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Employee Aspirations Management: A Critical Analysis of Motivational Aspects and Intention to Leave

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Abstract: In modern era the organizations are operating in an unpredictable, competitive and turbulent business environment where the workforce is more mobile witnessing "war for talent" in the market place. Employee retention is a strategic HR issue in organization. Long term survival of organizations in competitive environment depends on committed and satisfied workforce. Human resources are valuable and precious assets where their aspirations are accurately measured and optimally utilized them as vital resource. Aspiration management aims at matching individual potential to meet organizational goals and objectives. Consideration of employee aspirations and developing their competences increases organizational productivity and success. A critical analysis of aspiration management helps to increase motivational levels of employees and reduce their intentions to leave the organization. This paper is an attempt to identify the employee aspirations and its relationship with motivational aspects and intention of employees to leave.

Keywords: War for talent, Long run survival, Aspiration management, Employee retention, Motivation.

I. INTRODUCTION

Aspirations management considered as an important issue in organizations because it is the process where the employees convert their dreams into achievable reality by aligning their aspirations and potential capabilities with available opportunities in competitive business environment. The important requisite of organization is to maintain their position in the market place by enhancing skills and capabilities of employees in tune with growing changes in environment. Organization need to create shared vision of the purpose and help each employee to understand their role of contribution towards achievement of organizational goals and objectives. Managers should take lead to communicate performance expectations to each employee by providing improved job conditions. Constant and critical performance evaluation system always helps to develop employee competences with continuous training program indirectly motivate people to become high performers in organization.

Organizations need to understand the mind set of employees and take care there should be no gap between employee's interest and kind of job they do. Employee aspirations in their career should be identified and help them to get fulfilled in organization. Aspirations management is a process which consists of different steps as follows: 1) Making employee to aware of their aspirations. 2) Utilizing opportunities with available strengths .3) Moulding their aspirations according to their SWOT analysis. 4) Developing competences. Dr.Babita Agarwal, prof. Sonal choudhary, prof.Anamika Mishra (2006).

II. JOB MOTIVATION

Motivation influences employee's work place behavior and performance. It helps to encourage productive behavior and discouraging unproductive behavior. Motivational incentives should be provided immediately to satisfy employee psychologically to great extent and make them to contribute in an effective manner in future assignments. (Anandan Pillai, 2008).

Motivation theories identify certain factors   which acts as major motivators of employees work behavior as follows: Monetary and Non-monetary incentives consists of economic pay, fringe benefits, promotions, recognition and appreciation, proper constructive feedback of employee performance, employee empowerment, good working conditions.

Herzberg two-factor theory (1959) explains   factors affecting the retention. Attrition rate can be minimized if employees are satisfied with job. The need of employees should be fulfilled to increase the employee retention. According to Herzberg theory, there are two categories in which factors are divided i.e. hygiene and motivators.

1. Hygiene factors-Concern with work environment, organizational policies, supervision, interpersonal relations, money, status and security.

2. Motivators-Sense of achievement, recognition, advancement, responsibility and opportunities for career growth.

3. Motivation is the performance capstone - without it, good performance will not occur. Individuals can have all the right skills, knowledge, and expertise and still be poor performers if they are not motivated.

III. TURNOVER INTENTIONS OF EMPLOYEES

Dissatisfaction of employee causes high turnover and looks for different alternatives. Causes for dissatisfaction can be stress, repetitive work, role ambiguity, and work overload.

Accordance with Mitchell et al (2001), people often leave for reasons unrelated to their jobs: Personal risk, desire to learn a new skill, trade, unsolicited job offer, unexpected events.

Seven hidden reasons why employees leave are according to Branham (2005) lack of recognition (including low pay), unfulfilling jobs, limited career advancement, poor management practices, untrustworthy leadership, and dysfunctional work cultures.

Young (2006) talks about knowledge management and brings up six common reasons for employees leaving. These are the following; leaving for a better job elsewhere, retirement, promotion, relocation, downsizing, external factors, and temporary workers.

IV. RESEARCH METHODOLOGY

The study is based on empirical research. The structured questionnaire was designed and administrated for 300 respondents who were working in various IT companies. The sample size consists of software engineers, senior software engineers and team leaders. Among 300 questionnaires 210 were able to obtain and valid for analysis. The questionnaire consists of questions which were focused on employee aspirations, motivational aspects and employee's intentions to leave the organization. Each of the attribute in questionnaire was measured on 5 point scale. The questionnaire was tested for reliability by determining Cronobach's alpha. The Statistical Package of Social Sciences (SPSS) 21.0 version was used for analysis by applying correlation and regression analysis.

Figure :1

Dimension	Reliability scores for each dimension	
	No.of items	Cronobach's alpha ∞
Employee Aspirations	11	0.823
Motivational aspects	13	0.816
Intention to leave	12	0.778

V. HYPOTHESES TESTING

The main objective of this study is to measure the relationship between aspirations management and motivational aspects and intentions of employees to leave the organization. Therefore, the following hypotheses were developed for verification of this study.

1)   H1 : Employee aspirations management enhances motivational aspects in organization.

2) H_01 : Employee aspirations management does not enhance motivational aspects in organization.

3)   H2 : Employee aspirations management impact employee intentions to leave the organization.

4) H_02 : Employee aspirations management do not impact employee intentions to leave the organization.

VI. RESULTS AND DISCISSION

Respondents profile consists of 56.2% are male and 43.8% are female. Among the respondents 37.1% are in the age group of 21-25, 44.3% are in group of 26-30, 17.1% are in 31-35 age group, 1.05% are in 36-40 age group and 0.5% are in 41-45 age group. Married respondents are 50.5% and single are 49.5%.

Figure:2   N=210

Demographic Profile of Respondents			
Variable	*Profile*	*No. of Respondents*	*Percentage*
Gender	Male	118	56.2%
	Female	92	43.8%
Age	21-25	78	37.1%
	26-30	93	44.3%
	31-35	36	17.1%
	36-40	2	1.05%
	41-45	1	.5%
Marital Status	Single	106	50.5%
	Married	104	49.5%

 1)   H1 : Employee aspirations management enhances motivational aspects in organization.

Figure:3 Correlations

		AM	MOT
AM	Pearson Correlation	1	.320[**]
	Sig. (1-tailed)		.000
	N	210	210
MOT	Pearson Correlation	.320[**]	1
	Sig. (1-tailed)	.000	
	N	210	210
**. Correlation is significant at the 0.01 level (1-tailed).			

The study focus on aspirations management and motivational aspects of employees in organization. The hypothesized relationship between aspirations management and motivational aspects of employees is measured using correlation coefficient. Analysis of data revealed that there is a positive and significant relationship between aspirations management and motivational aspects of employees in organization with r-value of 0.320 and significant at 0.01 level with p-value of 0.000 one tailed. Hence Null hypothesis is rejected. The alternative hypothesis is accepted.

Regression analysis is used to determine the magnitude of aspirations management enhances motivational aspects of employees in organization. The value of R^2 shows the fitness of the model as aspirations management contributes 10.3 % of motivational aspects of employees in organization. This is statistically significant with $R^2 = 0.103$ and $p < 0.05$

Figure:4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.320[a]	.103	.098	.57076
a. Predictors: (Constant), MOT				

2)   H2 : Employee aspirations management impact employee intentions to leave the organization.

Figure:5 Correlations

		AM	INTL
AM[a]	Pearson Correlation	1	.339[**]
	Sig. (1-tailed)		.000
	N	210	210
INTL	Pearson Correlation	.339[**]	1
	Sig. (1-tailed)	.000	
	N	210	210
**. Correlation is significant at the 0.01 level (1-tailed).			

The study focuses on aspirations management and employee intentions to leave the organization. The hypothesized relationship between aspirations management and employees intention to leave the organization measured using correlation coefficient. Analysis of data revealed that there is a positive and significant relationship between aspirations management and employee intentions to leave the organization with r-value of 0.339 and significant at 0.01 level with p-value of 0.000 one tailed. Hence Null hypothesis is rejected. The alternative hypothesis is accepted.

Regression analysis is used to determine the magnitude of impact of aspirations management on employee intentions to leave the organization. The value of R^2 shows the fitness of the model as aspirations management contributes 11.5 % of employee intentions to leave the organization. This is statistically significant with $R^2 = 0.115$ and $p < 0.05$

Figure:6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.339[a]	.115	.111	.56685
a. Predictors: (Constant), INTL				

VII. CONCLUSION

It is clear from the study that employee commitment levels and satisfaction can be enhanced through motivation and creates a sense of belongingness among them. Aspiration management helps to match the job with employee expectations. In order to cope up with challenges of business environment organization should consider successful motivation and retention of talent as a critical issue. Highly motivated and satisfied employees are valuable and precious assets of organization. The study found the relationship between aspirations management and motivation & intentions of employees to leave the organization. If employee aspirations get fulfilled in the organization, maximum contribution can be attained with high effort from employee side. Employee satisfaction can reduce the intent of employee to leave the organization. Aspiration management is a powerful tool to create work environment that helps to understand employee's aspirations and provide means for accomplishment of goals and objectives.

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