

Impact of Job Insecurity

Work shakiness is identified with a scope of negative individual and authoritative results (Silla et al., 2009). The radical change from a customarily secure work space to a quickly changing and unstable one could be required to have an effect not just on the prosperity of the people, additionally on their work disposition and conduct, and, over the long haul, on the imperativeness of the association. As stated by Greenlagh and Rosenblatt (1984). Respond to employment unreliability and their responses have outcomes for authoritative viability" (p, 438).

Working Condition

According to Gerber, et al (1998), working conditions are created by the co-relation between employees and the organizational climate of their work place. Broadly speaking, working conditions can be of two types: a) physical working conditions b) psychological working conditions.

As per the theory of Gerber working condition is an outcome of co relation between employees and the organizational climate. Working condition is therefore divided into two categories as follows

1. Physical conditions
2. Psychological conditions

Physical conditions

These are the conditions which are related to everyday routine work which the employees are supposed to carry out. These include clean and attractive surroundings. And presence of resources like clean and protective gear and equipment and appliances .There once of such facilities makes it lot easier for the employees to perform their task failing which will not only effect the productivity feel but will also create an element of dissatisfaction amongst the employees.

Psychological Conditions

These are the conditions which are related to attainment of psychological expectations of the employees and that of the employers. In this regard the employees will work to the capacity which their employers expects from them , and they would also be mindful of the fact that as a result of this work what benefits they will get from their employers , if their performance is good. Contrary to this if they are not sure as to what pleases their employers, in that case they may less productive. Similarly if the employers are sure enough as to how much work do they want from the employees, then they may feel more satisfied and obliging.

Workplace / Supervisor Behavior

Working conditions assume exceptionally significant part to expand work fulfillment and hierarchical responsibility in the workforce group. The workplace incorporates components or elements that have all work conditions and circumstances for representatives (Dawson, 1986). In the material division working conditions are averagely sufficient however in a few units old apparatus has utilized that is a primary driver of dust or cushion in the generation lobbies. As indicated by related knowledge numerous very much talented specialists choose to role of voluntary employee turnover in educational industry of Pakistan

Career development

Morrison (1993) says that career development means the need to more than yesterday and to put new knowledge into context and to maintain own individuality even under pressure. The word personal development mean personal and professional development through formal and informal training in line with an employee's job requirements .in order to ensure the attainment of organizational goals it is lay emphasis on growth and development of employees. In this regard managers should identify staff development needs with special to organizational needs , organization should therefore make sure that staff development do not take place at unit level and staff members should be asked to share information with each other, this will result in personal and professional growth in longer run. Staff development will increase employees will and ability to perform their present and future tasks efficiently. The managers at all tiers must ensure that their employees are trained to promote the quality of their lives along with labor mobility in order to improve proclivity and to encourage the employees to learn new skills .Likewise in order to ensure better growth it is very important that the organizational climate must also be supplemented by good and effective interpersonal relationships. Well defined work procedures and policies

harness the employees' action well and contribute to their satisfaction since they know as to what is expected of them.

Less Career Growth

The education business in Pakistan has less potential for low class specialists to develop and make vocation for long run. There are sure reasons included in this specific element for example ninety percent specialists are uneducated, absence of legitimate aptitudes, less individual relations in the business, a lot of material workforce have a place with rustic territory and even some of them don't have enough sense to develop or add to their self. This is a genuine certainty that all the material specialists fit in with poor families and have in charge of bread & spread for entire gang. In this circumstance Specialists never contended to advance on higher assignment and by this executive get advantage. Those specialists who have minimal additionally seeing about employment that gathering of individuals keep constantly interchange alternative in their psyches if there should be an occurrence of not advanced. Albeit in material industry specialists are advanced on month to month premise as a decent human asset administration rehearses however just couple of workers are dealt with for this situation. Some of them are Post Lake to one month from now or some are rejected and so on. Less profession development has simply negative effect on deliberate representative turnover (VET). On the off chance that workers are neither appropriately compensated nor advanced then why they perform work for the advantage of industrialist? There are a few inclinations likewise exists in this area with respect to profession development of workers. Hierarchical society is commonly called „" SATHE CULTURE"" in material factories of Pakistan. In this society center level supervisors are get advanced or rise pay bundle by discussion with factory proprietor then again talented laborer is dismissed.

Amotivation

The concept of Amotivation was first put forward by Deci and Ryan (1985). According to them amotivation is the absence of motivation that holds back an individual when faced with a challenging task. This is not brought about by a lack of primary interest but rather by the individual's feelings of incompetence and ineffectiveness. So amotivating events are events that take place within an individual, reflecting his inability to master a particular situation. Amotivation points to a lack of motivation and an amotivated learner is a person who accepts defeat even before engaging in a struggle.

Amotivation can stem from various causes. Vallerand (1997, as quoted in Dörnyei 2001) has found four reasons for a learner being amotivated.

- 1) The individual has the perception that he lacks the ability to tackle the challenge.
- 2) The individual does not have enough faith in the strategies to be followed.
- 3) The individual thinks that he would not be able to put forth the effort required.
- 4) The individual feels that his output is inadequate compared to the enormity of the challenge to be overcome.

Greek researchers Vlachopoulos and Gigoudi (2008) developed a four factor amotivation scale for exercise called the ATES in short. This Amotivation towards Exercise Scale reflects a taxonomy of older Greek adults' reasons for refraining from exercise. The four factors are capacity beliefs, outcome beliefs, effort beliefs and value beliefs.

a) Capacity beliefs reflect a low sense of exercise competence, a fancied lack of somatic and psychological resources, low expectation of exercise efficacy and low physical perceptions.

b) Outcome beliefs refer to the thinking that exercising will not lead to either somatic or psychological advantages and that regular exercise will not add to the well being of the person.

c) Effort beliefs relate to the individuals lack of motivation to put in the necessary energy and effort in regular exercise.

d) Value beliefs reflect the individual's perception that physical activity holds no benefits for the individual.

The scale shows negative correlations between perceived exercise competence and capacity beliefs, between attitude towards exercise and outcome beliefs, between capacity and value beliefs and between intention to exercise and outcome beliefs.

It has been suggested (Legault et al., 2006) that amotivation towards exercise may stem from regarding the task as uninteresting, boring, irrelevant, and lacking stimulating qualities. Awareness of task characteristics are a determining factor in evolving the experiences of the participants as it leads to a more motivated exercise behavior. Much research has been conducted on studying the optimal features of exercise programs to increase the participants positive exercise experience (Berger & Motl, 2001) and also on

factors responsible for creating an ideal psychological environment to increase the participants' enjoyment, interest, and positive affect (Raedeke, Focht, & Scales, 2007). The correlation between an individual and a specific situation may stimulate interest in the activity (Krapp, 2000). Once it is understood that interest in a particular activity may encompass both an intrinsic emotion and an extrinsic (value) motivational feature (Kunter, Baumert, & Koller, 2007), the relevance of the activity characteristics to both forms of motivation becomes clear.

All the various beliefs mentioned above can be viewed as additional aspects of amotivation, each with separate characteristics. Still using exercise as an example, it can be said that different people may avoid exercise as a consequence of harboring one or more of the above mentioned beliefs. Moreover, the concept of task

characteristics is equitable with the concept of autonomy-supportive exercise-instructing behaviors suggested by SDT that is the self-determination theory concerned with the motivation behind the various choices that people make without external influence and interference.

Hypothesis

H1a: Empowerment has inverse relationship with employee amotivation.

H1b: Employee empowerment has inverse relationship with turnover intention.

H2a: A significant direct relationship exists between (cognitive and affective) job insecurity and employee amotivation.

H2b: A significant direct relationship exists between job insecurity and turnover intention

H3a: Better working condition decrease Amotivation among the employee of private colleges.

H3b: Unfavorable working condition has significant and direct impact on turnover intention.

H4a: Career non development will increase Amotivation among the employee of private colleges.

H4b: Career non development will be the cause of high rate of turnover intention in private colleges.

H5: There is a positive relationship between Amotivation and employee turnover extension.

Research Methodology

Research Type

While considering the objectives and extent of research in mind along with the nature of population and sampling design, it is observed that the quantitative method is the suitable technique used to measure the objectives (Burns and Grove, 1993).

Population

The current study is aimed to investigate the impact of determinant that leads to turnover intention in educational sector of southern Punjab. Therefore, to study the importance and significance of determinants of turnover intention superior and Punjab College are selected.

Sample and Procedure

Self-administered questionnaires have been used to collect individual-level data on the perceived relationship between various phenomena related to turnover intension.

Sample has been draw by using probability sampling technique and the sample size has been selected by using Krejcie & Morgan table (1972).

Instrumentation & Scale

All scales of the research have been adopted from the existing literature .The data used for this study were obtained through the different thesis on employee empowerment questionnaire, Job insecurity and motivation. Scale is used to measure perceived organizational turnover intension. List of instrument is attached here.

Validity and Reliability

“As per the polit and Hungler (1997:296; Uys and Basson 1991:75).reliability means the extent of consistency through which an instrument measures the element it is suppose to measure , on another occasion they define validity as an instrument which measures what it is meant to measure .

Reliability

According to Sekaran (2003) the accuracy and stability of some specific idea or theory will be confirmed through a reliability analysis. In this regard, Cronbach's Alpha is the coefficient used to check the reliability and consistency between items. According to Field (2005) the Cronbach's Alpha coefficient is the best measurement used for item with likert scale. In reliability analysis, Cronbach's Alpha value of 0.7 is considered to be acceptably consistent for the items evaluating some specific idea/concept (Nunnally, 1978; Nunnally and Bernstein, 1994). Sekaran (2003) also supported the view and confirm that only those items should be considered as consistent whose Cronbach's Alpha scored is above 0.7.

Validity

Validity is the ability to measure the theory, idea or concept with accuracy (Sekaran, 2003). Cooper and Schindler (2000) proposed that the validity of the content in the designed instrument will be determined through previous studies and with the help of experts. Therefore scale has been adapted from previous study.

Normality Test

There are different methods used to identify the normality of the distribution. Meyers et al. (2006) proposed that skewness and kurtosis can be used as indicator to check the deviation. Data is said to be normally distributed if the range of skewness and kurtosis lies within + 1.0 and + 3.00 respectively.

Statistical analysis

Firstly, for all instruments, internal reliability analysis using Cronbach's alpha (Cronbach & Furby, 1970) will determine the reliability of all scales. Secondly, regression and correlation analysis will be conducted by using SPSS and mediation effect will be analyzed using Barron and Keany (1986) method.

Conclusion

The above discussion, therefore, removes the doubts about the use of a "one size- fits-all approach" to turnover intention which is usually followed by most focus on retention of employees. It is, however, observed that a broader turnover intention dimensional strategy is required with the focus on amotivation in private colleges of southern punjab with specified direction and more distinguished role in employee performance.

While amotivation is the most factor and can deliver the maximum impact by playing their role appropriately through accelerated research, therefore, amotivated faculty can not only play leadership roles to identify the socio-economical, developmental and technological gaps but also provide help to find out the innovative solution to the problems. Moreover, faculty members along with students can jointly work to spinout their research and develop a new firm and new products. Indeed, this research provides solid grounds for an expanded role of private colleges in building the future economy of southern Punjab.

Managerial implications

Many private educational institutes still view that the turnover intention has adequate consideration of their organizational characteristics to ensure the success of their retention management initiatives. This study will brings to attention the importance of focusing on retention of employee in private educational institute.

The study will indicate that retention of skilled employee in private educational institution have influential role in organizational effectiveness when it is in alignment with

motivation, empowerment, job security, healthy working environment and career development supporting retention management initiatives, would help transfer the impact of organizational contextual resources to the bottom line. This study will shows that empowerment, job security, healthy working environment and career development have close interrelationships. Organizations that are adaptive, consistent in their values, engaging to employees, and embracing common missions in their cultures have a higher tendency to probe into issues, to seek methods to reduce costs, to look into the future, and to act proactively in their strategies.

Limitation

Although this study presents substantial answers to some unresolved issues in literature, the results should be interpreted in light of its limitations. A major limitation is

that we have choose only southern Punjab region in Pakistan in the educational industry where there are the Punjab colleges, Superior Colleges, Rise college & SKANS working in the market.

Future Research

It can be applied on cross comparison with different region of Punjab province or other regions of Pakistan. It can also apply to other regions of Pakistan. Variable can be added to enhance the accuracy of the model with the current.

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