UNIVERSITI PUTRA MALAYSIA

PSYCHOSOCIAL IMPACT ON INTENTION TO LEAVE AMONG GENERATIONAL COHORTS IN AUTOMOTIVE ORGANIZATIONS OF TEHRAN, IRAN

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By

REZVAN SAHRAEE

Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of Philosophy

December 2019

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

PSYCHOSOCIAL IMPACT ON INTENTION TO LEAVE AMONG GENERATIONAL COHORTS IN AUTOMOTIVE ORGANIZATIONS OF TEHRAN, IRAN

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December 2019

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Generational differences in intention to leave have presented new challenges for organizations. The results of national and global surveys have indicated that voluntary turnover is higher among employees from Generation Y compared to other generations, although little is known about how and why the generational differences have contributed to such changes in the patterns of turnover intention. This study aims to determine the psycho-social impacts on intention to leave among generational cohorts, in Tehran, Iran. It examines the effect of value on intention to leave through the mediating effect of motivation, attitude (ATT), subjective norm(SN), and perceived behavioral control(PBC). Moreover, it seeks to identify the moderating effect of generational cohorts on the relationship between all involved factors and intention to leave.

A quantitative approach was employed with a descriptive cross-sectional design. Through a multistage cluster method, 588 study subjects were sampled and surveyed from an automotive company. With respect to a response rate of 89%, 523 questionnaires were returned among which 498 were statistically analyzed using AMOS Software.

The results showed that there are relationships among value, motivation, TPB constructs (ATT, SN, and PBC) and intention to leave. Motivation mediates the relationship between value and TPB constructs as well as intention to leave. Also, TPB constructs (ATT, SN, and PBC) mediate the relationship between value and motivation, and intention to leave. Moreover, generational cohorts moderate the relationship between value, motivation, TPB constructs (ATT, SN, and PBC) and intention to leave.

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The findings of this study contribute to the body of literature by identifying the mechanism behind the changes observed over the years in intention to leave among generational cohorts. From organizational point of view, the results would help the directors of organizations control the rate of voluntary turnover of their qualified workers. Theoretically, results suggest that Self-determination Theory and the Theory of Planned Behavior can successfully complement each other to provide more explanation for behavioral intention. Therefore, it is recommended that satisfaction of basic psychological needs for autonomy, competence, and relatedness is a key factor to consider any attempt to predict and prevent turnover intention.

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Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

IMPAK PSIKOSOSIAL KE ATAS NIAT UNTUK MENINGGALKAN DALAM KALANGAN KOHORT GENERASI DI ORGANISASI AUTOMOTIF DI TEHRAN, IRAN

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Perbezaan di antara generasi berkaitan tujuan untuk meninggalkan organisasi telah memberi pelbagai cabaran baru kepada organisasi. Hasil tinjauan nasional dan global telah membuktikan bahawa pemberhentian kerja secara sukarela adalah lebih tinggi dalam kalangan generasi Y berbanding dengan generasi lain walaupun terdapat limitasi pengetahuan berkaitan tentang bagaimana dan mengapa perbezaan generasi telah menyumbang kepada perubahan pola berkaitan niat untuk meninggalkan organisasi. Kajian ini bertujuan untuk mengenal pasti impak psiko-sosial ke atas niat untuk meninggalkan organisasi dalam kalangan kohort generasi di Tehran, Iran. Penilaian ke atas niat untuk meninggalkan organisasi melalui kesan mediasi motivasi, sikap (ATT), norma subjektif (SN) dan persepsi kawalan tingkah laku (PBC). Selain itu, kajian ini bertujuan untuk mengenal pasti kesan moderasi kohort generasi ke atas hubungan diantara kesemua faktor yang terlibat dan niat untuk meninggalkan organisasi.

Pendekatan kuantitatif digunakan melalui reka bentuk kajian rentas deskriptif. Melalui teknik kluster berperingkat, terdapat 588 responden daripada syarikat automotif telah dipilih untuk terlibat di dalam kajian ini. Kadar respon untuk kajian ini adalah sebanyak 89% di mana 498 daripada 523 soal selidik telah dikembalikan dan dianalisis secara statistik menggunakan perisian AMOS.

Hasil kajian menunjukkan terdapat hubungan di antara nilai, motivasi, konstruk TPB (ATT, SN, dan PBC) dan niat untuk meninggalkan organisasi. Motivasi mengantara hubungan di antara nilai dan konstruk TPB dan juga niat untuk meninggalkan organisasi. konstruk TPB (ATT, SN, dan PBC) juga mengantara hubungan antara nilai dan motivasi dan niat untuk meninggalkan organisasi. Selain itu, kohort generasi

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mempunyai kesan moderasi diantara hubungan nilai, motivasi, konstruk TPB (ATT, SN, dan PBC) dan niat untuk meninggalkan organisasi.

Hasil kajian ini menyumbang kepada sorotan literatur dengan mengenal pasti mekanisme di sebalik perubahan yang dilakukan selama bertahun-tahun berkaitan niat untuk meninggalkan organisasi dalam kalangan kohort generasi. Berpandukan perspektif organisasi, hasil kajian ini dapat membantu para pengarah untuk mengawal kadar pemberhentian kerja secara sukarela oleh pekerja yang berkelayakan. Secara teoritikal, hasil kajian menunjukkan bahawa Teori Penentuan Diri dan Teori Perancangan Tingkah laku saling melengkapi untuk memberikan penjelasan yang lebih mendalam berkaitan niat tingkah laku. Oleh itu, adalah disarankan bahawa kepuasan terhadap keperluan asas psikologi untuk autonomi, kekompetenan dan perhubungan adalah faktor utama untuk meramal dan menghindari niat untuk meninggalkan organisasi secara sukarela.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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LIST OF ABBREVIATIONS

TPB	The Theory of Planned Behavior
SDT	Self-Determination Theory
GCT	Goal Content Theory
ATT	Attitude
SN	Subjective Norm
PBC	Perceived Behavioral Control
R&W	Revolution and War Generation
R	Reform Generation
M	Millennials

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Intention to leave, which is referred to employees' voluntary decision about staying with or leaving an organization (Tett & Meyer, 1993), has been recognized as the strongest cognitive precursor of actual leaving that involves high costs for organizations (Kaur Sahi & Mahajan, 2014; Lee & Mowday, 1987; O'Reilly III & Caldwell, 1981; Sun & Wang, 2010; Van Breukelen, Van der Vlist, & Steensma, 2004). In this process, employees, as the key assets of organizations through which business' goals and successes are met, intend to terminate their employment and leave the job. Given the fact that this phenomenon is detrimental and disruptive for organizational performance, any organization prefers to have a low rate of turnover and a high rate of retention (Apker, 2017). In countries such as U.S and U.K faced with a recession, several surveys found a high level of turnover rate amongst employees (Saridakis & Cooper, 2016) which shows the big risk that voluntary turnover can pose to the business if not controlled.

However, these days, attentions have been attracted to generational differences in turnover intention since there has seen an upward trend in turnover rate with new generation. Reports released over the world showed that the phenomenon of employees' turnover has turned globally into a subject of concern. According to a report from U.S Bureau of Labor (2018) the median years of employees' tenure aged between 25 and 34 were only 2.8 years, which was slightly dropped as compared to the time when it was 3 years in 2014 or 3.2 years in 2012. Deloitte's (2016) survey of 7700 Generation Y members from 29 countries around the globe revealed that two-thirds (66%) of participants expressed a desire to leave their organizations by 2020. Khatri, Fern, and Budhwar (2001) argued that voluntary turnover has also been a significant issue for businesses in Asian nations such as Korea, Malaysia, and Singapore, presented HR managers with sleepless nights. Mercer global survey (2017) showed voluntary turnover has increased from 9% to 13.5% over the past five years; the highest record was for China (14%) followed by America (12.8%). The results of the survey also revealed voluntary turnover has increased to 12% annually in Iran as cited by Rayan Rayahbord Chabok (2017).

A report from the study of employees' loyalty by industry showed that, compared to other industries, workers in large manufacturing automotive companies held a moderate level of loyalty(57%) and job satisfaction(59%) towards organization that might play a part in actual annual turnover (Business Watch, 2014). In Iran, automotive industry is the second biggest economic sector after oil and gas. It contributes to 10% of the total GDP in the country. Nevertheless, the evidence is indicative that 95% of workers within this field of work, with an average age of 31, are experiencing a low to moderate level of motivation (Asghari et al., 2015). Anbari

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et al. (2015) showed that the average job satisfaction among employees who were working in auto part manufacturing factories was only 55%.

It is expected by 2020, Generation Y would shape 50% of the global workforce (Saridakis & Cooper, 2016) and Iran will be affected by this phenomenon as it has the world's youngest population (United Nations Population Fund, 2012) with 41% between 16 and 34 years old (Statistical Center of Iran, 2011). Automotive industry ranked first in providing employment for youth (Iranian Students' News Agency,2015), meanwhile, this industry plays a crucial role in Iran's economy (Donya-e-Eqtesad, 2015).

In generational studies, turnover intention has received relatively more attention compared to other work outcomes. Studies showed that turnover intention differs across generations of employees and tends to exhibit an upward shift with new generation (Benson & Brown, 2011; Ertas, 2015; Lu & Gursoy, 2016; Lub, Nije Bijvank, Bal, Blomme, & Schalk, 2012; Susomrith, Brown, Scott, & Sitlington, 2013) although little is known about how and why the generational differences have contributed to such changes in the patterns of turnover intention.

On the other hand, some academic literature served to highlight the differences in work-related characteristics of each generation, most of which showed that the significant difference between generations is related to what they value (Cogin, 2012; Davis, 2016; Gursoy, Chi, & Karadag, 2013; Lyons, Duxbury, & Higgins, 2007; Rani & Samuel, 2016; To & Tam, 2014; Twenge, Campbell, Hoffman, & Lance, 2010; Twenge, Campbell, & Freeman, 2012) and are motivated with (Barford & Hester, 2011; Close & Martins, 2015; Close, 2015; Raganowicz-Gargasz, 2014; Wong, Gardiner, Lang, & Coulon, 2008; Yusoff & Kian, 2013). But, despite recognizing the value and motivation as the key characteristics that might potentially give rise to the difference between generations, little knowledge is available about how intention to leave is affected by these factors. Woodward, Vongswasdi, and More (2015) recommended that beyond the generational diversity, a productive progress in generational research might involve focusing on how attitudinal and motivational proclivities of generational cohorts can be manifested in important work-related outcomes in organizations.

The theory of planned behavior (Ajzen & Fishbein, 1980), which is the well-known theory of intention, has even remained it unknown how intention and its predictors are affected by individuals' orientations. According to this theory, intention displays the individual's motivation to put effort and try hard to perform a certain behavior (Ajzen, 1991) but the nature of the motivation itself and its sources hasn't been identified. Deci and Ryan (1985) claimed that TPB doesn't explain the source of people's tendency toward an intended behavior while Self-determination theory concerns about what and why of the goal selection. In understanding the goal-oriented behavior, it seems necessary to recognize not only what goals (value) individuals pursue but also why (motivation) they pursue them. Deci and Ryan (1985) stated that motivational theories can offer origins for social cognitive beliefs in models of intention.

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Nevertheless, fewer attempts have been made to increase the comprehensiveness of the theory of planned behavior in the prediction of turnover intention.

In addition, generational studies on turnover intention have been less interested to solidify their hypotheses and frameworks with relevant theories that might be helpful to provide a rational explanation for the why and the how of changes in turnover intention trend across generations. Lyons and Kuron (2014) suggested that future studies should explain the process through which collective experiences of generational cohorts are actualized in organizations; how perceptions of generational differences influence attitudes and behaviors and how generational identities have an impact on shaping work-related outcomes.

Moreover, it is noteworthy to highlight that, much of the research on generational studies at workplace belongs to western countries, mostly in the US, with the categorization that represents generations in that country including Greatest Generation, Traditionalist, Baby Boomers, Generation X, and Generation Y. However, it seems the same method of conceptualization has inspired researchers in the study of generations all over the world. In fact, this segmentation is fundamentally based on the events formed generations in the United States of America (Zemke, Raines, & Filipczak, 2013). American's generations have been influenced by some events such as John F. Kennedy's assassination and the Vietnam War that cannot be truly used to distinct cohorts in other countries (Parry & Urwin, 2011). According to Mannheim's (1952) theory of generation "people are born at the same time, or that their youth, adulthood, and old age coincide, does not in itself involve similarity of location; what does create a similar location is that they are in a position to experience the same events and data".

Therefore, the current research attempt to address the identified gaps by developing a linkage between value, motivation, attitude, subjective norms, and perceived behavioral control and intention to leave across generational cohorts in Iran. From academic perspective, the current research would explain the mechanism behind the changes that have been observed over the years in intention to leave among generational cohorts using a combination of three related theories including the theory of planned behavior, self-determination theory, and goal content theory. From an organizational point of view, the result would help directors and leaders of organizations adopt pre-emptive measures to control and manage the rate of voluntary turnover of their qualified employees.

1.2 Statement of the Problem

Excessive employees' turnover has a reverse effect on the quality of work and the performance of an organization (Wynen & Kleizen, 2017; Wynen, Van Dooren, Mattijs, & Deschamps, 2018) and this effect is negative and disruptive at any level (Heavey, Holwerda, & Hausknecht, 2013; Park & Shaw, 2013). Employees' turnover causes organizations incur many undesirable costs both direct such as replacement,

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recruitment, or training, and indirect costs including opportunity costs, decreased product quality, low morale and increased pressure on the stayers, disruption of organizational function, decreased quality of social communication, productivity loss, and loss of knowledge and experience (Apker, 2017). In a situation where the global business is challenging and unstable, organizations are opting for adopting cost-minimization policies and keeping their intangible resources. Human capital with the knowledge, skills, talent, and experience can create a sustainable competitive advantage for the survival of the firms in the current highly dynamic business environment (Javalgi & Todd, 2011).

Iranian organizations have also entered into such daily global competition and human resources have turned a matter of utmost importance to them. Nevertheless, they are still experiencing a high rate of voluntary turnover and struggling with the difficult problem of losing competent employees (Mojibian et al, 2015). In the current year, 2018, in the target automotive company (ISACO) turnover rate fluctuated between 29% and 57% mostly occurred among youngers. Employees had left the work to set up their own business, to work for company's competitors, or to grab offers of higher salary, compensations, and other advantages, whereas the managers were concerned about the disruptions in the firm's performance and the costs they had spent on their workforces to be highly skilled.

However, it is difficult to control the number of employees leaving the organization, it can be reduced through the adoption of pre-emptive measures (Moorman et al., 1998). It is crucial for any organization to know beforehand that how many people are willing to leave the organization and why they intend to leave; these two concerns seem necessary to be addressed carefully (Gerhart, 1989). Nowadays, the why of turnover intention has been found to be associated with the phenomenon of the generation which is the natural mechanism of social and historical changes people experience within a given period of time. The evidence of generational effect in turnover intention reflects some underlying dimensions of the psycho-social approaches according to which social circumstances and the content of socialization determine people's social behavior through the value that people are taught to attach to that behavior. Socialization process encourages individuals sometime to value behavior that satisfies needs for growth or self-actualization and sometimes to attain contingent external rewards, the former is conductive to the centrality of intrinsic values in people's life while the latter leads to a preference of extrinsic values (Kasser & Ryan, 1996).

The nature of the value people holds, extrinsic versus intrinsic, determines the quality of motivation that makes people engaged in their activities. Motivation is the reason why people are involved in a certain type of behavior. It gives energy and direction to all kinds of intentions and human activations. Motivation toward an intended behavior can be either autonomous or controlled depending on the degree to which they are done for the sake of the activity or for attaining separable outcomes (Deci & Ryan, 1994). When people tend to value intrinsic aspiration, they also have a tendency to be

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more autonomous in perusing what they want while there is an inclination to be controlled for people who are in pursuit of extrinsic values (Kasser &Ryan, 1996).

Motivation to obtain a certain valued outcome predisposes individuals to form three sets of belief-based predictors of intention including behavioral belief, normative belief, and control belief which are, in turn, reflected in attitude, subjective norm, and perceived behavioral control as proximal predictors of intention in the theory of planned behavior (Deci & Ryan, 1985). There is a general rule, "the more favorable the attitude and subjective norm with respect to a behavior, and the greater the perceived behavioral control, the stronger should be an individual's intention to perform the behavior under consideration" (Ajzen, 1991). It is believed motivation can be a distal predictor of intention to provide a meaningful basis for the formation of cognitive beliefs in social psychology theories which are not explicit in the reason why a particular behavior is pursued (Deci & Ryan, 1985).

Therefore, the current study incorporated both the distal (value and motivation) and proximal (attitude, subjective norms, and perceived behavioral) predictors of intention to understand the mechanism that underlies variation in turnover intention among generational cohorts. It was an attempt to identify how differences in values and motivations across generational cohorts have contributed to the changes in employees' turnover intention. Having this approach, the following research questions have been developed:

1.3 Research Questions

1. What is the background characteristics and the level of value, motivation, attitude, subjective norms, perceived behavioral control, and intention to leave among generational cohorts?
2. Do value, motivation, attitude, subjective norm, perceived behavioral control, and intention to leave have relationships with each other?
3. Does motivation mediate the effect of value on attitude, subjective norm, perceived behavioral control, and intention to leave?
4. Do attitude, subjective norm, and perceived behavioral control mediate the effect of value and motivation on intention to leave?
5. Do the relationships between value, motivation, attitude, subjective norm, perceived behavioral control, and intention to leave differ across generational cohorts?

1.4 Significance of the Study

Findings of this study are significant at three levels: literature, theory, and practice. In terms of literature, this study would be an initial idea to clarify the mechanism behind the changes in intention to leave among generational cohorts at workplace. Value has been considered to be the main determinant of intention to leave that transmits its effect through the mediating effect of motivation, attitude, subjective norms, and

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perceived behavioral control. Moreover, generational cohorts have been considered as the moderating parameter to create a better understanding of how, these days, differences in employees' aspirations would translate into a variation in turnover intention.

One interpretation of this relationship is that the generation who report a high level of intrinsic value may engage in work for autonomous reasons. They subsequently show a negative attitude and experience less social pressure to leave the organization although they perceive more control over the situation related to the intended goal. The pattern will be reversed with a tendency towards extrinsic values that results in a controlled form of motivation and a positive attitude toward leaving the organization.

With respect to the theory, this study integrates the components of the theory of planned behavior with the relevant variables from self-determination theory and goal content theory in order to provide a more precise theoretical prediction of behavioral intention in organizational context. This integration may explain the cognitive function which underlies attitude variation for leaving or staying with the organization. Furthermore, it would be a direct guide toward understanding the subject under consideration more effectively and then would be emerged to the body of science to address and solve the HR challenges in both academia and industry.

From organizational point of view, the results would describe the process through which social and internal factors interact to produce different work outcomes across different generations of workers. The establishment of this connection helps organizations to take pre-emptive measures and manage the employees' turnover rate among the new generation. It would highlight the importance of improving human resource standards and strategies to create an environment where employees can act in accord with the self- endorsed (intrinsic) values which, in turn, result in less positive attitudes towards leaving the organization.

1.5 Objectives of the Study

1.5.1 General Objective

The main objective of this study is to determine the relationships between value, motivation, attitude, subjective norms, perceived behavioral control, and intention to leave among generational cohorts in Tehran, Iran.

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1.5.2 Specific Objectives

The specific objectives are to determine:

1- The background characteristics and the levels of value, motivation, TPB constructs (ATT, SN, and PBC), and intention to leave among generational cohorts.
2- The relationships between value, motivation, TPB constructs (ATT, SN, and PBC) and intention to leave.
3- The mediating effect of motivation on the relationship between value and TPB constructs (ATT, SN, and PBC) and intention to leave.
4- The mediating effect of TPB constructs (ATT, SN, and PBC) on the relationship between value, motivation, and intention to leave.
5- The moderating effect of generational cohorts on the relationship between value, motivation, TPB constructs (ATT, SN, and PBC) and intention to leave.

1.6 Research Hypotheses

The following hypotheses are proposed based on the objectives of the present study:

Ha1: There is a significant effect of value on intention to leave.

Ha2: There is a significant effect of motivation on intention to leave.

Ha3: There are significant effects of TPB constructs (ATT, SN, and PBC) on intention to leave.

Ha4: There is a significant effect of value on TPB constructs (ATT, SN, and PBC).

Ha5: There is a significant effect of motivation on TPB constructs (ATT, SN, and PBC).

Ha6: There is a significant effect of value on motivation.

Ha7: There is a mediating effect of motivation on the relationship between value and intention to leave.

Ha8: There is a mediating effect of motivation on the relationship between value and TPB constructs (ATT, SN, and PBC).

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Ha9: There is a mediating effect of TPB constructs (ATT, SN, and PBC) on the relationship between motivation on intention to leave.

Ha10: There is a mediating effect of TPB constructs (ATT, SN, and PBC) on the relationship between value and intention to leave.

Ha11: There is a moderating effect of generational cohorts on the relationship between value and intention to leave.

Ha12: There is a moderating effect of generational cohorts on the relationship between value and TPB constructs (ATT, SN, and PBC).

Ha13: There is a moderating effect of generational cohorts on the relationship between value and motivation.

Ha14: There is a moderating effect of generational cohorts on the relationship between motivation and intention to leave.

Ha15: There is a moderating effect of generational cohorts on the relationship between motivation and TPB constructs (ATT, SN, and PBC).

Ha16: There is a moderating effect of generational cohorts on the relationship between TPB constructs (ATT, SN, and PBC) and intention to leave.

1.7 Theoretical Framework

This study aims to analyze and answer the research questions using the Theory of Planned Behavior (TPB), Self Determination Theory (SDT), and Goal Content Theory (GCT).

TPB has root in Social Learning Theory developed by Bandura (1977). Social learning theory, expanded on behaviorism theories, posits that although behaviors can be learned and changed into a new pattern by conditioning (classical and operant), they are influenced by social context. People are not a passive receiver of information, they act on the basis of an interplay among cognition, environment, and behavior instead. How people believe and how they feel determine the way they behave, meanwhile, societal environment and people's competences modify their behaviors and affect their choices (Bandura, 1977). Following Bandura's theory, Ajzen and Fishbein (1980) presented the Planned Behavior Theory based on a mixture of cognitive and affective approach. It postulates that individual's attitudes, subjective norms, and perceived behavioral control are precursors of intention toward a given behavior. This theory has received overwhelming empirical support in a wide range of behavioral intention. So,

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it is considered as the theory for explaining the how of formation of intention to leave the organization among generational cohorts.

Besides the TPB, another theory which has been applied, in this research, is Self-determination Theory. It developed by Deci and Ryan (1985) with its root in Humanistic Theory (Rogers, 1959), based upon the idea that human beings are motivated to satisfy their most fundamental needs for self-actualization. Self-fulfillment is placed at the center of values that an individual is committed to satisfy. If under socio-environmental circumstance the actualization of the self becomes deviant from the individual's organismic experience, it leads to the development of self in a direction which is discrepant with the intrinsic motivation toward a constructive functioning (Rogers, 1959). Correspondingly, Deci and Ryan (1985) believed that the satisfaction of basic psychological needs is a crucial factor that motivates individual inherently to initiate a behavior through the mediation of intention (Deci & Ryan, 1985). Self-determination theory highlights the importance of intrinsic motivation in driving human's behavior versus extrinsic motivation; however, extrinsic motivation can be gradually internalized into the self and developed into intrinsic motivation through the process of socialization. Deci and Ryan (1985) offered motivation to be a distal predictor of intention in social psychology theories to determine the origin of behavioral intentions. Therefore, in this study, self-determination theory has been adopted to the theory of planned behavior to explain how motivation can influence intention to leave the organization among generations.

Kasser and Ryan (1993), in a sub-theory of self-determination, called Goal Content Theory (GCT), asserted that the quality of motivation (intrinsic or extrinsic) comes from the type of values which are internalized by people in different societies during their formative years. The theory dichotomizes between the quality of life goals which are intrinsic vs extrinsic values and posits that the nature of the intrinsic goals is congruent with the movement toward self-actualization and satisfaction of basic psychological needs. Kasser and Ryan (1993) argued that the content of the goal is the "what" and motivation is the "why" or the process of goal pursuits that are both important for predicting behavioral quality. They believe that, in order to understand the goals' effects, it is not only essential to consider what goals individuals are pursuing, but also why they are pursuing them. Therefore, this theory has been also adopted to the theory of planned behavior to identify how employees' value orientations can influence motivation and predictors of intention to leave among generational cohorts.

In the following, the key point of the theories will be separately discussed and it will also be described how these theories are related to intention to leave. It is assumed that they are potentially able to provide a much more satisfactory explanation of the issue under study.

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1.7.1 Theory of Planned Behavior

The theory of planned behavior serves to predict intention of individuals' voluntary behavior toward a desired goal. According to this theory, there are three major factors that determine behavioral intention: attitude, it refers to the degree to which a person positively or negatively values the outcome of a behavior and evaluates the result; subjective norms, it refers to a perceived pressure from referent people or groups on whether to perform or not to perform a particular behavior; perceived behavioral control, it is the individual's perception of ease or difficulty of performing a specific behavior (Ajzen, 1991). Each of the three mentioned predictors of intention is identified by its relevant salient beliefs explaining the behavior at a more basic level called behavioral belief, normative belief, and control belief. Differences in individuals' beliefs can be determined by a large variety of background factors categorized as personal, social, and informational categories (Ajzen, 2005).

In this theory, the first assumption is that individuals learn to like or dislike an object based on the direct observation, inference, and outside sources of information which leads to holding a favorable or unfavorable attitude toward a behavior. The second assumption is that the perceived approval or disapproval from significant others for performing an action puts pressure on individuals whether or not to engage in the behavior. In the final major predictor, it is assumed that the existence or lack of factors that facilitate or thwart the performance of a behavior underlies a perceived successful outcome of a behavior. In short, people intend to carry out behavior when they evaluate it as being positive, when they experience a feeling of social pressure to perform it, and when they believe that they have sufficient means and opportunities to act successfully as intended (Ajzen, 2005).

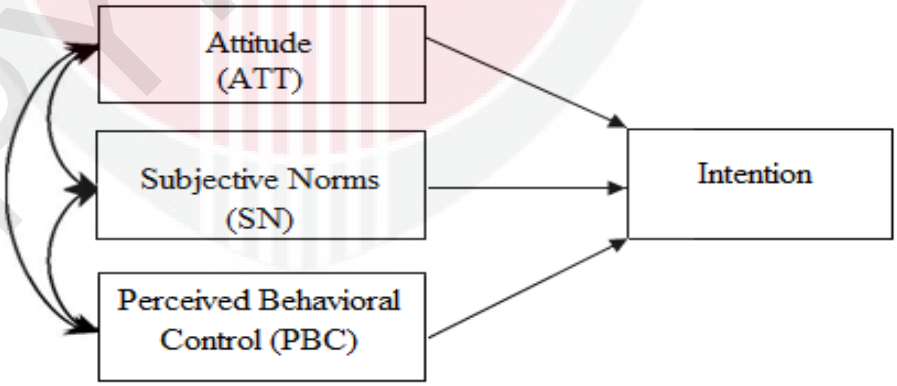

Figure 1.1 : Theory of Planned Behavior (Ajzen, 2005)

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1.7.2 Self-Determination Theory

Self-Determination Theory concentrates on the degree to which people's behavior is self-motivated or self-determined. According to this theory, human beings have an innate tendency toward well-being which requires, first, the fulfillment of basic psychological needs, and second, gaining social support.

Satisfaction of basic psychological needs requires to have a sense of choice and free will when performing an activity (Autonomy), to feel more efficient in interaction with the environment (Competence), and eventually to perceive an attachment to others securely(relatedness). Satisfaction of basic needs causes individuals to be intrinsically motivated toward a behavior without any external reward, threat, or force and leads to self- actualization and well-being as opposed to extrinsically motivated behaviors which are done instrumentally to achieve separable outcomes (Deci & Ryan, 1985).

To gain social support, individuals are inherently encouraged to internalize other people's values that are external but helpful for well-functioning in the society. Value internalization is a multistage process can be exhibited on a continuum starting from amotivation and ending at intrinsic motivation; amotivation, the state of having no intention to perform any behavior; extrinsic regulation, when the behaviors have the least degree of autonomy such as behaviors that are valued to receive reward or avoid punishment; introjected regulation, when the behaviors are somewhat internalized in order to gain ego-enhancement or a sense of pride; identification regulation; it is the third type of extrinsically motivated behaviors with more autonomy and refers to consciously valuing a behavioral goal as important to the self; integrated regulation, it is the most autonomous type of extrinsically motivated behaviors which occur when the recognized important goals are fully assimilated to the self and have become similar to intrinsic motivation in quality; intrinsic motivation, these behaviors are fully autonomous and aimed at psychological needs satisfaction.

The degree to which individuals internalize values or regulation, they experience distinct kinds of motivation from amotivation to intrinsic motivation. As can be seen, although intrinsic motivation has been considered as an essential motivation, it is not unique to form the self- determined behaviors. Extrinsic motivations also contribute to the formation of self-determined behaviors depending on how they are assimilated into intrinsic motivation and become autonomous (Ryan & Deci, 2000).

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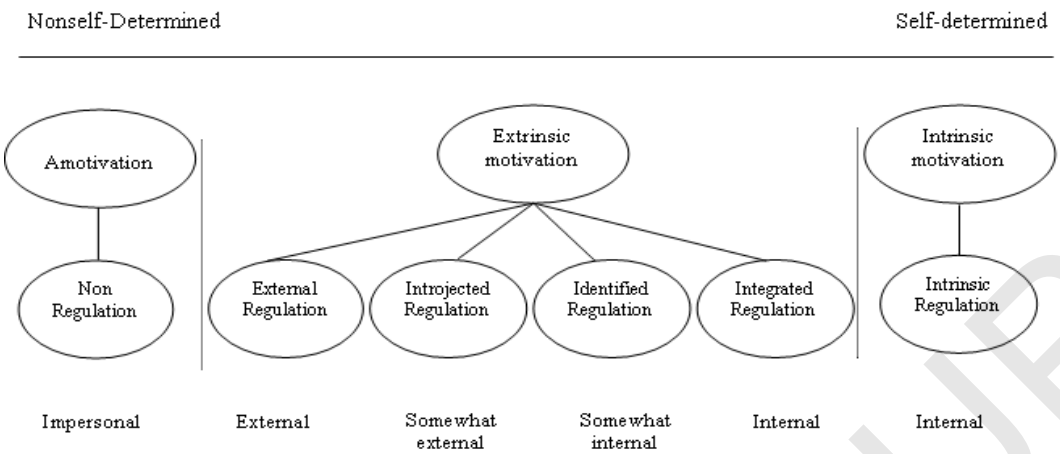

Figure 1.2 : Self-Determination Continuum Showing Types of Motivation with Their Regulatory Styles (Deci & Ryan 2000)

The continuum shows how extrinsic motivation that is not under the control of individuals gradually becomes self-determined (autonomous) through a transformation from externally regulated process to internally regulated process. The probability of internalization of a extrinsic goal enhances when people feel the activity connects them securely to others or they feel competent. Nonetheless, they are still associated with separable outcomes rather than inner enjoyment (Ryan & Deci, 2000).

According to self-determination theory, internal motivation toward a behavior is emanated from one's self which is the source of valuing; value reflects the self and emerges from it. That is, a behavior is valued to the extent that it can meet the needs of self (Deci & Ryan, 2002). However, individuals' values are influenced by social circumstances as well as culture (Deci & Ryan, 2000) which are discussed in a sub-theory called goal content theory.

1.7.3 Goal Content Theory

This line of work emphasizes individual differences in the life goals that result from an interaction between people and the environment. People with an extrinsic goal tend to be controlled by external reasons and obtain external approval from others while the intrinsic goal is aligned with a movement toward self- actualization (Kasser & Ryan, 1996). Goal content theory is a complementary approach begun by Kasser and Ryan (1993). They introduced two broad categories of values including intrinsic values which are oriented toward growth, affiliation, and community and aimed to motivate people to satisfy the need of self. In contrast, there is another category of values termed extrinsic values that are not responsive to self's demand, instead they are derived from a sense of worth and power to get the external reward and praise. Values such as wealth, fame, and image fall into this group whose allures are not inherited, but lied in the reaction of others. Intrinsic valued goals are positively related to satisfaction of psychological need leading to well-being and extrinsically valued

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goals are related negatively to well-being. Kasser and Ryan (1993) demonstrated that people who attached more importance to intrinsic goals reported less control orientation and greater self-actualization whereas for those who held extrinsic aspirations as the most important goals the reverse was true. It shows that the centrality of extrinsic goals causes individuals to be more engaged in the controlled and ego-involving activities (Kasser & Ryan, 1996).

This theory also discusses the effect of antecedents in value formation. Kasser, Ryan, Zax, and Sameroff (1995) argued that individuals' relative values are related to socio-economic and social contextual factors in which individuals grew up. The more referent others emphasize financial success during the formative years of children, the more the children believe that financial success is more important compared to other values to follow. And, those who have brought up in less advantage socio-economic conditions attach greater importance to wealth more than other values such as growth, affiliation, and community. Therefore, depending on the environment experienced by individuals, values differ from one to another. Environments that do not support self-acceptance and growth make arrangements for another kind of goal to be highly valued which is associated with the materialistic content.

Eventually, based on the reviewed theories, the theoretical framework of this study has been drawn. As shown in Figure 1.3, attitude, subjective norm, and perceived behavioral control are determinants of people's intention which are formed by demographic characteristics (theory of planned behavior). Motivation reflects in intention as its distal predictor (self-determination theory). On the other hand, motivation is determined by value orientations which differ by background factors (goal content theory).

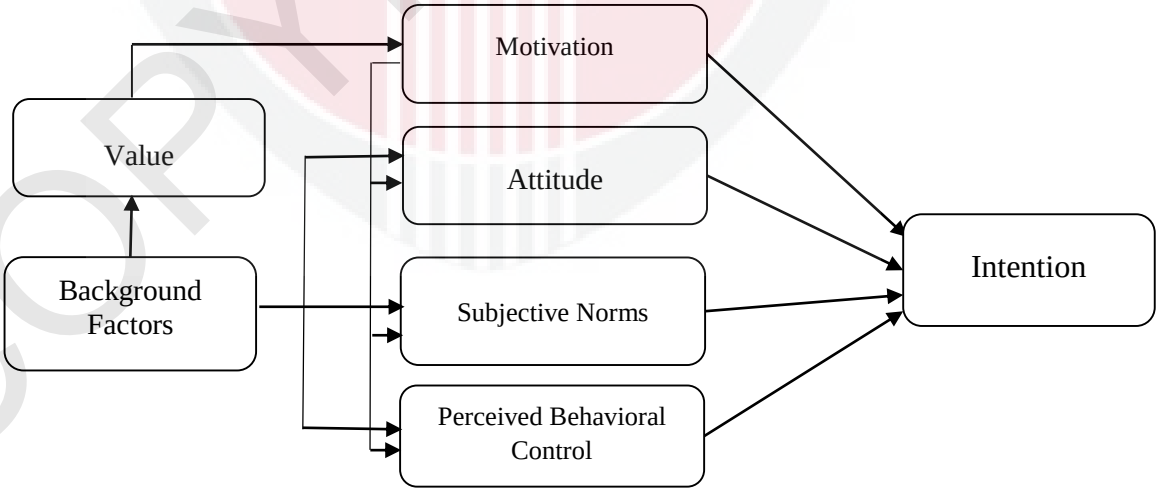

Figure 1.3 : Theoretical Framework of the Study

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1.8 Conceptual Framework

The conceptual framework of this study suggests that intention to leave, as a dependent variable, is influenced by six factors, namely, generational cohorts, value, motivation, attitude, subjective norms, and perceives behavioral control, shown in Figure 1.4. The independent variable is value with two dimensions: intrinsic value and extrinsic value. Motivation with two underlying domains (extrinsic and intrinsic) as well as attitude, subjective norm, and perceived behavioral control have been proposed to be mediating variables that transmit the effect of value to intention to leave. Generational cohorts are examined as a moderating variable on all the bivariate relationships involved in the conceptual model.

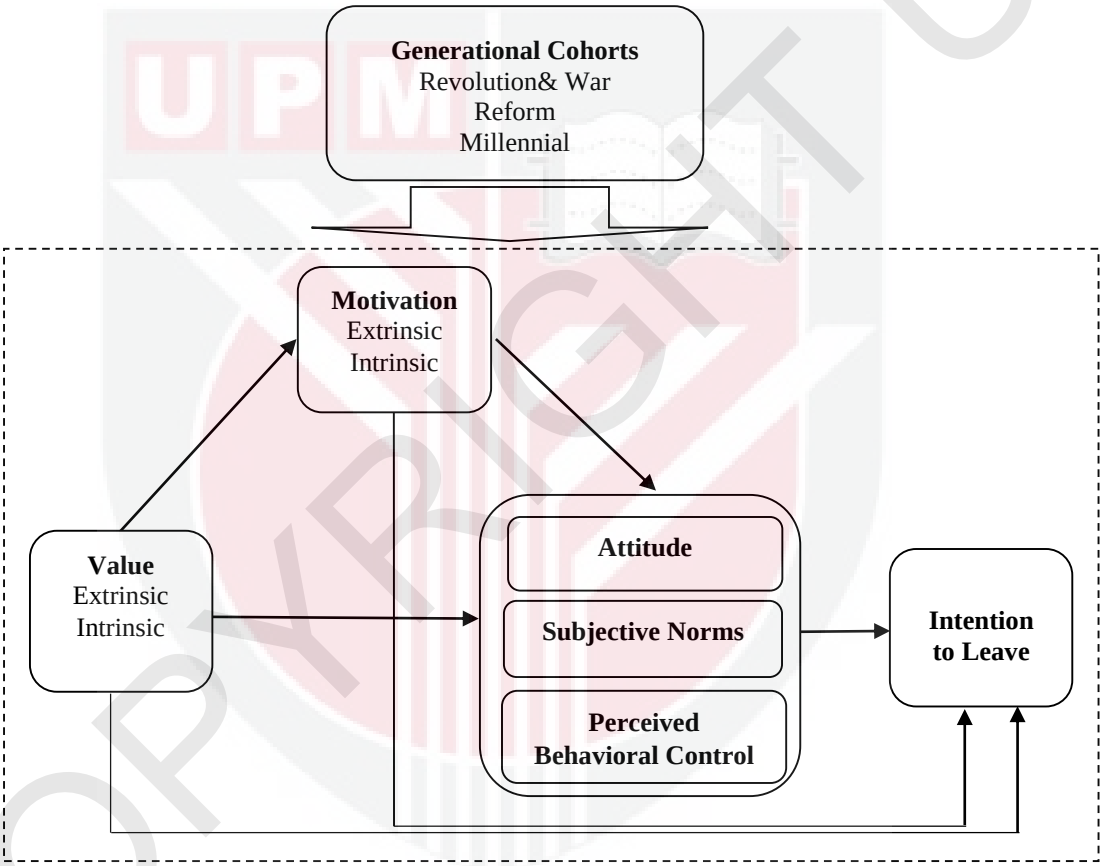

Figure 1.4 : Conceptual Framework of the Study

1.9 Definition of Concepts

1.9.1 Generational Cohort:

Conceptual Definition: Generational cohort refers to a group of people who have shared birth years, and experienced the same social context, economical conditions, and cultural and political events (Strauss & Howe, 1997).

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Operational Definition: In this study, generational cohort refers to respondents who are born in four different periods of time; Pre-Revolution Generation (1949 or earlier), Revolution and War Generation (1950s-1960s), Reform Generation (1970s -1980s), and Millennial (1990s-2000s).

1.9.2 Values:

Conceptual Definition: Values are goals that one seeks to satisfy a psychological need (Kasser & Ryan, 1996).

Operational Definition: In this study, values refer to the score given to each dimension on the work value scale validated by Vansteenkiste et al. (2007). It includes intrinsic and extrinsic dimensions measured by 18 items on a seven-point Likert scale. A higher score on each dimension means more orientation toward that dimension.

1.9.3 Intention to Leave

Conceptual definition: Intention to leave refers to a voluntary decision to leave the organization (Tett & Meyer, 1993).

Operational Definition: In this study, intention to leave refers to the respondents' scores on the Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979) measured by 3 items. A higher rate means a higher level of intention to leave.

1.9.4 Motivation

Conceptual Definition: Motivation refers to do activities that satisfy individuals' psychological needs (Ryan & Deci, 2000).

Operational Definition: In this study, motivation refers to the respondents' scores on Motivation at Work Scale (MAWS) validated by Gagné, Forest, Vansteenkiste, Crevier-Braud, van den Broeck, et al. (2015). It includes extrinsic motivation and intrinsic motivation measured by 16 items on a seven-point Likert scale. A higher score on each category of motivation means the more dominant reason for engaging in a behavior.

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1.9.5 Attitude

Conceptual definition: Attitude refers to the degree to which individuals positively or negatively value outcomes of a behavior, and evaluate the results (Ajzen, 1991).

Operational Definition: In this study, attitude refers to the respondents' scores in attitude part on the TBP scale validated by Van Breukelen et al. (2004). It is measured by 4 items consisted of seven-point bipolar adjective pairs. A higher score means a positive attitude toward intention to leave.

1.9.6 Subjective Norms

Conceptual Definition: It refers to individuals' perception of social pressure to carry out or not carry out a behavior (Ajzen, 1991).

Operational Definition: In this study, subjective norm refers to the respondents' scores in subjective norm part on the TBP scale. It is measured by 3 items on a seven-point Likert scale validated by Van Breukelen et al. (2004). A higher score means a higher pressure on the respondent to leave the organization.

1.9.7 Perceived Behavioral Control

Conceptual Definition: It refers to perceived ease or difficulty to perform a behavior (Ajzen, 1991).

Operational Definition: In this study, perceived behavioral control refers to the respondents' scores in perceived behavioral control part on the TBP scale measured by 5 items on a seven-point Likert scale validated by Van Breukelen et al. (2004). A higher score means greater ease of movement to leave the organization.

1.10 Chapter Summary

This chapter started with an introduction on intention to leave among generational cohorts and the relevant challenges within an organizational setting. It continued with a brief review of past studies and the gaps identified between empirical research and theories. Then, the problem statement has been followed by successive sections on the significance of the study, objectives (general and specific), research hypotheses, theoretical and conceptual framework, the definition of concepts, and limitation of the study.

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