



The Impact of Motivation Enhancing Practices and Mediating Role of Talent Engagement on Turnover Intentions: Evidence from Malaysia

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ABSTRACT

Employees are the backbone of any organization. Engaged and motivated employees enable the organization to gain the competitive advantage. Retention of employees is the main concern of organization now a days. The purpose of this study was to examine the direct relationship of motivation enhancing practices on turnover intentions and through talent engagement (job engagement and organization engagement) among the managers in hotel industry in Kuala Lumpur. This study investigated engagement in two dimensions. A total of 560 questionnaires were distributed to managers, who were working in three star, four star and five star hotels located in Kuala Lumpur. Structural equation modeling was applied to test the hypotheses. The study found that motivation enhancing practices (employee recognition, salary and perks, performance feedback, opportunities for advancement and development job security and workload) have significant negative relationship with employees' turnover intentions. The interesting finding is that job engagement does not mediate between the motivation enhancing and turnover intentions while organization engagement statistically significant mediates the relationship. The findings of this study is important for hotels management to implement these motivation enhancing practices. Management of hotels should pay more attention to these motivation enhancing practices in order to retain the potential managers.

Keywords: Motivation Enhancing Practices, Talent Engagement, Structural Equation Modeling

JEL Classifications: H10, B10

1. INTRODUCTION

Employees play central role in the success of any organization. In today's competitive business environment, it has become essential to be proactive in applying human resource (HR) practices especially for service-oriented organizations, to keep employees entacted with organization's objectives. In the same context, hotel operations are highly dependent on employees as it is labor-intensive industry, so it indicates the great importance of workforce in the success of hotel industry (Mullins, 1992; Berger and Ghei, 1995). It is important for hotel industry to develop appropriate HR practices and policies to equip and retain their employees (Cheng and Brown, 1998). Motivation indicate "those psychological process that cause arousal, direction, and persistence of voluntary actions that are goal oriented" (Mitchell, 1982. p. 81). Motivation enhancing practices serve as to motivate behavior and discretionary

effort. Motivation enhancing practices are designed to impact the motivational factors that direct, sustain and energize work behavior. These practices include employee recognition, salary, perks, performance feedback, interesting work and appreciation, opportunities for advancement and development, job security and workload.

The hotel industry is facing high turnover which leads to new recruitment and selection processes and training programs (Hom and Griffeth, 1995). Employee turnover increases replacement cost (Riley, 1991). Hotels lose the considerable investment when skilled employees leave the organization (Beckert and Walsh, 1991). Furthermore, high employee turnover is harmful to organization efficiency and productivity. Moreover, it can be dangerous to organization's long term survival (Beach et al., 2003). Therefore, the big challenge for hotel management is to retain the best performing employees (Samuel and Chipunza, 2009).

Managers' turnover intentions are rampant in Malaysian hotel industry (Ramley et al., 2009). Manager's contribution and dedication is more important and have high influence on profitability in hotel industry as compare to line employees (Stalcup and Pearson, 2001). Managerial job requires more training, education and experience before starting job (Conrade et al., 1994). Studies have focused on the front line employees (Grobelna and Marciszewska, 2013), but the role of managers are more crucial because they actually motivate, rectify, guide work performance in right way and represents as roles models (Hughes and Rog, 2008; Powell and Watson, 2006). Moreover, it is the prime responsibility of managers to engage, control and motivate the lower employees and direct them to perform in best way (Torres and Kline, 2006). To sum up the discussion, engaged and motivated managerial employees are more likely to increase the engagement and motivation level of lower employees and as a consequence leads to success and benefits of the organization.

Limited research has been carried out in Malaysian hotel industry in which center of attention was managerial and operational employees respectively (Hemdi and Nasurdin, 2006). In hotel industry of Malaysia, there is a potential growth but this growth is hindered by higher employee turnover rate (Abdullah et al., 2009). A survey conducted by Malaysian Employer Federation showed employees' turnover rate in Hotel industry of Malaysia as high as 32.4% annually in 2012.

2. LITERATURE REVIEW

2.1. Employee Turnover Intentions

In various fields, the turnover intentions of employees have remained the center of attention for scholars, practitioners and researchers (Lambert et al., 2001; Lee and Bruvold, 2003; Koch and Steers, 1978).

The main concern for HR department is the employee turnover (Peterson, 2004). Organizational development managers and academician have focused on this phenomenon because of its harmful effect on organizations (Ton and Huckman, 2008). There is a clear difference between the actual turnover and the turnover intentions. The word "turnover" denotes the actual turnover of employees, which is, the leaving of employees out of organization to another organizations (Price, 2001). Whereas the turnover intentions denotes the behavioral intentions to leave the current organization (Cotton and Tuttle, 1986). In today's workplace, turnover of employees receives great attention from many companies as employees have a tendency of changing careers and not be stable in one job (Rousseau, 1998). According to the (Mobley, 1982), it is the termination of membership of individual from the organization. Employee turnover is harmful to the organization and is costly too. The cost can be in form advertising for new hiring employees, recruitment and selection, training and disruption of functions of the organization (Abbasi et al., 2008). Turnover cost is considered as a loss for an organization (Maister, 2001). In business every new entry and switching-in into an organization has direct and indirect cost and the replacement cost is very high, for instance, Fitz-enz (1997), revealed that company

bears direct and indirect losses of around \$1 million on average by every tenth managers and professional employee.

It appears that voluntarily quitting of jobs remains one of the major problems and is rampant in the Asian countries such as Malaysia, Taiwan and Thailand (Ahmad and Baker, 2003). Furthermore, Ramlall (2004) argued that moving from one organization to another turns out to be a custom in Asian countries.

However, it has been given emphasis that acquiring man power and attraction is possible but it is difficult to win their hearts and minds to retain them (Covey, 1997). Therefore, an organization must be able to properly utilize possible available resources, intellectual skills and knowledge on employees to develop their sense of belonging to their organization. In turnover literature, the turnover intentions is viewed essential and has been considered the best predictor of actual turnover (Abii et al., 2013; Tett and Meyer, 1993; Griffeth et al., 2000; Allen et al., 2003).

2.2. HR Practices

In developing countries, there is a lack of expansion of international HR perspective on topic of human resource management (HRM) and turnover (Baruch and Budhwar, 2006). HR is a professional approach to manage people in the organization by the using the different set of professional practices which is integrated to ensure the organizational success (Andrews, 2009; Nickson, 2007). While Randhawa (2007) argued that HR is the directing, organizing, planning, controlling, integrating, compensating and developing of HR so that organization achieve its goal and objectives. HR practices play vital role in retention of customers (Shah et al., 2013). The greater utilization of motivation enhancing practices lead to lower down the turnover intentions (Gardner et al., 2011).

2.3. Motivation Enhancing Practices

According to the Guay et al. (2010. p. 712), motivation represents as "the reasons underlying behavior." While another definition of motivation by Gottfried (1990. p. 525) as "enjoyment of school learning characterized by a mastery orientation; curiosity; persistence; task-endogeny; and the learning of challenging, difficult and novel tasks." According to the Subramony (2009), motivation enhancing practices assist in directing employees' efforts in achieving organizational objectives and goals. Furthermore, according to the Daft and Marci (2004. p. 444), argued "to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action."

Motivation enhancing practices serve to motivate behavior, creativity and the discretionary effort to perform better while doing job (Gardner et al., 2007). The concept of motivation enhancing practices are built of employee recognition, salary and perks, performance feedback, opportunities for advancement and development job security and workload practices which enhances the motivation.

Providing the stable employment to employees is the degree of Job security (Herzberg, 1968). According to the Delery and Doty (1996), and Isaksson et al. (1998), job security is the extent to an employee is ascertain about their job for a longer

period of time. While performance feedback is the organized system that assesses work related contribution and behavior in the organization (Andrew, 2009). A sense of obligation is enhanced by offering potential opportunities for advancement and development to the employees (Rhoades and Eisenberger, 2002). Another study conducted by McKnight et al. (2009) found negative relationship between opportunities for advancement and development and turnover intentions. Further another study conducted by Benson (2006), showed that opportunities for advancement and development enhances the retention of employees.

Salary and perks are the crucial factor in retaining the employees. De Cieri and Kramar (2008) argued that pay and perks play an important role in attitude, willingness and in the quality of work. Further they stated that pay has a crucial role in implementing strategies. Workload represents the extent of load in terms of understanding the activities and task demanded, difficulty, over timing and performing the different roles during their work (Chen and Spector, 1992; Bacharach et al., 1990). Employee recognition is the acknowledging employees for their work done (Alam et al., 2013). Employee recognition system is the best tool to utilize the employees' efforts with strategic objective of the organization to achieve the goals and objectives (Schuler and MacMillan, 2006). Interesting work and appreciation is essential human need (Alam et al., 2013). When employee work is valued through appreciation and making it interesting then they respond in better work performance and try to improve their good work (Roberts, 2005).

Above mentioned studies recommend that recognition, job security, performance feedback etc., have attributes and features to enhance employees' motivation. Based on similar attributes and characteristics of these practices (as they increase employees' motivation) HR practice namely, motivation enhancing practices have been developed for this research study. All such motivation enhancing practices are designed to lower down the turnover intentions. Based on above discussion, this study proposed the following hypothesis:

H1: There is a negative relationship between motivation enhancing practices and turnover intentions.

2.4. Talent Engagement and Dimensions

The concept of engaged employee was first discussed by Kahn in 1990 in his paper in the *Academy of Management Journal*. In Academic literature, Kahn was the first one who introduced the definition of engagement in his ethnographic study and discussed personal engagement and disengagement at work. Kahn initiated with work of Goffman (1961) who came with proposition that "people attachment and detachment to their role varies" (Kahn, 1990, p. 694). Even though Kahn postulated that the center of attention of work of Goffman's was on brief face to face encounters, whereas further concepts and elaboration was required to fit organizational life.

Kahn (1990, p. 964) postulated the engagement as "Harnessing of organization members' sleeves' to their work roles:

In engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during role performance." Another second definition of engagement in the literature has its roots in job burnout according to (Maslach et al., 2001), which defines engagement as a positive or an opposite antithesis of burnout. Maslach and Leiter (2008, p. 498), defined engagement as "an energetic state of involvement with personally fulfilling activities that enhance one's sense of professional efficacy."

Engagement is described by involvement, efficacy and energy which are directly opposite to burnout dimensions which are cynicism, exhaustion and inefficacy. Thus, burnout has the characteristic of eroding the engagement with one's job (Maslach et al., 2001). Further, "engaged employees have high levels of energy and are enthusiastic about their work and are often fully immersed in their work so that time flies" (Bakker and Demerouti, 2008, p. 188). Consequently, some researchers have made efforts to illustrate that engagement is unique construct and different by comparing it to other constructs (Saks and Gruman, 2014).

According to the literature review done by some of the researchers (Christian et al., 2011; Saks, 2008) and they classified three common distinctiveness of engagement: (1) A psychological association with performing the tasks (2) Own investment of personal resources in job and (3) a "state" rather than "trait."

As suggested by Saks (2006), that behavior course are associated with social exchange theory (SET), this study rely on the notion that the higher engaged employees will have stronger bond with an organization. So engaged employees portray more inclined behavior towards organization and therefore verify Saks (2006) proposition that SET properly illustrate the employee engagement.

According to Saks (2006) talent engagement dimension are:

1. Job engagement
2. Organization engagement.

The conceptualization of engagement as role related (Kahn, 1990; Rothbard, 2001; Kahn, 1992); that is, it reflects the extent to which an individual is psychologically present in a particular organizational role. The two most dominant roles for most organizational members are their work role (job engagement) and their role as a member of an organization Organizational engagement. Talent engagement term used as parallel to engagement. Therefore, the model explicitly acknowledges this by including both job and organization engagements. This also follows from the notion that people have multiple roles and as suggested by Rothbard (2001) as well as May et al. (2004), research should examine engagement in multiple roles within organizations.

To conclude from above discussion, this study can assume that in talent engaging process there is an impact of micro and macro perspective. So the more employees are engaged the more they are going to perform better. There are explanations which indicate that

employee engagement needs to be understood in two particular perspectives. So this study agrees with suggestion of Saks (2006) to investigate this concept in two perspective, i.e., Job engagement and organizational engagement. So findings of the study of Saks (2006) showed that Job engagement and organizational engagement have different implication.

The rationale behind why engagement has received much attention is in dual role of increasing the organizational performance and individual role (Bakker and Schaufeli, 2008; Harter et al., 2002), so the relationship between employee and employer have been remained a subject of debate in HR (Truss et al., 2013). Furthermore, Saks (2006), investigated engagement in two perspectives and advocated that these two have different implications. Based on above discussion, this study proposed the following hypothesis:

H2: Job engagement mediates the relationship between motivation enhancing practices and turnover intentions.

H3: Organization engagement mediates the relationship between motivation enhancing practices and turnover intentions.

2.5. Relationship between Motivation Enhancing Practices, and Mediating Role of Talent Engagement and Turnover Intentions

As advocated by Maertz and Griffeth (2004), much of attention has been paid for the topic of reducing employee turnover intentions compare with lack of research that broadly includes employees' motivation to continue or to quit their organization. In turnover intentions literature, motivation enhancing practices lower down the turnover intentions. Various studies revealed that motivation enhancing practices have negative relationship with turnover intentions. Hemdi and Nasurdin (2006), found have negative relationship between HR practices and turnover intentions. Another study conducted by Paré et al. (2001) found have negative relationship between motivation and turnover intentions. Similarly, Gardner et al. (2011) also found have negative relationship between motivation enhancing practices and turnover intentions. Furthermore, studies Schuler and Huber (1993) and Schuler (1997), also found have negative relationship between motivation enhancing practices and turnover intentions. It has been revealed that engagement in the purposeful work can bring payback from that work (Britt et al., 2001). The mediating role of employee engagement has also been explored by various researchers. Work engagement governs turnover intention by mediating the link with job resources (Schaufeli and Bakker, 2004). Employee engagement acts as a mediator in the link between perceived HRM practices and extra-role behavior and withdrawal behavior (Alfes et al., 2013). Therefore, the implication of employee engagement in any profit or nonprofit organization cannot be ruled out. The effective use of HR can enable the organization to bring engagement and consequently cultivate motivation, output and retention. The intensity of engagement reveals whether the workforce will stay and remain productive or they will relinquish and become part of the competitors (Ram and Prabhakar, 2011). Juhdi et al., 2013 found that organizational engagement mediate effects on the relationship between motivation and turnover intention. Karatepe (2013), found that job engagement acts as a mediator between motivation

and turnover intentions, and lower the turnover intentions. In summary, it is inferred that motivation enhancing practices reduce the turnover intentions of employees'.

3. FOUNDATION FOR RESEARCH FRAMEWORK

After a thorough literature review this study developed this above framework. The independent variable is motivation enhancing practices which is consists of six practices (employee recognition, salary and perks, performance feedback, opportunities for advancement and development job security and workload and the depended variable is turnover intentions. SET provides a base for this research framework. SET says that if both parties (employer and employees) abide by rule of exchange then the relationships evolve with the passage of time into trusting, mutual commitment and loyalty (Cropanzano and Mitchell, 2005). An organization which provides the economic and social-emotional resources to the employees in workplace experience obligation to repay the organization in different ways. SET advocates that human behavior is exchanging of rewards between parties (Homans, 1961). Blau (1964), argued that exchange relationship between the parties are not only limited to economic exchange but also goes beyond economic exchange perspective and often consists of social exchange element as well (Snape and Redman, 2010). Prior literature revealed that HR practices play important role in promoting and enhancing the social and exchange processes (Snape and Redman, 2010). Other studies also advocated that HR practices can be useful source to shape employees' behavior, perception and attitude (Haines et al., 2010; Collins and Clark, 2003; Buck and Watson, 2002).

Similarly, studies have advocated that exchange relation between employee and employer is not limited to impersonal gains like money but also depends on the socio-emotional resources such as support, recognition and respect from organization. The base point of this theory is that people are motivated through exchange process and expected benefits (Cropanzano and Mitchell, 2005). The exchange benefits in terms of social and economic benefits. SET best explains the notion that motivation enhancing practices enhances the engagement and which consequently reduces turnover intentions.

4. METHODOLOGY

The study focuses on middle managers, strata's were made of three star, four star and five star hotels in Klang valley, KL, Malaysia, registered under Malaysia Association Hotels (MAH, 2014). There are approximately 135 hotels in Klang valley, KL, Malaysia. Out of 135 hotels only 51 hotels agreed to participate in this study, so the study sampled total 51 hotels; number from each category has been taken based upon their proportion in the total population of hotels in Klang valley. Further, in each strata number of managers were selected randomly.

A total of 560 questionnaires were distributed among these hotels to HR departments. Returned questionnaire were 413 and the usable were 401, so the response rate 73% (Table 1).

5. DATA COLLECTION AND MEASUREMENT OF VARIABLES

Questionnaire consisted of 36 questions related to six measure of motivation enhancing practices. These eight practices consisted of employee recognition, salary, perks, performance feedback, interesting work and appreciation, opportunities for advancement and development job security and workload. These measures are adopted from the studies Tremblay et al. (1997), Gardner et al. (2011), Lawrence and Jordan (2009), Spector and Jex (1998), Akhtar et al. (2008), Isaksson et al. (1998). And 5 questions related to job engagement and 6 questions related to organization engagement are adopted from Saks (2006), furthermore, 4 questions relevant to turnover intentions are adopted from the studies, Farh et al. (1998).

All the items have been measured by using five point Likert scale, where 1 from strongly disagree to 5 strongly agree.

Table 1: Population and sampling of hotels

Hotels star rating	Number of hotels (%)	Selected hotels
3 star	58 (42)	22
4 star	35 (25)	13
5 star	42 (31)	16
Total	135 (100)	51

Table 2: Descriptive statistic

Variables	Mean	Maximum	Minimum	Number	SD
Motivation enhancing practices	3.82	5	1	401	0.664
Organization engagement	3.54	5	1	401	0.689
Job engagement	3.47	5	1	401	0.714
Turnover intentions	2.24	5	1	401	0.767

SD: Standard deviation

Table 3: Construct validity

Construct	Number of dimension	Factor loading	AVE	CR	CB alpha
Motivation enhancing P	WorkLD	0.71	0.51	0.85	0.82
	JobSec	0.61			
	OFAD	0.75			
	PerfBD	0.81			
	SNP	0.73			
	EmRec	0.72			
Job engagement	JE1	0.62	0.53	0.81	0.83
	JE2	0.87			
	JE4	0.84			
	JE5	0.64			
	OE1	0.83			
Organization engagement	OE3	0.62	0.52	0.84	0.79
	OE4	0.91			
	OE5	0.65			
	TOI1	0.66			
	TOI2	0.66			
Turnover intentions	TOI3	0.71	0.51	0.80	0.88
	TOI4	0.76			

AVE: Average variance extracted, CR: Construct reliability

6. RESULTS AND DISCUSSION

The descriptive statistics has been presented in Table 2: This Table 2 shows the value of mean, maximum, minimum and standard deviation of the data. As it can be seen in this Table 2, the variables are not highly collinear with each as the level of correlation coefficient is low and medium.

Structural equation modeling (SEM) is applied to analyze the hypotheses by employing AMOS. First of all, reliability and validity is measured. Reliability is measured by average variance extracted (AVE), construct reliability (CR) and Cronbach’s alpha. Furthermore, Validity is ascertained by construct validity which is checked by convergent validity and discriminant validity. Fornell and Larcker, 1981 presented formula to compute confirmatory factor analysis (CFA) for AVE, CR which ascertained the reliability of the construct. Table 3 is presenting the results, the values of Factor loading of all items which ranges from 0.61 to 0.87. Furthermore, CR ranges from 0.80 to 0.85 and values of AVE are >0.50 as suggested by Bagozzi et al. (1998) to confirm the reliability. Moreover, values of Cronbach’s alpha of all constructs are >0.70 which further confirm the reliability of all constructs.

In this study use the SEM. In SEM there is two different stages, first is to validate the measurement model and then the next stage is to validate the structural model. This is done to ascertain the goodness of fit of all constructs. Motivation enhancing practices is measured by eight dimensions and the dimensions were subject to CFA.

Taking the construct of Motivation enhancing practices, it has been measured by 6 items. The items were subject to CFA. According to Hair et al. (2009), the results of CFA showed that factor loading of the items ranged from 0.61 to 0.81. Goodness of fit indices values (GFI = 0.929, comparative fit index [CFI] = 0.914; $\chi^2/df = 11.563$) in Table 4 is according to the required level which confirms the appropriateness of measurement model.

Taking the construct of Job engagement, it has been measured by 5 items. The results of CFA showed that factor loading of the items 3 was low, and other items factor loading ranged from 0.62 to 0.87. GFI values (GFI = 0.998, CFI = 0.978; $\chi^2/df = 2.563$) in Table 5 is according to the required level which confirms the appropriateness of measurement model.

Construct of organization engagement, it has been measured by 6 items. The results of CFA showed that factor loading of the items OE2 was low, and other items factor loading ranged from 0.62 to 0.87. GFI values (GFI = 0.987, CFI = 0.989; $\chi^2/df = 4.266$) in Table 6 is according to the required level which confirms the appropriateness of measurement model.

Table 4: Fit indices for motivation enhancing practices

Items	GFI	CFI	RMSEA	χ^2/df
All items motivation 1 to 6	0.929	0.914	0.163	11.563

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 5: Fit indices for job engagement

Items	GFI	CFI	RMSEA	χ^2/df
All items motivation 5 items	0.946	0.918	0.256	27.145
Removed item JE3 due to low factor loading	0.950	0.946	0.104	11.563
Correlating error term e8 and e10	0.998	0.978	0.023	2.563

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 6: Fit indices for organization engagement

Items	GFI	CFI	RMSEA	χ^2/df
All items OE6 items	0.927	0.906	0.201	17.185
Removed item OE2 due to low factor loading	0.971	0.968	0.172	12.820
Correlating error term e13 and e15	0.987	0.989	0.023	4.266

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 7: Fit indices for turnover intentions

Items	GFI	CFI	RMSEA	χ^2/df
All items motivation 4 items	0.947	0.894	0.256	24.314
Correlating error term e17 and e18	0.990	0.983	0.136	8.5393

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 8: Multiple correlation and squared root average variance extracted

	CR	AVE	MSV	ASV	OEE	Mot	JEE	TOII
OEE	0.866	0.624	0.338	0.218	0.790			
Mot	0.872	0.533	0.365	0.227	0.555	0.730		
JEE	0.837	0.567	0.014	0.010	0.090	0.095	0.753	
TOII	0.793	0.501	0.365	0.239	-0.581	-0.604	-0.117	0.707

Initially turnover intentions measurement model had 4 items. To achieve the appropriate level of goodness of fit error term of e17 and e18 were correlated). After correlating, the results (GFI = 0.990; CFI = 0.983; $\chi^2/df = 8.539$) in Table 7 which confirm the model appropriateness.

Now the second stage of the SEM is to validate the structural model. Before analysis of the model, it is necessary to get the goodness of fit of overall models. Table 8 shows the results of model fitness. The values of GFI, CFI and RMSEA shows the model fitness.

Keeping in view the objectives of the study, the researcher adopted the approach of Preacher et al. (2007), to check mediating effect. In this approach mediating effect is checked in two stages. In first stage, the direct effect of independent on dependent variables is calculated and reported without mediator. While in second stage, the mediator is introduced in the model and calculated the direct effect and indirect effects. While to check the significance of indirect effect the bootstrapping is followed as literature also supports the use of bootstrapping to check the indirect effect significance (Lockwood and MacKinnon, 1998; Preacher and Hayes 2004; Bollen and Stine 1990; Shrout and Bolger, 2002). So this study adopts this method to check the mediating effects.

A total of 3 hypotheses have been developed to test model. Table 9 shows the hypothesis of model. Results of hypotheses testing are in Tables 10 and 11.

The Figure 1 represents the model in AMOS setting, in order to test the hypotheses of model, this study runs the model for three times. In first place model shows the direct relation of motivation enhancing practices with turnover intentions. The second time, the model shows the mediating effect of job engagement between motivation enhancing practices and turnover intentions, the third time, model shows the mediating effect of organization engagement between motivation enhancing practices and turnover intentions. This study has ascertained the goodness of fit of all models. Tables 12-14, depict the results of model fitness. Results show that models have appropriate fitness and can be proceeded for analysis. Results of SEM analysis appear in Tables 10 and 11.

Hypothesis is that motivation enhancing practices has negative association with turnover intentions is analyzed in structural model. It is shown in Figure 2 and results of hypothesis are presented in Table 15.

These hypotheses are analyzed in the give below structural model. It is shown in Figure 3 and results of hypothesis are presented in Tables 10 and 11.

The results confirm the acceptance of the hypothesis H1, which proves that motivation enhancing practices have negative relationship with turnover intentions. The coefficient value is -0.605 which means that one unit change in the motivation enhancing practices will bring 0.605 unit change in turnover intentions. The findings of this study are consistent with other studies, like which investigated the impact of motivation enhancing practices on turnover intentions (Gardner et al., 2007). Same is the finding of another study, which further elaborated that motivation is considered as a trigger to cause particular direction and behavior (Sajjad et al., 2013). Study conducted by Hanif et al. (2011), in banking sector of Pakistan, investigated the intrinsic and extrinsic motivation factors. They found a

positive relationship of motivation with retention and employee engagement.

To investigate the mediating role job engagement between motivation enhancing and turnover intentions the study proposed the hypothesis H2. Which shows that job engagement mediates the relationship between the motivation enhancing practices and turnover intentions. In order to test this hypothesis, the study calculated the indirect effects of the path $MOT \rightarrow JE \rightarrow TI$. Figure 4, illustrates that the direct effect of motivation enhancing practices on turnover intentions without entering the job engagement in the model was -0.605 with t value (-8.862) and P value 0.001 which shows the significant direct effect of motivation enhancing practices on turnover intentions. In the next step, the mediating variable job engagement was entered into the model and direct effect of $MOT \rightarrow TI$ was tested. The path coefficient was -0.605 with P value 0.01. Thus the direct effect of motivation on turnover intentions was significant after entering the job engagement in the model. The next step of mediation analysis was to calculate the indirect effect of path $MOT \rightarrow JE \rightarrow TI$. The Figure 5 illustrates the relationships, so both the indirect and total effect were calculated for this purpose. Table 11, illustrates the indirect effects of “motivation enhancing

Table 9: Hypothesis of the study

H1	There is a negative relationship between empowerment enhancing practices and turnover intentions
H2	Job engagement mediates the relationship between empowerment enhancing practices and turnover intentions
H3	Organization engagement mediates the relationship between empowerment enhancing practices and turnover intentions

Figure 1: Structural model in AMOS setting

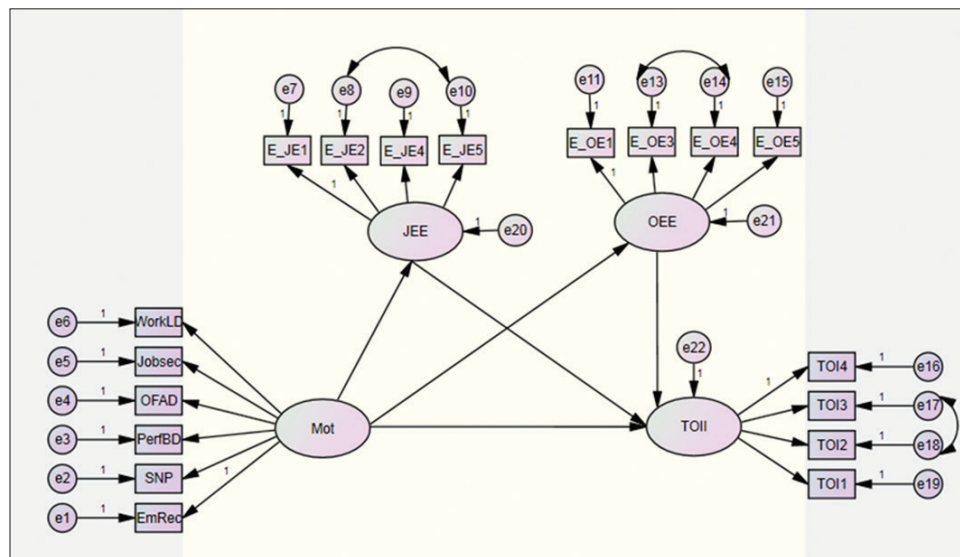


Figure 2: Conceptual framework

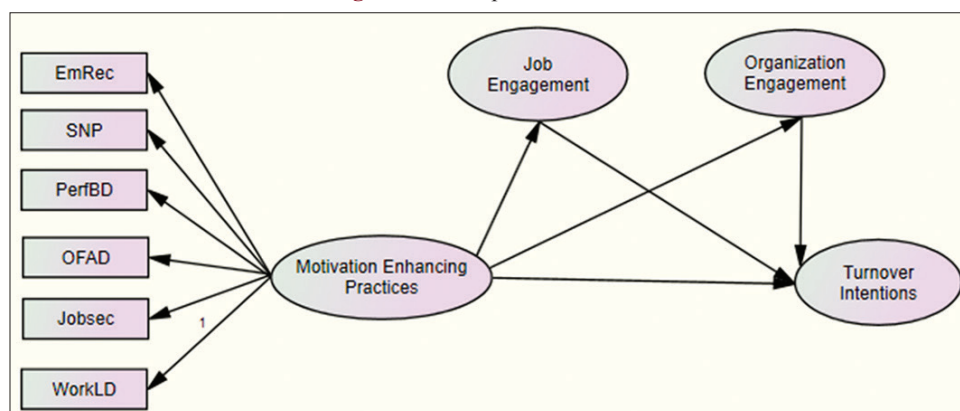


Table 10: Results of direct hypothesis testing (EMP and TOI)

No	Hypothesis	β	SE	Standardized estimates	CR	P value	Decision
H1	MOT→TI	-0.654	0.74	-0.605	-8.862	0.001	Accepted

SE: Standard error, CR: Construct reliability

Table 11: Mediation analysis (indirect effect) of model

No	Hypothesis	Direct without mediator	Sig.	Direct with mediator	Sig.	Indirect effect	P value (bootstrap)	Mediation	Decision
H2	MOT→JE→TI	-0.605	-8.862 (0.001)	-0.600	-8.601 (0.001)	-0.098	0.073	No mediation	Rejected H2a
H3	MOT→OE→TI	-0.605	-8.862 (0.001)	-0.406	-6.106 (0.001)	-0.197	0.007	Partial mediation	Accepted H3a

Table 12: Goodness of fit of direct relation

Path	GFI	CFI	RMSEA	χ^2/df
MOT→TI	0.835	0.851	0.105	5.429

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 13: Goodness of fit of indirect relation

Path	GFI	CFI	RMSEA	χ^2/df
MOT→JE→TI	0.846	0.885	0.108	5.660

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 14: Goodness of fit of indirect relation

Path	GFI	CFI	RMSEA	χ^2/df
MOT→OE→TI	0.877	0.885	0.088	4.131

CFI: Comparative fit index, GFI: Goodness of fit indices

Table 15: Fit indices CFA

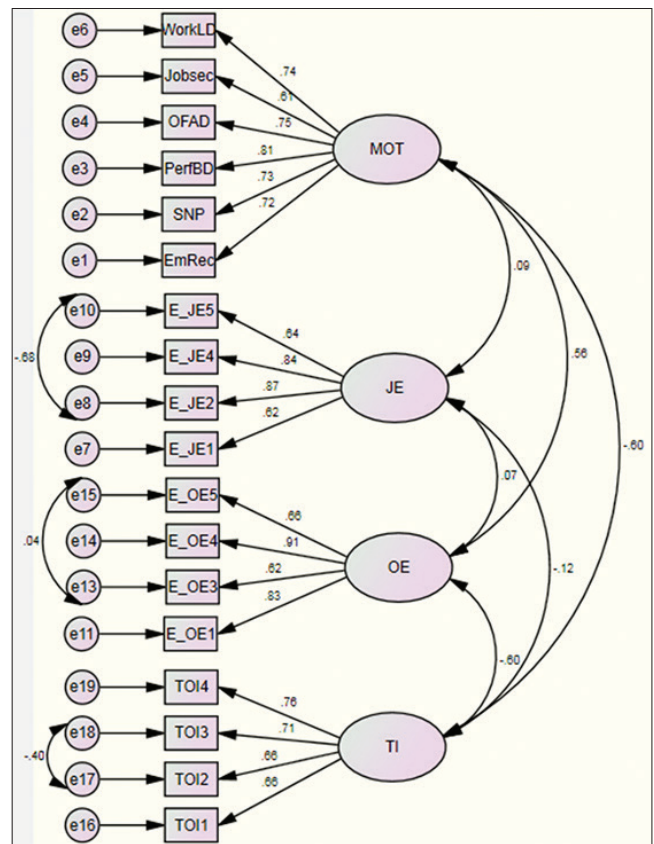
Items	GFI	CFI	RMSEA	χ^2/df
Overall	0.878	0.886	0.089	4.130

CFA: Confirmatory factor analysis, CFI: Comparative fit index, GFI: Goodness of fit indices

practices” on “Turnover intentions” through “job engagement” was -0.098. Furthermore, to test whether the indirect path was significant or not, the researcher used bootstrapping as prescribed by Preacher and Hayes (2008), with 1000 iteration to test the P values. The P value of indirect path was 0.073 and this value is more than 0.05. Results shows rejection of H2a while illustrating that job engagement does not mediate the relationship between motivation enhancing practices and turnover intentions. So the hypothesis H2 had been rejected. So this means there is no mediation as suggested by Baron and Kenny (1986), the Table 11, shows the mediation analysis. This is interesting finding of the study that job engagement does not mediate the relationship between motivation enhancing practices and turnover intentions.

The similar procedure was applied to investigate the H3 hypothesis. The Figure 6, demonstrates the relationships of H3 and the results confirm that organization engagement mediates between motivation enhancing practices and turnover intentions. Results of the study show that organization engagement mediates the relationship between the motivation and turnover intentions.

Figure 3: Confirmatory factor analysis



Results are in line with the study of Saks (2006) who also found a mediating relationship of organization engagement between motivation and turnover intentions. Likewise, another study revealed that organization engagement had a significant mediating effect between motivation and turnover intentions. Based on SET, engagement is believed to be enhanced, when organization invest on employees by providing appreciative and positive work environment, trust and value, so that employees get indication that they are being trusted and valued by organization (Saks, 2006; Alfes, et al., 2010; Rich et al., 2010). Hence, the results of the study confirm the mediation and statistically significant but the value is low. So in a nutshell, this study results are consistent with previous research studies.

Figure 4: Mot Direct relation on TI

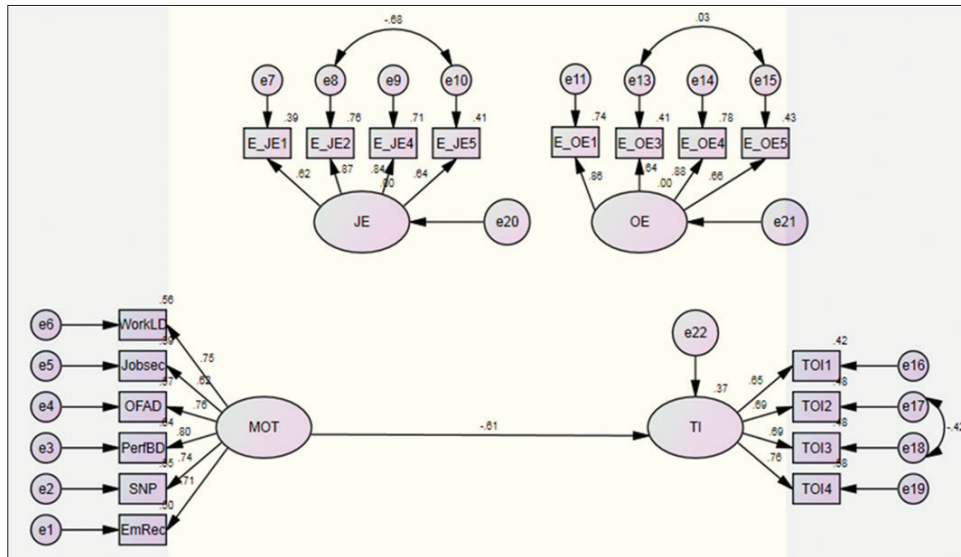
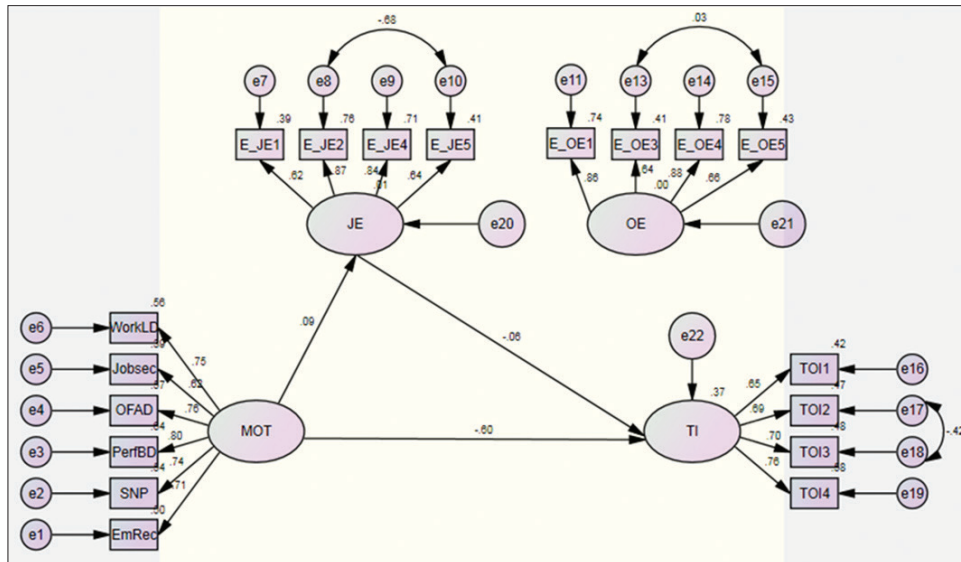


Figure 5: Mot on TI through job engagement

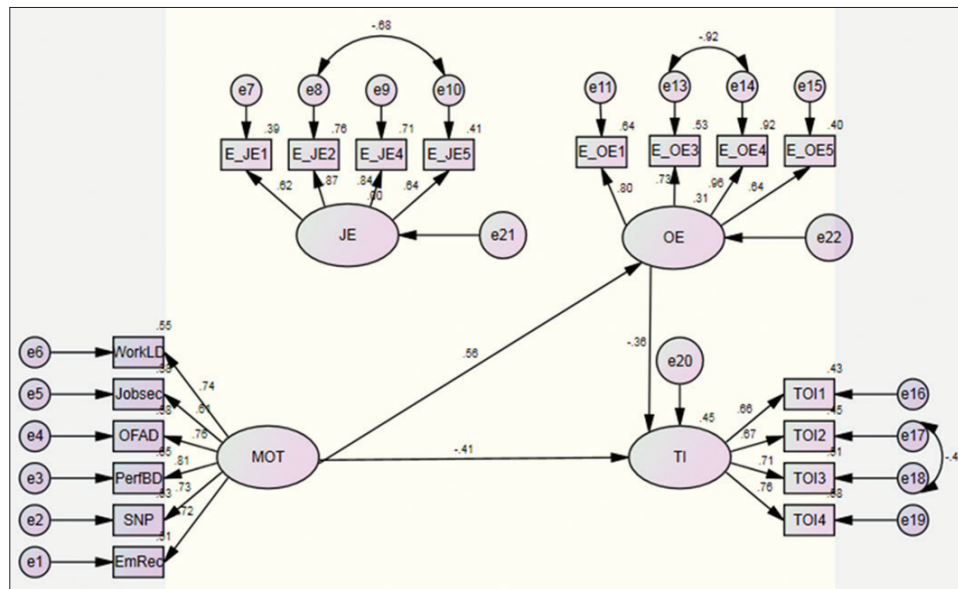


managerial level employees are the backbone of any organization and considered as locus of talent. Organization success and long-term survival is highly dependent on managerial level employees. Moreover, it is found that the higher the motivation enhancing practices the lower will be the turnover intentions of employees. Hence, the more the employees are satisfied with practices, the less will be their intentions to leave the organization. The HR expert and management of hotels should pay more attention to these motivation enhancing practices which can play a very important role in retaining as well as in enhancing the organizational efficiency and productivity. However, the consideration of other factors are also important like organizational learning and organizational training and development programs and other programs to enhance the level of human capital level.

8. LIMITATIONS AND FUTURE RECOMMENDATIONS

This study presents the important insights about motivation enhancing practices related to the turnover intentions and indirect effect of talent engagement on the relationship. The contribution of the study has also some limitations. First, this study has taken the managerial level staff only of the hotel industry. Second this study is cross sectional in nature, which means data have been collected at one point of time. Therefore, longitudinal or experimental design studies should be carried out in future to further confirm the hypothesis of this study. Another limitation is that, this study included the hotels which are located in the Kuala Lumpur (capital city of Malaysia). Therefore, it is difficult to generalize the finding

Figure 6: Mot on TI through organization engagement



7. CONCLUSION

This study contributes to the understanding of impact of motivation enhancing practices on turnover intentions through mediating effect of talent engagement in context of South Asian. Employees who are talented and having more experience, when they leave the organization and it not only harmful to the organizational success but also effect the productivity as well as further demoralize the employee who are left behind in the same organization. The results portray that motivation enhancing practices negatively effect the turnover intentions. The results are consistent with previous studies Gardner et al. (2011), Samuel and Chipunza (2009), Zhou and Volkwein (2004) and Joarder and Sharif (2012). Moreover, this study has interesting findings that engagement should be viewed in two perspectives which are job engagement and organization engagement. Results of this study reveals that engagement is of two types and both effect organization differently and have different implications. In this study job engagement does not meditate the relation between motivation and turnover intentions. Which indicates that person may be motivated towards the organization but may not fully engaged with his/her job. So organization needs to develop such motivation enhancing practices which not only enhance the organization engagement but also job engagement. Work engagement broadens and effects the employees’ modes of thinking and responses (Salanova and Schaufeli, 2008).

Hotels top management may do it by offering such HR practices which make the job more attractive and interesting for employees. Moreover, in order to elevate the job engagement, top management could reduce the burden of work and work timing, so that employees have a feeling of less work burden and start building of sense of engagement with their jobs. Further analysis reveals that organization engagement mediate the relationship between motivation enhancing and turnover intentions. Hotels top management could implement such motivation enhancing practices to enhance the organization engagement which in turn will have positive impact on organization as whole. So in the

of the study on all cities. Future research should consider the other service sector with same motivation enhancing practices on turnover intentions. This study did not include role of knowledge management and talent engagement in between the motivation enhancing practices and turnover intentions. So future studies should consider the role of knowledge management and talent engagement in between the motivation enhancing practices and turnover intentions.

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