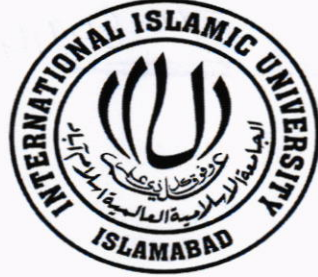


Impact of Career Motivation on Job Satisfaction and Turnover Intention of Employee



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FORWARDING SHEET

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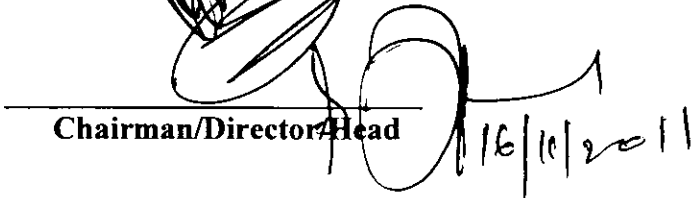
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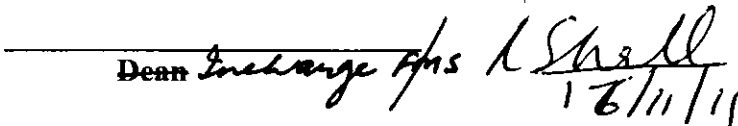
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IN THE NAME OF
ALLAH, THE MOST MERCIFUL AND BENEFICENT

Dedication

“To
My parents, without their love, unending support, encouragement and generosity I could
not have been where I am today.”

ABSTRACT

Employee turnover intention is a serious matter faced by the employers of service sector. Considerable amount of research efforts have been dedicated to cope up turnover intention of employees. The purpose of this study is to investigate the impact of career motivation on turnover intention of employee; to investigate the impact of job satisfaction on turnover intention of employees; moreover, to investigate the impact of career motivation on turnover intention while job satisfaction acts as intervening variable. Convenience sampling was used to investigate 212 employees working at banks and universities; there were 67 faculty members and 145 managers of banks as the respondents of this study. Career motivation was significantly related to job satisfaction that impacted turnover intentions of employees. These findings are useful to apprehend career motivation of employees working in universities and banks.

Keywords: Career motivation, intrinsic career motivation, extrinsic career motivation, job satisfaction, intrinsic job satisfaction, extrinsic job satisfaction, turnover intention.

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor.

No portion of the work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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CHAPTER 1

INTRODUCTION

1.1 Introduction and Background

In the new global economy the career motivation, job satisfaction and turnover intention have become a central issue for the organizations of developed economies as well as for the organizations of developing economies. Therefore, the intent of this study is to investigate the impact of career motivation on job satisfaction as well as its sway on employee's turnover intention for the organizations of a developing economy. This section introduces the basic concepts of career motivation, job satisfaction and turnover intentions of employees from literature of organizational behavior.

Considerable amount of literature is available for the conceptions of career motivation, job satisfaction and turnover intention. Vithessonthi and Schwaninger (2008) stated job motivation as one of the most important factors influencing a variety of work-related variables. Job motivation leads to high involvement among employees and ultimately it enhances productivity and effectiveness in organization (Guerrero & Barraud-Didier, 2004). Furthermore, Robbins and Judge (2010) refer career motivation

as compliance of putting high levels of endeavors for occupational objectives to fulfill individual's wants. Wiley (1997) stated that psychologists and other behavioral scientists investigated the relationship amid employees and their work for several years to deal with the issues of employee motivation.

Job satisfaction is not only dependent on internal factors of an organization; however, there are some external factors which contribute to job satisfaction such as cultural situation, economic condition, and social factors (Adio & Popoola, 2010). Employee's job satisfaction is described as an emotional condition that is positive and pleasurable. This emotional condition of the employee is the result of employee's perception about the employer and working conditions (Locke & Latham, 1990). Williams and Hazer (1986) defined job satisfaction as expression of employee's feelings with emotional responses for a definite posture of the job.

Apprehensions for recruitment problems and higher turnover are receiving due consideration from academicians (Chapman, Blau, Pred, & Lopez, 2009). Turnover takes place when an employee has the intention to leave the organization; moreover, turnover intention is defined as employee's probability to quit the job of the employer (Cotton & Tuttle, 1986). Turnover results in high cost for the organization because of decreased organizational performance and increased cost for recruitment, selection and training (Waldman, Kelly, Aurora, & Smith, 2004). This study investigated the motivational factors which sway work satisfaction and turnover intention of employees in banking and educational sectors.

1.2 Purpose of Study

The purpose of this study is to investigate the impact of job motivation on job satisfaction and its advancement on turnover intention of employee. The subsequent research objectives funnel this study.

- (1) To investigate the impact of career motivation on job satisfaction.
- (2) To investigate the impact of job satisfaction on turnover intention.
- (3) To investigate the impact of career motivation on turnover intention.
- (4) To investigate the impact of sub factors of career motivation on job satisfaction.
- (5) To investigate the impact of sub factors of job satisfaction on turnover intention.

1.3 Significance of Study

Numerous studies are conducted to investigate career motivation, job satisfaction and turnover intention for the organizations operating in developed countries. Sufficient literature exists to document the importance of career motivation and job satisfaction. The literature also reveals the problems associated with turnover. However, research on career motivation, job satisfaction, and turnover intention is mainly conducted for the organizations of developed countries.

So far, however, there has been little discussion about the investigation of job motivation, job satisfaction, and turnover intention in banking sector and education sector of universities in a developing country; therefore, it enhances the significance of the study. This study positively contributes to enhance the existing knowledge assortment of career motivation, job satisfaction, and turnover intention in the context of banking sector

and education sector of a developing country; furthermore, this study compensates the empirical gap.

Job satisfaction of an employee significantly predicts absenteeism, burnout, turnover, and turnover intention (Lu, While, & Louise Barriball, 2005). A considerable amount of literature has been published on turnover intention (Cole & Bruch, 2006; Herzberg, Snydermann, & Mausner, 1959; Mobley, 1977; Mobley, Griffeth, Hand, & Meglino, 1979; Lyman W Porter & Steers, 1973; Price, 1977). These studies are relevant to organizations and discussed broad-spectrum exploration and documented basic effects of employee turnover.

Moreover, there are some predecessors as well as end result of employee turnover, job satisfaction controls the ever-increasing job retention and dwindling turnover intention (Arnold & Feldman, 1982; Michaels & Spector, 1982; Mobley, 1977; Peters, Bhagat, & O'Connor, 1981). Some scholars supported the negative association amid job satisfaction and turnover intention (Arnold & Feldman, 1982; Lyman W Porter & Steers, 1973). Moreover, dissatisfaction can generate a thinking of leaving the organization, job search, job alternatives, and intention to quit (Mobley, 1977). Increased turnover negatively affects an organization's profitability (Barrows, 1990).

So far, however, there has been little discussion about employee turnover intention for the organization of a developing country. In addition, no research has been found that surveyed the banking sector and education sector to investigate the turnover intention in association with career motivation and job satisfaction for the employees of a developing country like Pakistan.

Career motivation is composed of three factors: career identity, career insight, and career resilience (London, 1983). Career motivation is a vital matter for the organizations; therefore, managers need to understand the motivational factors for the employees. It can ultimately increase job satisfaction and decrease turnover intention (Feldman, 1989). A number of researchers have reported career motivation with two descriptions such as intrinsic motivation and extrinsic motivation (Fried & Ferris, 1987; J. Richard Hackman & Oldham, 1976; J.R. Hackman & Oldham, 1980; L.W. Porter, Bigley, & Steers, 2003; Tieg, Tetrick, & Fried, 1992; Vithessonthi & Schwaninger, 2008; Warr, Cook, & Wall, 1979). This study investigates career motivation with two factors such as intrinsic career motivation and extrinsic career motivation.

Job satisfaction is documented as an emotional state that is positive and pleasurable at the job (Dunnette, Hough, & Triandis, 1994). Several researches have documented job satisfaction as amalgamation of intrinsic and extrinsic factors (Bellou, 2010; Brooke, Russell, & Price, 1988; Hirschfeld, 2000). This study incorporates job satisfaction with intrinsic and extrinsic. So far, no research has been found that surveyed the employees of banking and education sector to investigate the association of variables such as career motivation (intrinsic and extrinsic), job satisfaction (intrinsic and extrinsic), and turnover intention; therefore, this study is conducted to compensate the empirical gap. The study positively contributed to enhance the existing knowledge assortment of career motivation, job satisfaction, and turnover intention in the context of banking sector and higher education sector of a developing country.

1.4 Chapter Summary

This chapter describes the introduction and background about the previous studies and the importance of the topic. Significance of study is discussed in preview of the literature relevant to the concerned variables in connection with compensation of empirical research gap.

CHAPTER 2

LITERATURE REVIEW

It is very challenging for the employers of service sector to keep turnover rate low; there are more than one thousand studies which were conducted since 1900s to comprehend turnover issues (Mowday, Porter, & Steers, 1982). Numerous studies are carried out to determine the causes of employee turnover (Cotton & Tuttle, 1986; Rodger W. Griffeth, Hom, & Gaertner, 2000; Mobley, Horner, & Hollingsworth, 1978; Price, 1977). Moreover, organizational commitment, job satisfaction (Herzberg, et al., 1959; Mobley, 1977; Mobley, et al., 1979; L.W. Porter, et al., 2003; Lyman W Porter & Steers, 1973; Price, 1977) and their impact on turnover have been investigated comprehensively. Subsequent discussion elaborates the basic concepts and definitions of turnover intention, career motivation, and job satisfaction from the pertinent literature.

2.1 Turnover Intention

Mitchell (1981) documented that conformist description for employee turnover was crass movement of employees in and out of employment with respect to a particular company. The movement referred to employees who were coming in and leaving the organization. Price (1977) described employee turnover as ratio of the number of employees who had

gone during the phase being considered divided by the average number of employee in that organization during the period. Woods and Schmidgall (1995) considered the whole procedure in organization during a particular phase. The explanation was that every time a post was vacant, whichever willingly or unwillingly, a new employee must be hired and trained. This substitute rotation was identified as turnover.

According to Griffeth and Hom (2001) turnover can be sorted as: (1) voluntary or involuntary; (2) functional or dysfunctional; and (3) avoidable or unavoidable. Involuntary turnover means the termination of the employment relationship between the company and the individual and it is generated by the organization. Trevor (2001) describes that job satisfaction and job alternatives tend to be considered as integral to voluntary turnover; moreover, attitudes combined with job alternatives predict intent to leave, which are direct causes to turnover. The people become dissatisfied with their jobs, search for alternatives, compare those options with their current jobs, and leave if any of the alternatives are judged to be better than their current situation (Mobley, 1977).

Turnover can also be distinguished as functional or dysfunctional. Functional turnover means depart of non-performers. Dysfunctional turnover, conversely, is voluntary disjoining of employees whom the organization has a preference to keep hold (Dalton, Todor, & Krackhardt, 1982). The last type of turnover is classified as dysfunctional as the employee has ended constructive contributions to the organization (Michael A. Abelson & Baysinger, 1984).

Turnover is considered as dysfunctional because of the loss of splendid employees. The loss of high-quality employees intimidates organizational efficiency and enhances cost. Abelson and Baysinger (1984) argued with assumption that employee

turnover was not dysfunctional; however, some researcher argued that turnover can be functional or dysfunctional (Dalton, et al., 1982; Hollenbeck & Williams, 1986).

Lastly, turnover can be avoidable or unavoidable. When turnover is out of the control of the organization then it is unavoidable. Abelson (1987) reported some factors exterior to the control of organization such as: full-time care for relatives, childbirth, acute medical disability, family moves, and death. Mostly research studies investigated for avoidable, voluntary, and dysfunctional turnover. For a service providing organization in a developing country, it is very essential to figure out the impacts of turnover intention.

According to the literature turnover has a negative impacts on organization; therefore, turnover intention holds due consideration (Cantrell, 1991; DeMicco, 1987; Denvir & McMahon, 1992; Dyke & Strick, 1990). Profitability of the organizations is negatively affected because of high turnover rates (Barrows, 1990; Hogan, 1992; Wasmuth & Davis. 1983). Furthermore, productivity loss and direct monetary coast are the consequences of turnover (Mobley, 1977; Price, 1977). Three causal categories of turnover were identified by Cotton and Tuttle (1986): 1) job-related factors; 2) individual factors; and 3) external factors.

Job-related factors such as: performance, compensation, organizational commitment, and job satisfaction directly as well as strongly affect turnover (Futrell & Parasuraman, 1984; J. Sager & Johnston, 1989; J. K. Sager, Varadarajan, & Futrell, 1988). Particularly, job satisfaction was initiated to be a very innermost factor to anticipate employee turnover. Moreover, earlier studies approved that dissatisfaction directly escort to employee turnover. However, some studies proved that job satisfaction

produced a significant effect on employee turnover; whereas, some studies had not instituted such an effect (J. Sager & Johnston, 1989; J. K. Sager, et al., 1988).

Bitzer (2006) stated that effective selection practices played important roles in eliminating candidates who were at high risk of not lasting long on the job. Abbasi and Hollman (2000) reported that placement of an employee in right positions at right times was a critical responsibility of an organization. Better hiring methods along with screening practices enabled new hires to be more productive and with reduced turnover. A considerable amount of studies are available for turnover; however, so far no research is found that has investigated turnover intention with the impact of career motivation. Therefore this study will compensate the theoretical gap by investigating the impact of career motivation on turnover intentions of employees working in different cadres at universities and banks of a developing country. The construct of turnover intention is operationalized as one dimensional from the previous studies (Shore & Martin, 1989; Simmons, Cochran, & Blount, 1997). The next section discusses the career motivation from the pertinent literature.

2.2 Career Motivation

A large and growing body of literature has investigated the career motivation for past several decades. What we know about career motivation is largely based upon empirical studies that investigated career motivation mostly in developed countries. This section firstly explains the basic conception of motivation and secondly it describes career motivation with intrinsic and extrinsic context. To motivate employees to perform more effectively toward the organizational goals is possibly the most basic job of management. The utterance “motivation” is originated from the Latin word “movere,” that means to

move (Kreitner & Kinicki, 1992). Robbins and Judge (2010) stated that motivation referred to the enthusiasm to put high levels of endeavor toward organizational goals, inured by the effort's capability to satisfy some individual need.

Moreover, Hayes and Ninemeier (2008) documented, "Motivation is the direction and persistence of actions. The driving force of motivation is towards the satisfaction of certain needs and expectation". Employee career or job motivations are getting better concentration from managers and researchers during past 30 years (Arthur, Khapova, & Wilderom, 2005). The podium for employee motivational research is based upon Abraham Maslow's hierarchy of needs and Frederick Hertzberg's conception of intrinsic and extrinsic motivating factors. Maslow (1943) stated, "Within every human being there exists a hierarchy of five needs".

Herzberg (1966) proposed motivation-hygiene theory, "There are two factors which affect the individual's satisfaction or dissatisfaction with work". However, Kovach's (1980) instrument is comprehensively used for employee motivation research for example works done by Charles and Marshall (1992) as well as Simon and Enz (1995). Kovach (1980) distinguished ten work-related factors that are considered imperative employees' motivation, including (1) good wages; (2) tactful discipline; (3) job security; (4) interesting work; (5) feeling of being involved; (6) sympathetic help with personal problems and opportunities for advancement and development; (8) good working conditions; (9) personal loyalty to employee; and (10) appreciation and praise for work done. Furthermore, extrinsic motivation integrates tangible characteristics of a job, for example pay, benefits and job security. However, contents of intrinsic

motivations are a sense of achievement, self-esteem, and autonomy (Herzberg, et al., 1959).

To comprehend career motivation it is imperative to include intrinsic motivation because intrinsic motivators clutch more mass than the extrinsic motivators (Holt, 1993). Comparing with extrinsic motivations that stress rewards and punishments proscribed by the organization, intrinsic motivations concentrate on appreciated experiences that an employee receives directly from the job responsibilities (Deci, 1975; Deci & Ryan, 1985; Thomas & Tymon, 1997).

Extrinsic motivation is usually narrated as “exclusive” to intrinsic motivation. Deci and Ryan (1985) documented extrinsic motivation as “It is a curiosity in the activity itself, such as reward or physical working atmosphere. Extrinsic motivation includes good wages, job security, good working conditions, and company policy”.

Intrinsic motivation is generally well thought-out as the motivation to employ in work first and foremost for its own sake because work itself is exhilarating. According to Deci (1975) an activity is intrinsically motivated if there is no apparent external reward for the activity; it is the end rather than the means to an end. Holt (1993) argued that generally, psychological theory had been more focused on intrinsic rather than extrinsic motivation.

Early on management theories, such as Frederick W. Taylor’s Scientific Management Theory recommended utilizing financial reward to impel motivation and job performance. Motivational programs were developed in early 1900s with personality and learning theories so that to improve performance by establishing organizational circumstances that harmonized need satisfaction with on-task hard work. Research on

the determinants of performance, from the 1940s to the 1960s, expanded to the growth of prognostic models of workplace behaviors, including turnover (Nicholson *et al.*, 1995).

Mayo (1967) was the first mostly acknowledged investigator in the field of human relations. In the course of a series of experiments operated in the mid 20's to early 30's which got recognition as the Hawthorn Studies, Mayo proved that productivity can be increased by motivation. Hawthorn Studies focused on motivation through collaboration. There are several researchers who have built on this which now creates a multifaceted net of interlinked concepts and theories. The central theories that have had a significant impact on our perceptive of motivation are: Maslow's Hierarchy of needs, Herzberg's two-factor theory, Vroom's expectancy theory, and Adam's equity theory.

Maslow (1970) developed the hierarchy of needs theory . Unlike Mayo's merely extrinsic focused motivation. Maslow argued that within each human being there was a hierarchy of five needs and each lower level need must be satisfied before the next higher level need would generate motivation. The levels, in the order that they must be met were: physiological, safety, social, esteem, and self-actualization. Herzberg, et al., (1959) settled with Maslow and developed the two-factor theory. According to the theory. job satisfaction and job dissatisfaction are two independent constructs; each is inclined by a different set of factors. His argument is that the factors which direct to job satisfaction are the higher level needs from Maslow's hierarchy of needs being social, esteem, and self- actualization. The basic cause of dissatisfaction is when the lower levels, physiological, and safety are absent.

Vroom (1994) expectancy theory described that an individual should be rewarded with what s/he perceived as important rather than what the manager perceived as

important. For case in point, an individual can give importance to salary increase, while another may , in its place, and considers promotion valuable. Vroom's theory is based on the faith that employee endeavor will escort to performance and performance will go ahead to rewards. Rewards can be positive or negative. Positive reward can lead to the likelihood of the highest motivation level. On the other hand, the negative reward can lead to the less likelihood of the employee motivation. This theory is informative into the study of motivation by elucidating how individual goals persuade individual performance.

Adams (1963, 1965) equity theory claimed that employees strived for equity between themselves and other workers. Equity was achieved when the ratio of employee outcomes over inputs was equal to other employee outcomes over inputs. The learning of motivation is a vital component of both industrial and vocational psychology. Vroom (1994) documented that in both fields, concepts like need, motive, goal, incentive and attitude were appearing with greater occurrence than were the concepts of aptitude, ability and skill. According to Nicholson, Schuler, Ven, and Publishers (1998), "Three assumptions lead existing research on human motivation: 1) Motivation is contingent from a systematic investigation of how personal, task and environmental distinctiveness influence behavior and job performance; 2) motivation is not a permanent characteristic. It refers to a vibrant internal state consequential from the control of personal and situational factors. Motivation level can change because of alterations in personal, social or further factors.

Moreover, motivation has an effect on behavior despite performance. Programs that are planned to improve job performance by growing employee motivation might not

be doing well if there is a frail relation between job performance and an employee's hard work". The contemporary approaches to motivation can be structured into three linked huddle: i) personality-based views ii) cognitive choice/decision approaches, and iii) goal/self-regulation perspectives (Cooper & Robertson, 1994).

There is a theoretical and empirical gap for the investigation of impact of career motivation on turnover intentions of employees working universities and banks of a developing country; moreover, no research has been found that have investigated the impact of sub dimensions of career motivation (intrinsic career motivation and extrinsic career motivation) on turnover intention of employees working in universities and banks. Therefore, this study will try to compensate the theoretical and empirical gap. Construct of career motivation is based upon three dimensions such as general motivation; career motivation extrinsic; and career motivation intrinsic (Kovach, 1980). The next section discusses job satisfaction from the pertinent literature with sub dimensions such as intrinsic job satisfaction and extrinsic job satisfaction.

2.3 Job Satisfaction

A considerable amount of literature has been published about job satisfaction. These studies explored the job satisfaction with varying contexts. Some of these studies are reported in this literature review section. Popoola and Oyewumi (2006) stated that job satisfaction and career commitment influence workers productivity. Aamodt (2009) documented a distinct relationship amid satisfaction and turnover intention. Gow, Warren, Anthony, and Hinschen (2008) documented that work experiences (both expectations and outcomes) could shape turnover intentions. Inside the occupational

factors, job satisfaction was one of the most broadly premeditated variables in employee turnover research (Berg, 1991; Mobley, 1977; Mobley, et al., 1979; Price, 1977).

Job satisfaction can be defined as the affirmative emotional reply to a job condition consequential from attaining what the employee desires and values from the occupation (Lock, Fitzpatrick, & White, 1983); furthermore, it is by and large sagacity or sensitivity an employee has for job circumstances (Arndt, Arnold, & Landry, 2006). Job satisfaction has long been recognized as an effective determinant in explaining turnover intention (Hwang & Kuo, 2006).

There are various approaches to job satisfaction in organizational studies, Brown and Peterson (1994) job satisfaction model is the most accepted structure that is referred often in literature of organizational behavior. According to the model it is suggested that job satisfaction's correlates fall into four classifications: (1) individual differences, (2) role perceptions, (3) organizational variables, and (4) work outcomes. Job satisfaction is probably the most heavily examined concept in the field of organizational behavior (Blau, 1999). Job satisfaction's major impact on organizational outcomes, such as extra-role behaviors, and performance has urged researchers to delineate its antecedents (Fassina, Jones, & Uggerslev, 2008). Judge, Heller, & Mount (2002) described that antecedents of job satisfaction that had been identified belong in two categories, organizational and individual.

Adio and Popoola (2010) recently said that, "Job satisfaction becomes central and crucial to management. After all, the overall objectives of management are the realization of an effective and efficient acquisition, and utilization and disposal of

resources. It must be noted, however, that of all the resources, human resources are the most vital and yet most unpredictable”.

Dunnette, et al. (1994) stated that in developing nations where the struggle for food, clothing and shelter was still of paramount importance, the motivation to work still centered on the lowest level of needs for survival and security. It was in advanced countries that motivation to work depended on satisfaction, recognition and self-actualization. In addition, the most important problem of a developing country is economic (Harrison & Havard-Williams, 1987).

A review of pertinent literature reveals that so far no study has been conducted to investigate the impact of job satisfaction on turnover intentions of employees for the service sector employees working in universities and banks of a developing country. Furthermore, no research has been found that has investigated the impact of career motivation on turnover intention whereas job satisfaction acts as mediating variable for employees of service sector such as universities and banks of a developing country: as well as no research has been found that has investigated impact of sub dimensions of job satisfaction on turnover intentions of employees; therefore, this study deals to compensate the theoretical and empirical research gap. Job satisfaction is operationalized with two dimensions such as job satisfaction intrinsic and job satisfaction extrinsic (Ironson, Smith, Brannick, Gibson, & Paul, 1989; Quinn & Staines, 1979). The next section of the chapter summarizes the literature review.

2.6 Chapter Summary

This chapter discusses the description of three variables in details. The chapter defines the three variables in line with the available existing literature. The sub-factors of career

motivation i.e., intrinsic career motivation and extrinsic career motivation have also been defined. The sub-factors of job satisfaction i.e., intrinsic satisfaction and extrinsic satisfaction are also defined. Lastly, turnover intention is discussed and described; moreover, theoretical and empirical gaps are identified to compensate the research gaps. The next chapter discusses the methodology for the research process of this study.

CHAPTER 3

METHODOLOGY

Firstly, theoretical framework is described and hypotheses are developed in consideration with the literature. Secondly, the research design is a plan for selecting the sources and types of information used to answer the research questions. Thirdly, it is a framework for specifying the relationships among the variables of the study. Fourthly, it is a blueprint that outlines each procedure from the hypotheses to the analysis of data.

3.1 Theoretical Framework

The theoretical research framework of this study is designed after a review of relevant available literature. The theoretical framework is shown in Figure 3.1; it associates the career motivation, job satisfaction, and turnover intention of employees. The career motivation is the independent variable with two dimensions of intrinsic and extrinsic career motivation. Job satisfaction is the mediator variable with two dimensions of intrinsic and extrinsic job satisfaction. Moreover, turnover intention is dependent variable in this study. This framework is adapted from previous studies which have studied the same variables in varying contexts for different industries (Arndt, et al., 2006; Jang, 2008). The abbreviations to be utilized in theoretical framework are given below.

CM Career Motivation

CMi Career Motivation Intrinsic (Opportunity for advancement and development, Sense of achievement, Interesting Work and feeling of being involved)

CMe Career Motivation Extrinsic (Wages, benefits, job security and company policy)

JS Job Satisfaction (individual differences, role perceptions, organizational variables, and work outcomes)

JSi Intrinsic Satisfaction

JSe Extrinsic Satisfaction

TI Turnover Intention (work-related factors, personal factors and external factors)

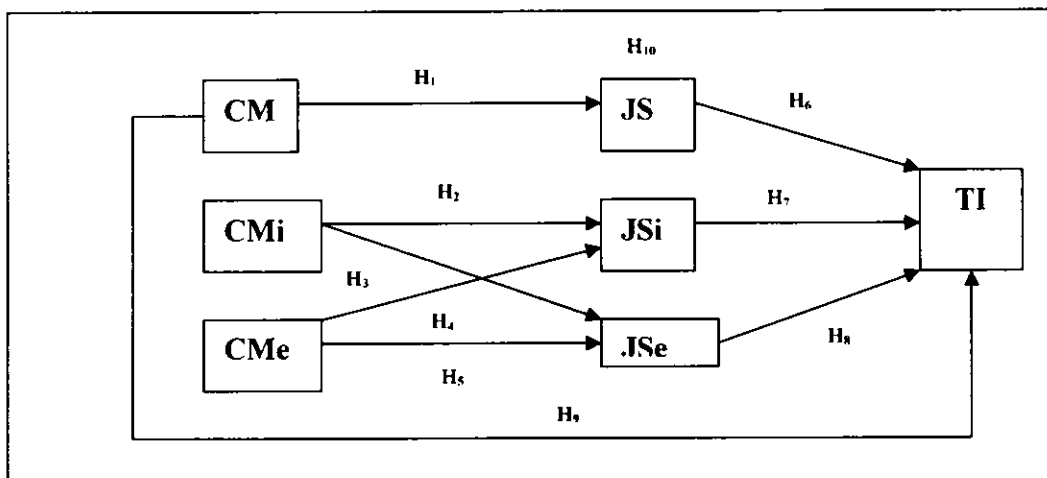


Figure 3.1: Theoretical research framework

3.2 Hypotheses

Based on the theoretical research framework, the following hypotheses are developed.

- H₁:** There is an impact of CM on JS.
- H₂:** There is an impact of CM_i on JS_i.
- H₃:** There is an impact of CM_i on JSe.
- H₄:** There is an impact of CM_e on JS_i.
- H₅:** There is an impact of CM_e on JSe.
- H₆:** There is an impact of JS on TI.
- H₇:** There is an impact of JS_i on TI.
- H₈:** There is an impact of JSe on TI.
- H₉:** There is an impact of CM on TI.
- H₁₀:** JS mediates the impact of CM on TI.

3.3 Research Design

It is a quantitative study with questionnaire survey. This study has investigated the impact of independent variables upon dependent variable and no attempt is made to change the behaviors or conditions of the employees. Moreover, the study is conducted in a natural environment of the organization. For the rationale of this study the cross sectional survey research method was used. The independent variable is career motivation while the mediating variable is job satisfaction and dependant variable is turnover intention. The independent variable CM consisted of three factors (general motivation, intrinsic career motivation and extrinsic career motivation). JS consisted of two factors (intrinsic job satisfaction and extrinsic job satisfaction and TI was dependent variable.

3.4 Sample

Faculty working in higher education sector and managers of banking industry in Pakistan was the sample for this investigation. The convenience sampling was used and a self-administered questionnaire was developed for this study to investigate the impact of employee career motivations on job satisfaction, impact of job satisfaction on turnover intention and impact of sub factors of career motivation and job satisfaction on turnover intention. There were 67 faculty members as respondents from various universities and 145 managers as respondents from various banks. The mediation of job satisfaction was tested with independent variable and dependent variable.

3.5 Research Instruments

Research instrument is a testing device for measuring a given phenomenon. Research instruments used for the study are given below.

3.5.1 Career Motivation

In the first section of the questionnaire, eight items from Kovach's (1980) scale were used to assess career motivations. The scale is anchored on general career motivation, intrinsic career motivation, and extrinsic career motivation. The scale is repeatedly acknowledged by a number of researchers to assess the fundamental motivation of employees in a broad assortment of industries (Charles & Marshall, 1992; Simons & Enz, 1995). For example items included: "I believe that pay is important for motivation," "I am motivated by good working conditions" and "When I do a good job, it is important to feel that the work I do is appreciated."

3.5.2 Job Satisfaction

In the second section, job satisfaction was measured by a 10-item scale taken on from Ironson, Smith, Brannick, Gibson, & Paul (1989), Quinn & Staines (1979), and Weiss (1967). The scales judged respondents' satisfaction with two factors of their work environments: the intrinsic job satisfaction and the extrinsic job satisfaction. Sample items included "I am satisfied from pay I receive from my job," "In general I am satisfied with my job" and "I am satisfied with the freedom I have to do what I want on my job."

3.5.3 Turnover Intention

In the third section, six items are employed to measure employees' turnover intention, three of these items are adopted from Shore and Martin (1989) and the last three are adopted from Simmons, Cochran, & Blount (1997). Sample items included "As soon as I can find a better job, I will quit at this organization" and "I often think about quitting my job". The total six items are presented to the respondents as a series of statements to which they are asked to indicate the extent to which they agree/disagree along a five-point Likert response scale (1 = strongly disagree, 5 = strongly agree).

3.5.4 Demographics

Last part of the questionnaire deal with the demographic information of the respondents such as: age; gender; marital status; education level (i.e., bachelor's degree, master degree , professional degree, and other); employment status (i.e., part-time, full-time); employment tenure (i.e., less than 1 year, 2 to 5 years, 6 to 10 years, and more than 15

years); individual's income level (i.e., less than Rs.25,000, Rs.25,000 to Rs.35,000, Rs.35,000 to Rs.45,000 and above Rs45,000); and department (i.e., front office, engineering, sales and marketing, accounting, human resources, and other). Lastly, respondents were asked about the type of organization at the end i.e., university or bank.

3.6 Data Collection

International Islamic University, Islamabad allowed the consent to collect the data; therefore, data was collected using the research instruments described above through a questionnaire. Two hundred-fifty questionnaires were distributed while 212 filled questionnaires were received at a response rate of 84%. To calculate the response rate the total questionnaires received were divided by total questionnaires distributed and multiplied to hundred; furthermore, tests were applied to the data of 212 questionnaires. There were sixty-seven respondents from universities as faculty members and 145 respondents from banks at managerial cadre.

3.7 Method used for Data Analysis

After the completion of data collection, SPSS was used to analyze the collected data. First of all reliability analysis was carried out to test the reliability of questionnaire through Cronbach- α . The descriptive statistics i.e., frequencies, means, standard deviation, and correlation were carried out.

Regression analyses were used (Kleinbaum, Kupper, & Muller, 2007) to test the hypotheses for the investigation of impact of career motivation and job satisfaction, for the impact of career motivation intrinsic on job satisfaction intrinsic, for the impact of career motivation intrinsic on job satisfaction extrinsic, for the impact of career

motivation extrinsic on job satisfaction intrinsic, for the impact of career motivation extrinsic on job satisfaction extrinsic, for the impact of job satisfaction on turnover intention, for the impact of job satisfaction intrinsic on turnover intention, for the impact of job satisfaction extrinsic on turnover intention, for the impact of career motivation on turnover intention.

Lastly, mediation of job satisfaction between career motivation and turnover intention, was tested with the three steps suggested by Baron and Kenny (1986). To test for mediation three regression equations were estimated; job satisfaction was regressed on career motivation; turnover intention was regressed on career motivation; and turnover intention was regressed on both career motivation and job satisfaction (Baron & Kenny, 1986).

3.8 Chapter Summary

Description of sample for the study and methods used for data analysis are given in this chapter. Research instruments for career motivation, job satisfaction and turnover intention are explained. The method is also explained that is used for data analysis.

CHAPTER 4

ANALYSIS AND INTERPRETATION

4.1 Reliability and Analysis of all Variables

Cronbach's α is engaged to test instrument reliability. Hair (1998, p. 88) specified, Cronbach's alpha is used to measure reliability that ranges from 0 to 1, with values of 0.60 to 0.70 deemed as the lower limit of acceptability.

Table 4.1: Reliability for variables of research instruments

Variables	Cronbach's α Reliability
Career motivation	0.82
Career motivation intrinsic	0.7
Career motivation extrinsic	0.7
Job satisfaction	0.87
Job satisfaction intrinsic	0.83
Job satisfaction extrinsic	0.80
Turnover intention	0.88

The results are consistent with those of other studies as presented in Table 4.1. It is revealed that Cronbach's alpha of CM is 0.82 , Cronbach's alpha of JS is 0.87 and Cronbach's alpha of TI is 0.88 and all these are above 0.7 so the reliability level is acceptable. Cronbach's alpha for CMi is 0.7, Cronbach's alpha for CMe is 0.7, Cronbach's alpha for JSi 0.83 and Cronbach's alpha for JSe is 0.80. The reliabilities of all variables of research instruments are also presented in Figure 4.1.

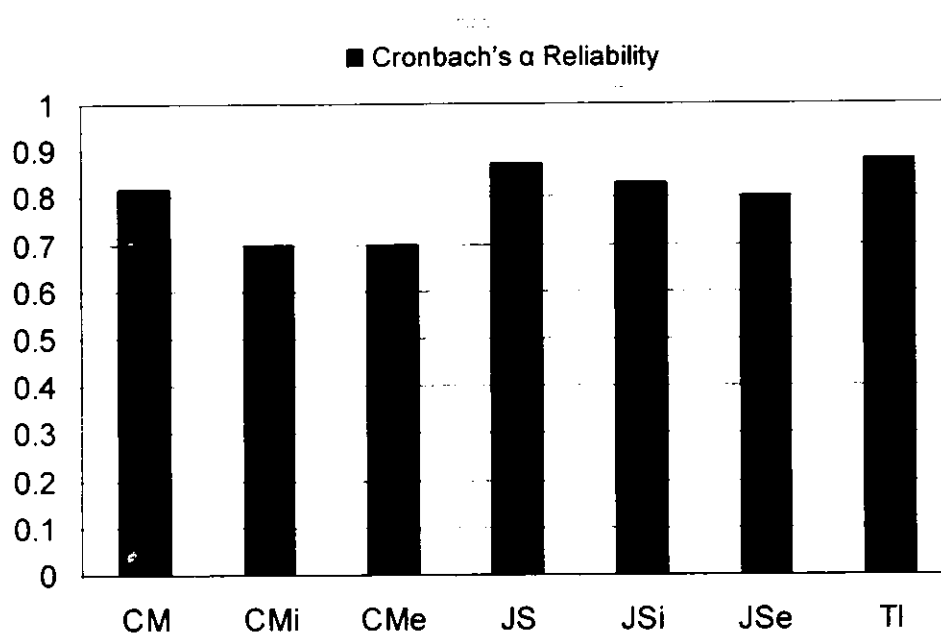


Figure 4.1: Cronbach's Alpha reliability of research instruments

4.2 Demographics Analysis

This demographic analysis has looked at a specific population i.e., (faculty of higher education sector and managers of banks) and their characteristics such as gender, age group, marital status, education level, employment status, employment tenure, income level, department and type of organization have described.

4.2.1 Gender

There were 70.8% male respondents and 29.2% female respondents out of total 212 respondents as given in Table 4.2. There were more male respondents than female as shown in Figure 4.2.

4.2.2 Age Group

There were 22.6% of 20 – 25 age group, 42.5% of 26 – 35 age group, 25% of 36 – 45 age group, 9% of 46 – 55 age group and only 0.9% of 56 and above age group respondents. These age group finding as listed in Table 4.2. It is revealed from Figure 4.3 that majority of the respondents belonged to the age group of 26 - 35 and minority of respondents belonged to age group of 46-55.

4.2.3 Marital Status

There were 54.2% married and 45.7% unmarried out of total 212 respondents as listed in Table 4.2. There were slightly more married respondents than unmarried as show in Figure 4.4.

4.2.4 Education Level

There were 19.8% bachelor degree holder, 54.2% master degree holder, 23.1% professional degree holders and 2.8% other than these educational level respondents out of total 212 respondents as listed in Table 4.2. Majority of the respondents were master degree holders as shown in Figure 4.5.

4.2.5 Employment Status

There were 8.5% part-time and 91.5% full-time respondents out of total 212 as presented in Table 4.2. As revealed from Figure 4.6, there were very few part-time employees in both sectors of banking and education.

4.2.6 Employment Tenure

As listed in Table 4.2, there were 212 total respondents. And out of which there were 14.2% respondents who had less than 1 year experience, 42% respondents who had 2 to 5 years experience, 27.8% respondents who had 6 to 10 years experience, 9.9% respondents who had 11 to 15 years experience and 6.1% respondents who had more than 15 years experience. There were 89 respondents who had two to five years experience as shown in Figure 4.7.

4.2.7 Income Level

As presented in Table 4.2, there were total 212 respondents out of which there were 34.4% respondents whose income level is below Rs.25000, 26.4% respondents whose income level is Rs.25000 to Rs.35000, 23.6% respondents whose income level is between Rs.35000 to Rs.45000 and there were 15.6% respondents whose income level is above Rs.45000. Income level of respondents is shown in Figure 4.8.

4.2.8 Department

As presented in Table 4.2, the total respondents were 212 and according to the data, there were 14.6% respondents from front office department, 14.6% respondents from sales and marketing department, 19.8% respondents from accounting department, 10.4%

respondents from human resources department and 40.6% respondents from some other departments. Graphical presentation of departments is given in Figure 4.9.

4.2.9 Type of Organization

There were 31.6% respondents from higher education sector and 68.4% respondents from the banking industry as shown in Table 4.2. The response rate was higher for the banking sector as comparative to the respondents of universities; it is shown in Figure 4.10.

4.3 Descriptive Analysis

The results of this study indicate as shown in Table 4.3, the average response on the scale (1 indicates Strongly Disagree, 2 indicates Disagree, 3 indicates Uncertain, 4 indicates Agree and 5 indicates Strongly Agree) for career motivation intrinsic was (4.14) which showed that respondents agreed to the questions which were asked about intrinsic career motivation; moreover, standard deviation for career motivation intrinsic was (0.66) that was the deviation from the mean (4.14). It presented the level of standard deviation from mean i.e.. (3.5) to (4.8) and it explained that response about career motivation intrinsic was from uncertain to strongly agree.

Table 4.2: Frequencies of demographics

Demographic factors	Frequency	Percentage
<i>Gender</i>		
Male	150	70.8%
Female	62	29.2%
<i>Age group</i>		
20 – 25	48	22.6%
26 – 35	90	42.5%
36 – 45	53	25%
46 – 55	19	9%
56 and above	2	0.9%
<i>Marital Status</i>		
Married	115	54.2 %
Unmarried	97	45.7%
<i>Education Level</i>		
Bachelor Degree	42	19.8%
Master Degree	115	54.2%
Professional Degree	49	23.1%
Other	6	2.8%
<i>Employment Status</i>		
Part-Time	18	8.5%
Full-Time	194	91.5%
<i>Employment Tenure</i>		
Less than 1 year	30	14.2%
2 to 5 years	89	42%
6 to 10 years	59	27.8%
11 to 15 years	21	9.9%
More than 15 years	13	6.1%
<i>Income Level</i>		
Less than Rs.25,000	73	34.4%
Rs.25,000 to Rs.35,000	56	26.4%
Rs.35,000 to Rs.45,000	50	23.6%
Above Rs.45,000	33	15.6%
<i>Department</i>		
Front Office	31	14.6%
Sales and Marketing	31	14.6%
Accounting	42	19.8%
Human Resource	22	10.4%
Other	86	40.6%
<i>Type of organization</i>		
University	67	31.6%
Bank	145	68.4%

Table 4.3: Descriptive statistics of variables presenting mean & standard deviation

Variables	Mean	Standard Deviation
Career Motivation Intrinsic	4.14	0.66
Career Motivation Extrinsic	4.14	0.80
Career Motivation	4.06	0.59
Job Satisfaction Intrinsic	3.72	0.81
Job Satisfaction Extrinsic	3.65	0.83
Job Satisfaction	3.67	0.76
Turnover Intention	2.77	0.96

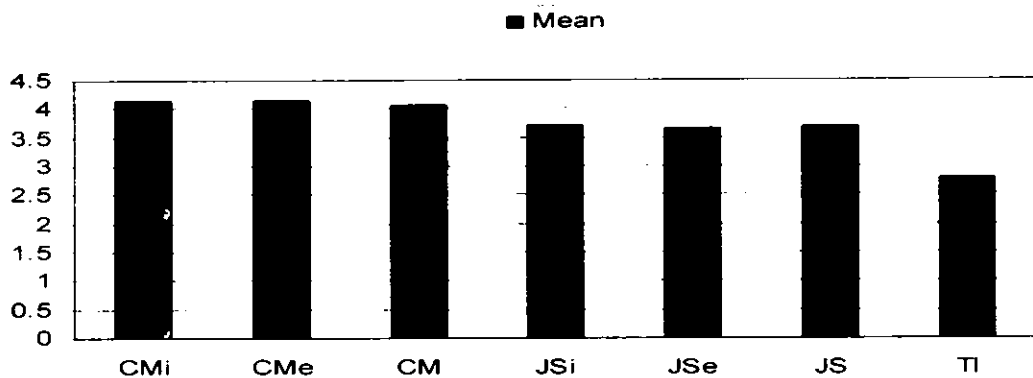


Figure 4.11: Mean for all variables of research instruments

The average response on the scale for career motivation extrinsic was (4.14); it indicated that the respondents agreed to the questions which were asked about extrinsic career motivation. Standard deviation for career motivation extrinsic was (0.80); it was the deviation from the mean (4.14). It indicated the level of standard deviation from

mean i.e. (3.3) to (4.9); moreover, it stated response about career motivation extrinsic was from uncertain to strongly agree as shown in Table 4.3.

The average response on the scale for career motivation was (4.06); it indicated that respondents agreed to the questions about career motivation. Standard deviation for career motivation was (0.59); it was the deviation from the mean (4.06). It showed the level of standard deviation from mean i.e., (3.46) to (4.65); it explained the response about career motivation was from uncertain to strongly agree. As presented in Table 11, the average response on the scale for job satisfaction intrinsic was (3.72); it pointed out that respondents were agreed to the questions for job satisfaction intrinsic. Standard deviation for job satisfaction intrinsic was (0.81); it was deviation from the mean (3.72). It showed the level of standard deviation from the mean i.e., (2.90) to (4.53); it explained the response about intrinsic job satisfaction that was from disagreeing to strongly agree.

The average response on the scale for job satisfaction extrinsic was (3.65); it indicated that respondents agreed to the questions for job satisfaction extrinsic. Standard deviation for job satisfaction extrinsic was (0.83); it was deviation from the mean (3.65). It explained the level of standard deviation from the mean i.e., (2.81) to (4.48). The response about extrinsic job satisfaction was from disagreeing to strongly agree.

The average response on the scale for job satisfaction was (3.67); it indicated that respondents agreed to the questions for job satisfaction. Standard deviation for job satisfaction was (0.76); it was deviation from the mean (3.67). It explained the level of standard deviation from the mean i.e., (2.90) to (4.43). The response about job satisfaction was from disagreeing to strongly agree.

The average response on the scale for turnover intention was (2.77); it indicated that respondents agreed to the questions for turnover intention. Standard deviation for turnover intention was (0.96); it was deviation from the mean (2.77). It indicated the level of standard deviation from the mean i.e., (1.80) to (3.71); response about turnover intention was from strongly disagreeing to agree. Figure 4.11 showed the mean for all variables that were used as research instruments.

4.4 Correlation Analysis

This study produced the results which corroborate the findings of a great deal of the previous work in this field. The relationship between career motivation extrinsic and career motivation intrinsic is considerable as values of correlation analysis are listed in Table 4.4. Career motivation intrinsic had a positive association with career motivation extrinsic ($r = 0.54, p < 0.01$); there is a positive relation between career motivation intrinsic and job satisfaction intrinsic ($r = 0.37, p < 0.01$). Career motivation intrinsic had a positive association with job satisfaction extrinsic ($r = 0.30, p < 0.01$). Career motivation intrinsic had a positive relation with job satisfaction ($r = 0.37, p < 0.01$); therefore, the relationship between career motivation intrinsic and job satisfaction is considerable.

Career motivation intrinsic had a negative association with turnover intention ($r = -0.15, p < 0.05$); hence, the relationship between career motivation intrinsic and turnover intention is considerable. The results of this study indicate that career motivation extrinsic had a positive relation with job satisfaction intrinsic ($r = 0.41, p < 0.01$) as depicted in Table 4.4; therefore, relationship between career motivation extrinsic and job satisfaction intrinsic is considerable. Career motivation extrinsic had a positive relation

with job satisfaction extrinsic ($r = 0.31, p < 0.01$). Career motivation extrinsic had a positive relation with job satisfaction ($r = 0.38, p < 0.01$). Career motivation extrinsic had a negative association with turnover intention ($r = -0.14, p < 0.05$).

Table 4.4: Presentation for correlation among the variables

	CMi	CMe	CM	JSi	JSe	JS	TI
CMi	1	0.54*	0.86*	0.37*	0.30*	0.37*	-0.15**
CMe		1	0.77*	0.41*	0.31*	0.38*	-0.14**
CM			1	0.51*	0.43*	0.51*	-0.22*
JSi				1	0.64*	0.90*	-0.37*
JSe					1	0.90*	-0.43*
JS						1	-0.44*
TI							1

* $p < .01$, ** $p < .05$

Career motivation had a positive relation with job satisfaction intrinsic ($r = 0.51, p < 0.01$). Career motivation had a positive relation with job satisfaction extrinsic ($r = 0.43, p < 0.01$). Career motivation had a positive relation with job satisfaction ($r = 0.51, p < 0.01$). Career motivation had a negative relation with turnover intention ($r = -0.22, p < 0.01$). Job satisfaction intrinsic had a negative association with turnover intention ($r = -0.37, p < 0.01$). Job satisfaction extrinsic had a negative association with turnover intention ($r = -0.43, p < 0.01$) as well as job satisfaction had a negative relation with turnover intention ($r = -0.44, p < 0.01$). The current study found the considerable relationships among all variables.

4.5 Regression Analysis

Regression analysis was used to investigate the impact of independent variables upon dependent variable and hence hypotheses were tested. In step 1: career motivation was regressed on job satisfaction to check the impact of career motivation on job satisfaction. By regressing career motivation on job satisfaction the value of $R^2 = 0.257$, adjusted $R^2 = 0.253$, F-statistics = 72.55 at a significant level $p < 0.01$, the t-statistics = 8.51 at significant level $p < 0.01$ and rate of change of career motivation on job satisfaction was 0.50, the values are listed in Table 4.5.

In step 2: career motivation intrinsic was regressed on job satisfaction intrinsic to investigate the impact of career motivation intrinsic on job satisfaction intrinsic. By regressing career motivation intrinsic on job satisfaction intrinsic; the value of $R^2 = 0.137$, adjusted $R^2 = 0.133$, F-statistics = 33.30 at a significant level $p < 0.01$, the t-statistics = 5.77 at significant level $p < 0.01$ and rate of change of career motivation intrinsic on job satisfaction intrinsic was 0.37.

In step 3: career motivation intrinsic was regressed on job satisfaction extrinsic to investigate the impact of career motivation intrinsic on job satisfaction extrinsic. By regressing career motivation intrinsic on job satisfaction extrinsic the value of $R^2 = 0.089$, adjusted $R^2 = 0.084$, F-statistics = 20.40 at a significant level $p < 0.01$, the t-statistics = 4.51 at significant level $p < 0.01$ and rate of change for career motivation intrinsic on job satisfaction extrinsic was 0.29.

Table 4.5: Step wise regression analysis

Steps	Predictor	Dependent Variable	R ²	Adj. R ²	F	Beta	t
1	CM	JS	0.257	0.253	72.55*	0.50	8.51*
2	CMi	JSi	0.137	0.133	33.30*	0.37	5.77*
3	CMi	JSe	0.089	0.084	20.40*	0.29	4.51*
4	CMe	JSi	0.167	0.163	42.23*	0.40	6.49*
5	CMe	JSe	0.099	0.095	23.02*	0.31	4.79*
6	JS	TI	0.191	0.187	49.65*	-0.43	-7.04*
7	JSi	TI	0.136	0.131	32.94*	-0.36	-5.74*
8	JSe	TI	0.184	0.180	47.21*	-0.42	-6.87*
9	CM	TI	0.048	0.043	10.59**	-0.21	-3.25**
10-i	JS	TI	0.191	0.187	49.65*	-0.437	-7.04*
10-ii	JS,CM	TI	0.191	0.184	24.71*	-0.439	-6.08*

*p < .01, **p < .05

In step 4: career motivation extrinsic was regressed on job satisfaction intrinsic to investigate the impact of career motivation extrinsic on job satisfaction intrinsic. By regressing career motivation extrinsic on job satisfaction intrinsic; it was revealed that value of $R^2 = 0.167$, adjusted $R^2 = 0.163$, F-statistics = 42.23 at a significant level $p < 0.01$, the t-statistics = 6.49 at significant level $p < 0.01$ and rate of change of career motivation extrinsic on job satisfaction intrinsic was 0.40.

In step 5: career motivation extrinsic was regressed on job satisfaction extrinsic to investigate the impact of career motivation on job satisfaction extrinsic. By regressing

career motivation extrinsic on job satisfaction extrinsic; it was exposed that value of $R^2 = 0.099$, adjusted $R^2 = 0.095$, F-statistics = 23.02 at a significant level $p < 0.01$, the t-statistics = 4.79 at significant level $p < 0.01$ and rate of change career motivation extrinsic on job satisfaction extrinsic was 0.31.

In step 6: job satisfaction was regressed with turnover intention to investigate the impact of job satisfaction on turnover intention. The regression of job satisfaction on turnover intention revealed that value of $R^2 = 0.191$, adjusted $R^2 = 0.187$, F-statistics = 49.65 at a significant level $p < 0.01$, t-statistics = -7.04 at significant level $p < 0.01$ and rate of change for job satisfaction on turnover intention was -0.43.

In step 7: job satisfaction intrinsic was regressed on turnover intention to investigate the impact of job satisfaction intrinsic on turnover intention. By regressing job satisfaction intrinsic on turnover intention unveiled that value of $R^2 = 0.136$, adjusted $R^2 = 0.131$, F-statistics = 32.94 at a significant level $p < 0.01$, t-statistics = -5.74 at significant level $p < 0.01$ and rate of change for job satisfaction intrinsic on turnover intention was -0.36.

In step 8: job satisfaction extrinsic was regressed on turnover intention to investigate the impact of job satisfaction extrinsic on turnover intention. The test of job satisfaction extrinsic on turnover intention showed that value of $R^2 = 0.184$, adjusted $R^2 = 0.180$. F-statistics = 47.21 at a significant level $p < 0.01$, t-statistics = -6.87 at significant level $p < 0.01$; moreover, rate of change for job satisfaction extrinsic on turnover intention was -0.42.

In step 9: career motivation was regressed on turnover intention to investigate the impact of career motivation on turnover intention. By regressing career motivation on

turnover intention it was revealed that value of $R^2 = 0.048$, adjusted $R^2 = 0.043$, F-statistics = 10.59 at a significant level $p < 0.05$, t-statistics = -3.25 at significant level $p < 0.05$ and rate of change for career motivation on turnover intention was -0.21.

In step 10: Turnover intention was regressed on career motivation and job satisfaction to investigate the mediation job satisfaction between career motivation and turnover intention. Finally, the regression of job satisfaction as a mediating variable on turnover intention revealed that value of $R^2 = 0.191$, adjusted $R^2 = 0.187$, F-statistics = 49.65 at a significant level $p < 0.01$, t-statistics = -7.04 at significant level $p < 0.01$ and rate of change for job satisfaction on turnover intention was -0.437. Moreover, by regressing turnover intention on career motivation and job satisfaction; it was revealed that value of $R^2 = 0.191$, adjusted $R^2 = 0.184$, F-statistics = 24.71 at a significant level $p < 0.01$, t-statistics = -6.08 at significant level $p < 0.01$ and rate of change of career motivation and job satisfaction on turnover intention was -0.439; all the values are presented in Table 4.5.

4.6 Chapter Summary

Firstly, this chapter delineates the results for the reliabilities of all variables that has been used in the questionnaire. Demographic analysis is described for gender, age group, marital status, education level, employment status, employment tenure, income level, department and type of organization. In descriptive analysis the mean and standard deviation for all the variables are discussed. Correlation analysis explained the results of correlation that existed among variables. Lastly, results of regressions that were used to test the hypotheses are described step wise.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion

This study produced the results which corroborate the findings of a great deal of the previous work in this field. The result of R^2 demonstrates that hypothesis H_1 cannot be rejected because career motivation makes 25.3% change in job satisfaction and it is also verified from F-statistic's value. Career motivation contributes 50.7% rate of change in job satisfaction. According to t-statistics if there is one time change in career motivation then there will be 8.51 times change in job satisfaction. These results are consistent with those of other studies (House & Wigdor, 1967; Judge, et al., 2002; Tzeng, 2002) and prove that there is an impact of career motivation on job satisfaction.

These findings of the current study are consistent with those of Jang (2008) who investigated sub-factors of career motivation in relation to sub-factors of job satisfaction. The result of R^2 shows that H_2 cannot be rejected; because career motivation intrinsic makes 13.3% change in job satisfaction intrinsic and it is also verified from F-statistic's value. Career motivation intrinsic contributes 37% rate of change in job satisfaction intrinsic. According to t-statistics if there is one time change in career motivation

intrinsic then there will be 5.7 times change in job satisfaction intrinsic. Therefore, it is accepted that there is an impact of career motivation intrinsic on job satisfaction intrinsic.

The findings further support the idea of impact of sub-factors of career motivation on sub-factors of job satisfaction. The result of R^2 shows that H_3 cannot be rejected because career motivation intrinsic makes 8% changes in job satisfaction extrinsic and it is also verified from F-statistic's value. Career motivation intrinsic contributes 29% rate of change in job satisfaction extrinsic. According to t-statistics if there is one time change in career motivation intrinsic then there will be 4.5 times change in job satisfaction extrinsic. Therefore, it is accepted that there is an impact of career motivation intrinsic on job satisfaction extrinsic; moreover, a prior study has also documented the relationship of career motivation intrinsic and job satisfaction extrinsic (Jang, 2008).

As mentioned in the regression analysis, the result of R^2 shows that H_4 cannot be rejected because career motivation extrinsic makes 16% changes in job satisfaction intrinsic and it is also verified from F-statistic's value. Career motivation extrinsic contributes 40% rate of change in job satisfaction intrinsic. According to t-statistics if there is one time change in career motivation extrinsic then there will be 6.4 times change in job satisfaction intrinsic. Hence, it is accepted that there is an impact of career motivation extrinsic on job satisfaction intrinsic for the employees of banks and universities of a developing country.

The current study found the result of R^2 indicated that H_5 could not be rejected because career motivation extrinsic makes 9% changes in job satisfaction extrinsic and it is also verified from F-statistic's value. Career motivation extrinsic contributes 31% rate

of change in job satisfaction extrinsic. According to t-statistics if there is one time change in career motivation extrinsic then there will be 4.7 times change in job satisfaction extrinsic. These findings are consistent with those of Amabile (1993); hence, it is accepted that there is an impact of career motivation extrinsic on job satisfaction extrinsic.

This study confirms that job satisfaction is negatively associated with turnover intention; the result of R^2 shows that H_6 cannot be rejected. Because job satisfaction makes 18% changes in turnover intention and it is also verified from F-statistic's value. Job satisfaction contributes 43% negative rate of change in turnover intention. According to t-statistics if there is one time change in job satisfaction then there will be 7 times negative change in turnover intention. These results are consistent with those of other studies (Egan, Yang, & Bartlett, 2004; Tett & Meyer, 1993; Tzeng, 2002) and suggest the acceptance for the impact of job satisfaction on turnover intention of employees working in banks and universities of a developing country. Therefore, it is accepted that there is an impact of job satisfaction on turnover intention for the employees of banks and universities of a developing country.

The present findings seem to be consistent with other research which found the reasons for turnover intention in connection with job satisfaction intrinsic (Ghiselli, La Lopa, & Bai, 2001); the result of R^2 shows that H_7 cannot be rejected because job satisfaction intrinsic makes 13% changes in turnover intention; moreover, it is also verified from F-statistic's value. Job satisfaction intrinsic contributes 36% negative rate of change in turnover intention. According to t-statistics if there is one time change in job satisfaction intrinsic then there will be 5.7 times negative change in turnover

intention. Hence, it is accepted that there is an impact of job satisfaction intrinsic on turnover intention of employees in banks and universities.

The results of this study indicate that there is an impact of job satisfaction extrinsic on turnover intention of employees working in banks and universities of a developing country. Because job satisfaction extrinsic makes 18% changes in turnover intention and it is also verified from F-statistic's value. Job satisfaction extrinsic contributes 42% negative rate of change in turnover intention. According to t-statistics if there is one time change in job satisfaction extrinsic then there will be 6.8 times negative change in turnover intention. Therefore, the result of R^2 shows that H_8 cannot be rejected. It is proved that job satisfaction extrinsic has an impact on turnover intention of employees and it corroborates with the previous work (Jang, 2008; Li-Ping Tang, Kim, & Shin-Hsiung Tang, 2000).

It is encouraging to compare these figures with that found by Houkes, Janssen, de Jonge, and Bakker (2003) who found the relationship of career motivation and turnover intention. The result of R^2 shows that H_9 cannot be rejected because career motivation makes 4% changes in turnover intention and it is also verified from F-statistic's value. Career motivation contributes 21% negative rate of change in turnover intention. According to t-statistics if there is one time change in career motivation then there will be 3.2 times negative change in turnover intention. Hence, there is an impact of career motivation on turnover intention of employees working in banks and universities of a developing country.

This finding is in agreement with Jang's (2008) findings which showed the mediation of job satisfaction between career motivation and turnover intention of

employees. The result of R^2 shows that H_{10} cannot be rejected because job satisfaction makes 18% changes in turnover intention and it is also verified from F-statistic's value. Job satisfaction contributes 43.7% negative rate of change in turnover intention. According to t-statistics if there is one time change in job satisfaction then there will be 7 times negative change in turnover intention. When turnover intention was regressed on both career motivation and job satisfaction to investigate the mediation affect; the result of R^2 shows that both job satisfaction and career motivation make 18% changes in turnover intention and it is also verified from F-statistic's value. Both career motivation and job satisfaction contribute 43.9% negative rate of change in turnover intention. According to t-statistics if there is one time change in both career motivation and job satisfaction then there will be 6 times negative change in turnover intention. The separation of coefficients for each equation is estimated and tested as suggested by Baron & Kenny (1986) and there is no need for hierarchical or stepwise regression; the difference between the values of Beta and t-values in two equations prove the presence of mediation; therefore, job satisfaction intervenes the impact of career motivation on turnover intention of employees working in banks and universities of a developing country.

5.2 Conclusion

This study has positively contributed to enhance the existing knowledge assortment of career motivation, job satisfaction, and turnover intention in context banking industry and higher education sector of a developing country. The present study confirms previous findings and contributes additional evidence that suggests: the evidence from this study

suggests that career motivation impacts the job satisfaction of employees working in banks and universities of a developing country.

This study investigated that career motivation has an impact on job satisfaction and turnover intention of employees in service sector specifically for employees who are working in higher education sector and banking industry. Job satisfaction also has an impact on turnover intention of employees. The mediating affect of job satisfaction does play its function between career motivation and turnover intention of employees. The sub-factors of career motivation i.e., intrinsic career motivation and extrinsic career motivation also have the impact on job satisfaction.

The sub-factors of job-satisfaction i.e., intrinsic job satisfaction and extrinsic job satisfaction also had the impact on turnover intention of employees. So it indicates that an organization should take measures of career motivation not only during the recruitment process but also after the selection it has to take notice of employees' job satisfaction because these two variables have an impact upon turnover intention. It signifies that if an employee is having low turnover intention then it can be because of high career motivation and high job satisfaction. If an employee has high turnover intention then it can be because of low career motivation and low job satisfaction. Same is the case with intrinsic and extrinsic career motivation; both sub-factors have impact on turnover intention. It is denoted that an employee can have low or high intentions of turnover because of high or low intrinsic and extrinsic career motivation.

Career motivation has an impact on job satisfaction and it indicates that if an employee has low or high career motivation then it can be because of job satisfaction. Turnover intention can be low or high because job satisfaction. Exactly low or high intrinsic job

satisfaction and extrinsic job satisfaction may lead to turnover intention of employees. Lastly, it is proved that, job satisfaction mediates the impact of career motivation towards turnover intention of an employee, it implies that if an employee is having career motivation and job satisfaction then there will be low turnover intention. An implication of these findings is that both career motivation and job satisfaction should be taken into account to cope up turnover intention.

5.3 Limitations

The employees who have contributed for this study are from higher education sector and banking sector so the finding can only be generalized to these two sectors only.

5.4 Future Research

It is recommended that future research should be undertaken in the following areas: i) the model can be used to investigate the manufacturing sector; ii) the future research might investigate the nature of relationships among career motivation, job satisfaction, and turnover intentions of employees working in various industries; iii) if the debate is to be moved forward, a better understanding of turnover intention can be investigated by integration job satisfaction as moderator variable on the relationship of career motivation and job satisfaction; iv) the relationship between intrinsic job satisfaction and intrinsic career motivation can also be investigated; v) the relationship between extrinsic career motivation and intrinsic job satisfaction can be investigated for future research.

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APPENDIX A



INTERNATIONAL ISLAMIC UNIVERSITY Faculty of Management Sciences Islamabad



P.O. Box: 1243, Telegram: AL-IAMA, Telex: 54068 IJU PK, Fax: 9257944, Tel: 9258020

Dear Respondent,

Thank you for agreeing to be a part of this research initiative. I am a research scholar at Faculty of Management Sciences, International Islamic University Islamabad. I am working on my MS Thesis. You are requested to please spare your precious time and fill the questionnaire. I assure you that the information obtained from this survey will not be disclosed and will only be used for research purposes.

For each item of the statements below, please indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number as per following rating scale where: 1 indicates Strongly Disagree, 2 indicates Disagree, 3 indicates Uncertain, 4 indicates Agree and 5 indicates Strongly Agree. Please tick one option

<i>Career motivation</i> refers to the willingness to exert high levels of effort toward career goals in order to satisfy some individual need.						
1	I believe that this organization provides productive employees with an opportunity for job advancement.	1	2	3	4	5
2	I am motivated by good working condition.	1	2	3	4	5
3	I feel that interesting work is important for motivation.	1	2	3	4	5
4	I feel that it is important for supervisors to trust employees on the jobs.	1	2	3	4	5
5	I comply with company rules and policies when carrying out my work assignment.	1	2	3	4	5
6	Greater involvement with decisions that affect me at work motivates me to perform better at work.	1	2	3	4	5
7	Pay is an important motivator for me at work.	1	2	3	4	5
8	Job security is an important motivator for me at work.	1	2	3	4	5
<i>Job satisfaction</i> refers to "employee's state of emotion and affective responses to specific aspects of the job".						
9	I am satisfied with the freedom I have to do what I want on my job.	1	2	3	4	5
10	I am satisfied with the information I receive from supervisor about my job performance.	1	2	3	4	5
11	I am satisfied with the information I receive from my manager about my job performance.	1	2	3	4	5
12	I am satisfied with the information I receive from my GM about my job performance.	1	2	3	4	5
13	I am satisfied with the opportunities my job gives me to complete tasks from beginning to end.	1	2	3	4	5
14	I am satisfied with the variety of activities my job offers.	1	2	3	4	5

15	I am satisfied with the opportunities to develop close friendships on my job.	1	2	3	4	5
16	In general, I am satisfied with my job.	1	2	3	4	5
17	I am satisfied from the pay I receive from my job.	1	2	3	4	5
18	I am satisfied with the security my job provides me.	1	2	3	4	5
Turnover intention is an individual's estimated probability that the employee will leave an employing organization.						
19	As soon as I can find a better job, I will quit this organization.	1	2	3	4	5
20	I often think about quitting my job.	1	2	3	4	5
21	Which of the following most reflects your feelings about your future with this organization in the next year?					
i)	I definitely will not leave.					
ii)	I probably will not leave.					
iii)	I am uncertain.					
iv)	I probably will leave.					
v)	I definitely will leave.					
22	How do you feel about leaving this organization?					
i)	It is very unlikely that I would ever consider leaving this organization.					
ii)	As far as I can see ahead, I intend to stay with this organization.					
iii)	I have no feeling about this way or the other.					
iv)	I am seriously considering leaving in the near future.					
v)	I am presently looking and planning to leave.					
23	If you were completely free to choose, would you prefer or to not prefer to continue working with this organization?					
i)	I prefer very much to continue working for this organization.					
ii)	I prefer to work here.					
iii)	I don't care either way.					
iv)	I prefer not to work here.					
v)	I prefer vary much not to continue working for this organization.					
24	How important is it to you personally that you spend your career in this organization rather than some other organization?					
i)	It is very important for me to spend my career in this organization.					
ii)	It is fairly important.					
iii)	It is of some importance.					
iv)	I have mixed feelings about its importance.					
v)	It is of no importance at all.					

Please tick one option

1. **Gender:** i. Male ii. Female

2. **Age Group:** i.20-25 ii.26-35 iii.36-45 iv.46-55 v.56 and above

3. **Marital Status:** i. Married ii. Unmarried

4. **Education Level:** i. Bachelor degree ii. Master degree iii. Professional degree iv. Other

5. **Employment Status:** i. Part-time ii. Full-time

6. **Employment Tenure:** i. Less than 1 year ii. 2 to 5 years iii 6 to10 years iv. 11 to 15 years v. More than 15 years

7. **Income Level:** i. Less than Rs.25,000 ii. Rs.25,000 to Rs.35,000 iii. Rs.35,000 to Rs.45,000 iv. Above Rs45,000

8. **Department :** i. Front office ii. sales and marketing iii. Accounting iv. Human resources v. Other

9. **Type of Organization:** i. University ii. Bank

APPENDIX B

Figures of Frequencies

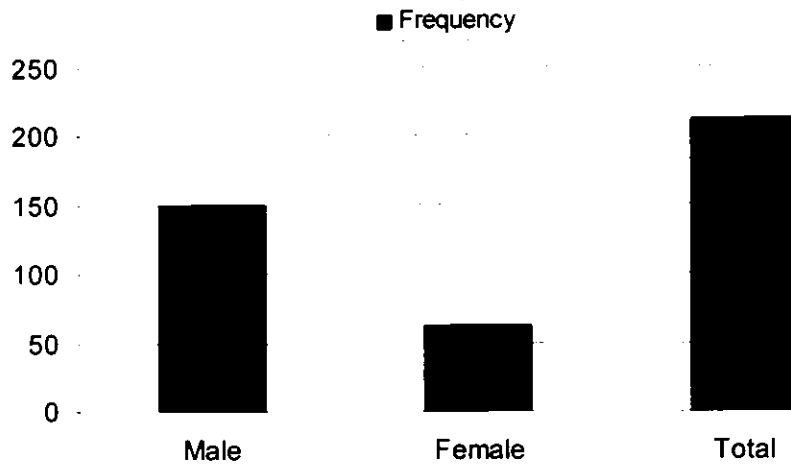


Figure 4.2: Frequency of gender

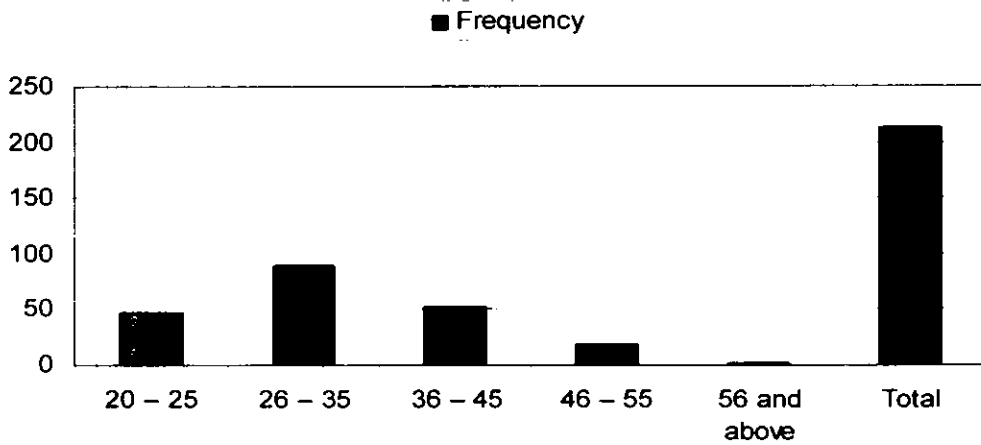


Figure 4.3: Frequency of age group

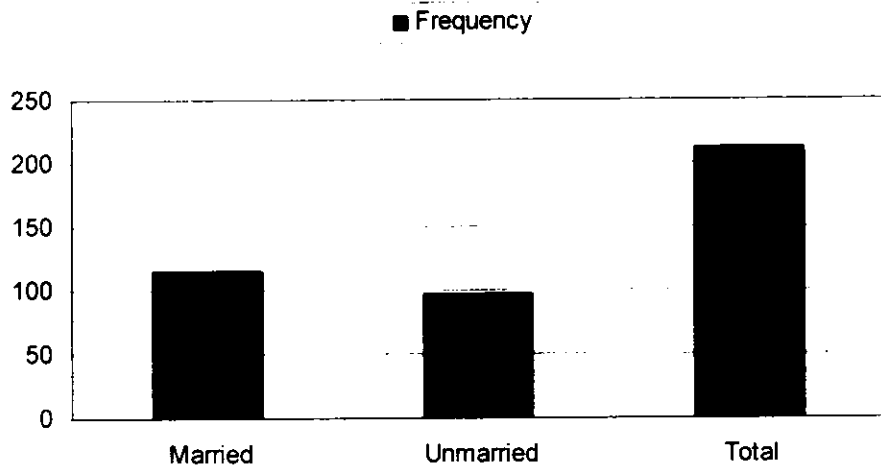


Figure 4.4: Frequency of marital status

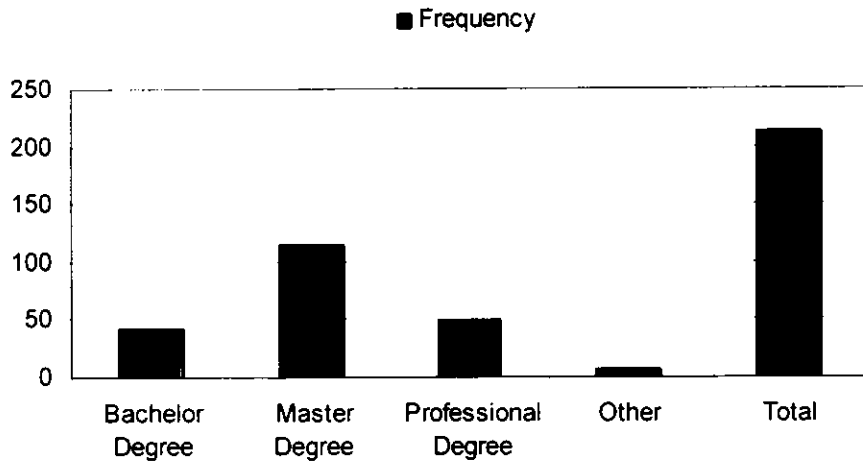


Figure 4.5: Frequency of education level

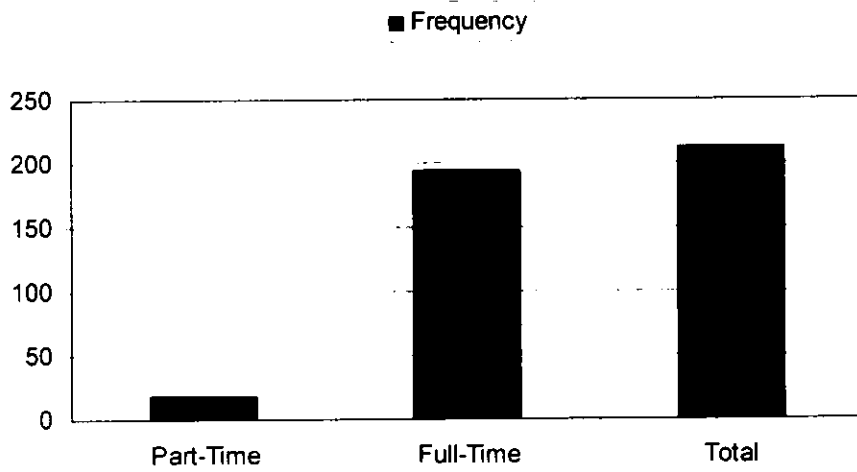


Figure 4.6: Frequency of employment status

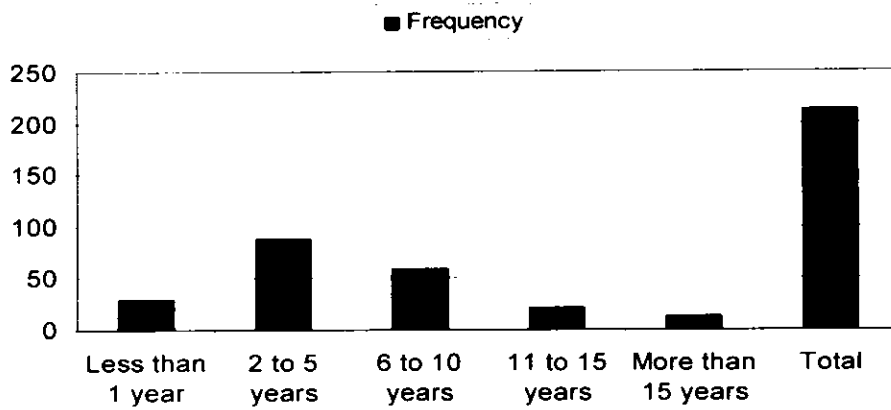


Figure 4.7: Frequency of employment tenure

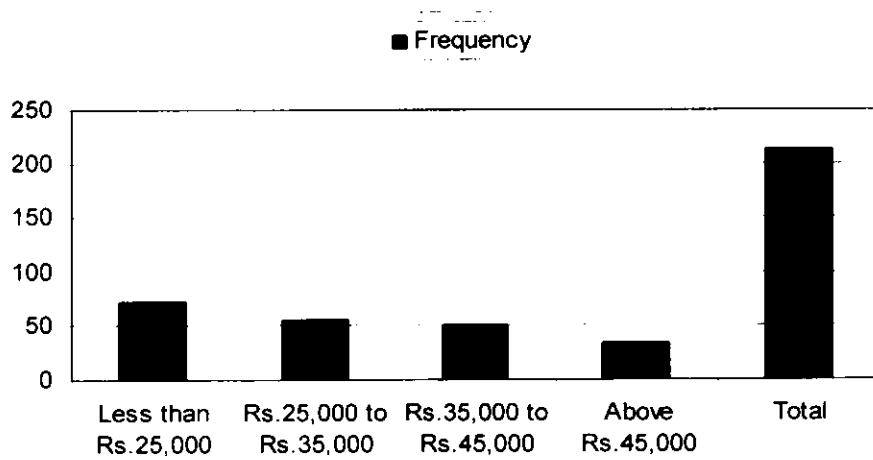


Figure 4.8: Frequency of income level

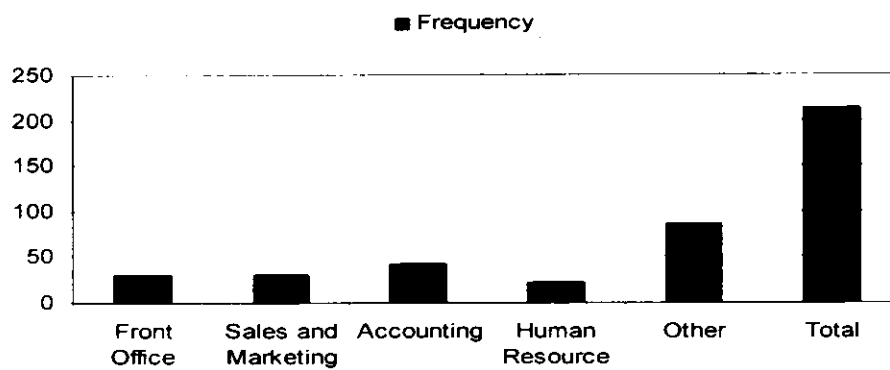


Figure 4.9: Frequency of departments

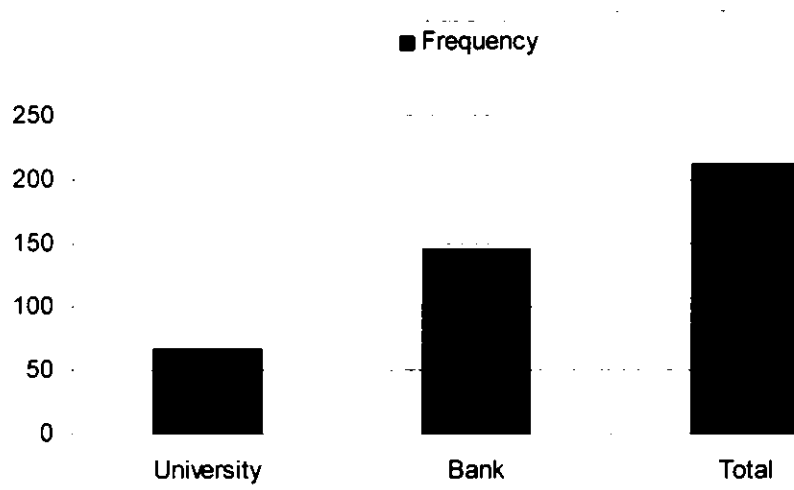


Figure 4.10: Frequency for type of organization