

# Analysis of Moderating Effect of Turnover Intention on the Relationship of Intrinsic Motivation and Employee Performance

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## Abstract

This paper presents an analysis of the moderating effect of turnover intention on the relationship between intrinsic motivation and the employee performance model. The moderation effect analysis was conducted using SmartPLS software version 3.0. The model was constructed within the software, and the analysis was conducted in two stages. The first stage involved a bootstrapping process to generate and determine the significance level and strength of the path. The second stage employed the PLS Algorithm process, generating a simple slope graph. Results from the bootstrapping process revealed a noticeable moderating effect attributed to turnover intention, supported by a t-statistics value of 2.514 and a statistically significant p-value of 0.006. Investigating the specifics of the path coefficient, the moderating impact on the relationship was quantified at -0.097, indicating a negative moderating influence. In practical terms, this suggests that turnover intention exerts a dampening effect on the connection between motivation and employee job performance. Regarding the simple slope analysis, it was found that the moderation effect of turnover intention on the relationship between intrinsic motivation and employee performance is particularly robust when turnover intention is lower. However, this effect diminishes to some extent when turnover intention is higher. These findings provide valuable insights into how the dynamics of these variables interact under varying levels of turnover intention

## 1. Introduction

The practical pieces of evidence developing from various studies about the effect of employee motivation on organizational performance have yielded mixed, questionable, inconsistent results (Shahani et al., 2020). Because of these inconsistent results, whether employee motivation improves or degenerates organizational performance is still worthy of further research such as the one undertaken in this study. In addition, despite these studies, very little attention has been given to the Sharjah airport international free zone in UAE. This means that the impact of motivation on employee job performance in Sharjah airport international free zone has not received adequate research attention. Thus, there is a significant gap in the relevant literature which has to be covered by this study. This study attempts to fill this gap by studying the situation of Sharjah airport international free zone, UAE and providing more empirical evidence on the effects of motivation on employee job performance and turnover intention. An enormous body of conceptual and empirical evidence is concerned with applying motivation theory

to organizations (Pirbakhsh, Al & Aulia, 2020). There are many research on the impact of motivation on employee performance in UAE (Alnahhal et al., 2022; Shahani et al., 2020; Patterson et al., 2020; Al-Naqbi Khamis, 2020; Al-ali, 2019; Almatrooshi & Singh, 2016; Al - Harthi, 2015) etc. Unfortunately, there has not been much empirical research on the Moderating effect of turnover intention on the relationship between Motivation and performance in the UAE.

On the other hand, the Sharjah Airport International Free Zone (SAIF Zone) in the United Arab Emirates (UAE) has established itself as a key business destination, attracting diverse companies and industries. To maintain its competitive edge and sustain economic growth, organizations within the SAIF Zone must ensure a highly motivated and high-performing workforce (AlShamsi et al., 2022). Extensive research has demonstrated the positive impact of employee motivation on job performance, but the relationship's complexities become apparent when considering the moderating influence of turnover intention (Abukhait et al., 2023).

Similarly, turnover intention, reflecting an employee's desire to leave their current job, poses a significant challenge to organizations worldwide. High turnover leads to the loss of valuable talent and incurs considerable costs associated with recruitment, training, and reduced productivity (Siddique et al., 2020). Consequently, understanding how turnover intention moderates the relationship between employee motivation and job performance becomes imperative for designing effective human resource strategies and fostering a thriving work environment within the SAIF Zone (Malik et al., 2022).

Despite the extensive literature on motivation and its association with job performance, limited research has focused on the role of turnover intention as a moderator in this relationship, particularly within the context of the SAIF Zone in the UAE. The dynamics between these variables remain insufficiently explored, leaving organizations without evidence-based insights to guide their efforts in improving employee performance and reducing turnover rates.

According to Alqarni (2018), statistics worldwide indicate that the problem of high employee turnover will become more significant in this decade across developed and developing countries. In the UAE, employee turnover has been identified as an emerging research agenda due to the large number of employees moving from one organization to another (Alqarni, 2018). Business companies/organizations in the UAE can face financial challenges due to a high employee turnover rate. The higher rate of employee turnover can increase the cost to business companies/organizations that need to hire new employees and provide them training to increase their skills. The overall estimation of the UAE market for their companies reveals that they are spending approximately 9.9 billion AED on hiring new candidates and providing training to them. This negatively affects business companies as this increases their financial cost. However, there are industries in UAE with very low employee turnover rates, such as the oil and gas industry. There are three other industries, such as technology, professional services, and telecommunication, which are the topmost sectors in relation to the employee turnover rate. The technological sector has 12.3%, professional services have 11.1%, and the telecommunication sector has a 9.65% employee turnover rate in the United Arab Emirates. However, in the context of the unemployment rate of employees in UAE, this number has increased by approximately 2.46% in 2019. This number was 1.64% in 2018.

Varma (2017) cited that the reduction of employee morale not only demotivates the employees but also reduces their commitment to the organization and negatively impacts their performance. The available literature finds that the relationship between employee motivation and performance has not been evaluated within the parameters of Sharjah Airport International Free Zone, UAE.

Many factors may also be responsible for or even cause a decline in productivity, such as poor strategic and structural changes in decisions and executions, lack of infrastructure, leadership styles and organizational culture. Contemporary investigations that connect the concept of workforce motivation and performance have emphasised employee perspective, needs and expectations as factors affecting their performance and productivity levels, respectively. As such, investigating those factors of importance to employees in discharging their duties at work has taken a new dimension (Zokirovich et al., 2020).

Because of the above discrepancy, the researcher seeks to provide information on the moderating effect of turnover intention on the relationship between motivation and employees' job performance in Sharjah Airport International Free Zone, UAE, with the view of establishing the moderating effects of turnover intentions on the relationship of intrinsic motivation and employee performance thereby with this relationship will able to establish strategies to improve performance and productivity in the organization

## 2. Literature Review

This section offers a literature review of previous studies relevant to the current research. Towards the conclusion of this section, the proposed conceptual framework derived from the insights gathered in this literature review is presented.

## 2.1 Intrinsic Motivation

Intrinsic motivation comes from an individual curiosity about the task, and it does not involve working on events for the sake of external rewards, it instead requires the feeling of inner pleasure in the activity itself (Edrak et al., 2013). It can be seen as a force involving activities without external incentive. Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work (Khan *et al.*, 2013).

Intrinsic motivation is related to psychological rewards such as the opportunity to use one's ability, sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner (Ryan & Deci, 2000). Psychological rewards can usually be determined by the actions and behaviour of individual managers (Osabiya, 2015). Intrinsic motivators are concerned with the quality of work life, likely to have a longer-term effect because they are inherent in individuals and not imposed from outside (Edrak *et al.*, 2013).

## 2.2 Employee Performance

Generally speaking, performance can be classified into organizational performance and employee performance. Lathika (2018), in her study, postulates that organizational and employee performance are interconnected where either demonstrates how or whether an employee has completed his assigned job efficiently and effectively. There are various definitions for the term 'performance', whatever the importance of this variable may be, and it is vital for actualizing organizational goals and individual accomplishments. According to Chandra (2013), organizational performance could be known as a group of people working together to accomplish organizational goals and objectives. In contrast, an individual who uses his existing skills and abilities to achieve organizational goals and objectives is called employee performance. Even though both organizational and employee performance aim to attain organizational goals and objectives, each is achieved through different factors. Organizational performance is related to collectively aiming at achieving goals and objectives, whereas when an individual uses resources efficiently to meet the goals and objectives, it is related to Employee performance (Chandra, 2013).

In the work of Alqarni (2018), organisational performance comprises an organisation's actual output or results as measured against its intended inputs. He further states that organizational performance incorporates three specific areas of a firm's outcomes, which are Financial performance (profits, return on assets, return on investment etc); Product market performance (sales, market shares, etc) and Shareholder return (total shareholder return, economic value added). Specialists in many fields are concerned with organizational performance, including strategic planners, operations, and finance, legal and organizational development. Organizational performance is the ultimate dependent variable of interest for researchers concerned with any area of management (Alqarni, 2018). This broad contrast allows managers to evaluate and compare firms with competitors over time. Organizational performance is the most crucial measure in evaluating organizations' actions and environments.

Wowo (2020) explains that the performance of individuals in the workplace cannot be verified. He asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable. Forson (2012) emphasizes that organizations have significant roles in our daily lives, and therefore, successful organizations represent a crucial component for developing nations. Persistent performance in an organization is the focus of any organizational management because it is only through performance that organizations can grow and develop. Organizational performance is one of the most significant variables in the management study and arguably the most important indicator of performance.

An effective performance management action is essential for employee motivation for optimal performance. However, it is not a sufficient condition for effective performance management. The most critical issue with any performance management system is how critically it is taken and how devotedly it is used by managers and employees (Nduka, 2016). Performance management is all about perfection, synchronizing, and upgrading to create value for and from customers, with the result of economic value creation for stockholders and owners. The expansion of performance management is enormous, so performance management must be viewed within an enterprise as a tool to improve employee motivation for high performance (Nduka, 2016). Efficient management of performance requires an intense apprehension of the performance domain that is, apprehending the obligations and projects that are part of the job description within an organization. Once you have a complete skill of what the job requires, you have the basis for assessing and enhancing performance. This is the foundation for assessing and improving performance within a company. When this is lacking, the outcome is a missing link in evaluating employee performance and the possibility of improving employee performance within the organization. Moreover, there is also the missing link in assessing employee's performance in relationship to other colleagues in the same job description (Nduka, 2016).

### 2.3 Employee Turnover Intention

Turnover intention is an individual's probability estimated by themselves that they will leave the organization permanently in the near future (Adefulu & Amos, 2020). In reality, turnover intention is the direct predictor of turnover behaviour and shows a combination of attitudes related to withdrawal (Adefulu et al., 2020). Adefulu et al., (2020) note that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting several organizations globally. Furthermore, the turnover intention of an employee refers to the likelihood of an employee leaving the current job he or she is doing. It can also mean terminating an official and psychological contract between an employee and an organization (Belete, 2018). In addition, Arshad et al., (2015) defines employee turnover as the rotation of workers around the labour market, between firms, jobs and occupations, and between the states of employment and unemployment. Adnan (2017) stated that frequently, managers refer to turnover as the entire process associated with feeling. Also, Arisandy (2023) stated that Gen Z employees are the most likely to populate the workforce and the tendencies of this set to leave the organization is high. The imposition of quantitative approach to managing the employees led to the disenchantment of staff, leading to labour turnover. Therefore, he advised that management should not use the quantitative approach to manage its employees. According to Hussain and Ibrahim (2018), if employee turnover is not appropriately managed, it will affect the organization adversely in terms of personnel costs and, in the long run, its liquid position. According to these authors, turnover intention is an inclination among employees to quit their organization. Intention to withdraw is a predictor of actual turnover among employees.

According to Al-suraihi, Samikon, Al-suraihi and Ibrahim (2021), the turnover intention of employees remains a critical issue for human resources and organization management because of its adverse consequences for effective organizational functioning and as a reliable determinant of organizational success and failures (Salahudin, Ramli, Alwi, Abdullah & Rani, 2019). A recent literature review of organisational behaviours revealed that the turnover rate of employees within organizations increases daily. This phenomenon may be attributed to organizations that focus more on enormous profitability and return than on the satisfaction level of employees (Al-Ali et al., 2019). This priority may create non-satisfaction among employees and consequently increase the rate of employee turnover intention. As a result, organization resources and time will be wasted on various activities. These resources and activities include the costs in selecting employees, the recruitment process, and employee training to enhance their skills (Al-suraihi et al., 2021). Therefore, the researcher defines employee turnover intention as the willingness to quit the organization at anytime

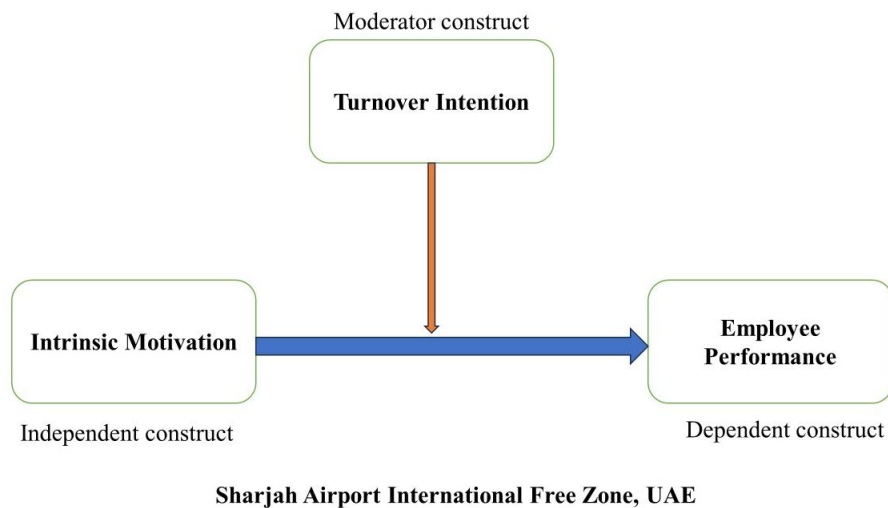
### 2.4 Relationship between Motivation and Employee Performance

Hasan (2021) reported that the motivation and performance of the employees are directly proportional to one another. In the reported findings, it is indicated that motivated employees will have an intention to work harder in their organizations, and their performance will increase automatically. The majority of the motivational tasks are done by the encouragement connected to the result of the employees' work in an organization. Hence, there is an essential connection between the motivation provided to the workers and the job performance expected from them. Even the financial rewards provided to the employees as motivational factors are also associated to the target accomplishment of the standards set for the employees. According to Omolo (2015), while the workers are motivated by employers or the organisation's management, the motivation is only to get extra work done or to get the average performance yardstick to a higher level. The employees are also performing well in their actions, expecting recognition and recognition for their activity. Hence, there is a relationship between the employees' performance and the motivation provided to them.

Trivedi and Mehta (2019) asserted that employees who are motivated by Maslow's theory of motivation also follow a similar relationship. After the basic need of the employee is fulfilled, as per Maslow's theory of needs, every next-level need of the employee will be associated with the level of performance he or she displays in the workplace (Almatrooshi et al., 2016). Top management and supervisors need recognition to reach the next levels in Maslow's hierarchy. It should be well-known that there is no need for external motivation to perform higher, but the employee will motivate himself while Maslow's theory applies to that person. Zameer et al., (2014) also agreed with the assertion that employees need to perform in order for them to be recognized by others in an organization, and only such recognition will take them to a higher level. This advancement can either be motivated from within, or the motivation from the supervisors will help for such advancement. In either case, the motivation is proportional to the performance of the employee. In effect, there cannot be a good performance from an employee without motivation.

### 2.5 Conceptual Framework

Based on the literature review that was conducted from this study, it is hypothesized that to be a moderator to the relationship between the intrinsic motivation and the employee performance. The proposed conceptual framework is formulated as figure 1



**Fig. 1** *The conceptual framework*

Figure 1 is the proposed framework of the research study, which shows a direct relationship that Intrinsic motivation has a significant impact on employee performance, however this study hypothesised that turnover intentions of employees have a moderation effect on the relationship.

Turnover intentions have an important moderating role in the relationship between motivation and employee work performance, constantly impacting this correlation. This interaction demonstrates the interconnectedness and autonomy of the factors involved. Specifically, intrinsic motivational elements appear as independent variables that are unaffected by extrinsic stimuli. Employee performance, on the other hand, is inextricably tied to their intrinsic motivational levels, emphasising the importance of these motivational elements. Concurrently, turnover intentions play an important role as a moderating component, adding to the intricate dynamics of the relationship.

### 3. Collected Data

The research population, as defined by Auwal (2017), refers to the complete set of units from which a sample is selected, encompassing entities such as people, organizations, houses, records, legislators, and more, contingent upon the investigation's purpose (Orasa, 2014). In the context of this study, the target population is divided into two categories of respondents, namely the employees and staff of employees and staffs of Sharjah Airport International Free (SAIF) Zone. The rationale for selecting these population categories lies in the researcher's objective to gather diverse perspectives from the target population, thereby ensuring the acquisition of meaningful and comprehensive data. The study population comprises the employees and staff of SAIF Zone, and this inclusion serves the purpose of obtaining varied insights relevant to the research objectives.

To provide context, SAIF Zone is home to approximately 734 employees, according to data from the SAIF Zone Human Resources Department in 2022. As a result, the study sample is drawn from this population of 734 individuals, offering a representative subset for the research endeavour.

Orasa (2014) defines a sample as a segment or subset of the research population chosen to partake in a study, serving as a representative cross-section of the entire population. The determination of the study's sample size adheres to Krejcie and Morgan's (1970) table.

In this study, a stratified random sampling technique is employed, stratifying the population into management and non-management employees. This approach is chosen because it ensures that all strata within the population have an equal opportunity to be included in the study sample. According to Krejcie and Morgan (1970), the calculated sample size for this study is two hundred and fifty-two (252).

#### 3.1 Data Reliability Test

Traditionally, Cronbach's alpha is a widely employed metric for assessing the collected data reliability, with a minimum value of 0.7 considered necessary for a construct to attain the required level of reliability (Hussin, Rahman, & Memon, 2013; Pallant, 2011; Tabachnick & Fidell, 2007; Usman & Lizam, 2016). Preferably, Cronbach's alpha values exceeding 0.8 are sought after (Pallant, 2011).



**Table 1** An example of a table Result of data reliability test

Type of construct	Constructs name	Code	No. of Items	Cronbach's Alpha
Dependent	EMPLOYEE'S PERFORMANCE	EPRF	5	0.934
Moderator	TURNOVER INTENTION	TRUNIN	5	0.888
Independent	INTRINSIC MOTIVATIONS	INTRMOT	5	0.905

Table 1 demonstrates a rigorous assessment of construct reliability through Cronbach's Alpha values, which gauge the internal consistency of the data. For the construct "Intrinsic Motivations," the Cronbach's Alpha value was 0.905, indicating a robust level of internal consistency. The reliability of "Employee's Performance" was consistently confirmed, yielding a Cronbach's Alpha of 0.934. Lastly, "Turnover Intention" exhibited a commendable level of reliability, mirroring the earlier result with a Cronbach's Alpha of 0.888. These findings affirm the internal consistency and dependability of these constructs for subsequent analysis and interpretation in the research study. Importantly, all these coefficients surpass the recommended minimum threshold of 0.7, a criterion endorsed by Hair Jr. et al. (2010) and Pallant (2011) as indicative of robust internal consistency, thereby ensuring the reliability of the measurement instruments employed in this study.

### 3.2 Data Normality

This study employed statistical measures to assess data normality, specifically focusing on skewness and kurtosis. Skewness provides insights into the symmetry of data distribution, while kurtosis reveals the degree of peakedness, indicating whether the distribution is excessively peaked (characterized by short, thick tails) or overly flat (marked by long, thin tails) (Tabachnick & Fidell, 2007). Several recommendations exist for assessing skewness and kurtosis to determine normality. Typically, skewness and kurtosis values falling within the range of -3 to +3 are considered indicative of a normal distribution, as advocated by Hair Jr. et al. (2010), Pallant (2011), and Tabachnick & Fidell (2007). However, a narrower range of -2 to +2 for skewness and kurtosis is also deemed suitable for parametric tests, signifying a symmetrical distribution, as emphasized by George and Mallery (2010). The results of the normality test are presented in Table 2.

**Table 2** Normality Assessment

Measured Items	Mean	Standard Deviation	Excess Kurtosis	Skewness
INTRMOT1	4.163	0.939	0.188	-1.024
INTRMOT2	4.119	0.981	1.817	-1.460
INTRMOT3	4.222	1.105	0.886	-1.409
INTRMOT4	4.504	0.753	3.335	-1.807
INTRMOT5	4.222	1.061	1.035	-1.377
TURNIN1	4.373	0.833	0.660	-1.207
TURNIN2	4.393	0.992	2.191	-1.686
TURNIN3	3.960	1.027	0.555	-1.071
TURNIN4	4.052	0.874	-0.220	-0.675
TURNIN5	4.210	0.831	1.700	-1.080
EPRF1	4.246	0.923	2.752	-1.605
EPRF2	3.829	1.123	0.531	-0.979
EPRF3	4.198	0.817	3.565	-1.437
EPRF4	4.179	0.953	1.289	-1.194
EPRF5	4.444	0.730	2.673	-1.531

Table 2 shows the results for normality utilizing skewness and kurtosis. It reveals that all the constructs scrutinized fall within the kurtosis range of -3 to +3, aligning harmoniously with the conservative normality criteria advocated by Hair Jr. et al., (2010), Pallant (2011), and Tabachnick & Fidell (2007).

It is crucial to emphasise that even though Partial Least Squares-Structural Equation Modelling (PLS-SEM) is employed for inferential analysis, the evaluation of normality retains its significance. Even though PLS-SEM is renowned for its resilience and capacity to yield dependable results even when the strict normality assumption is unmet. Nevertheless, adhering to the normality assumption elevates the overall quality of statistical analysis (Arshad, Goh, & Rasli, 2014; J F Hair, Hult, Ringle, & Sarstedt, 2014).

Hence, the results of this assessment suggest that while PLS-SEM is less demanding regarding the normality assumption, the data obtained reinforce the robustness of the PLS-SEM analysis carried out in this research. This adherence to normality criteria ensures the reliability and integrity of the subsequent statistical analyses, validating the suitability of PLS-SEM for the research at hand.

### 4. Moderation Effect Analysis

The model is developed based on the conceptual framework as mentioned in the earlier part of this paper. The collected data from the questionnaire survey is converted into CSV file and upload in the SmartPLS software version 3 to construct the model as figure 2.

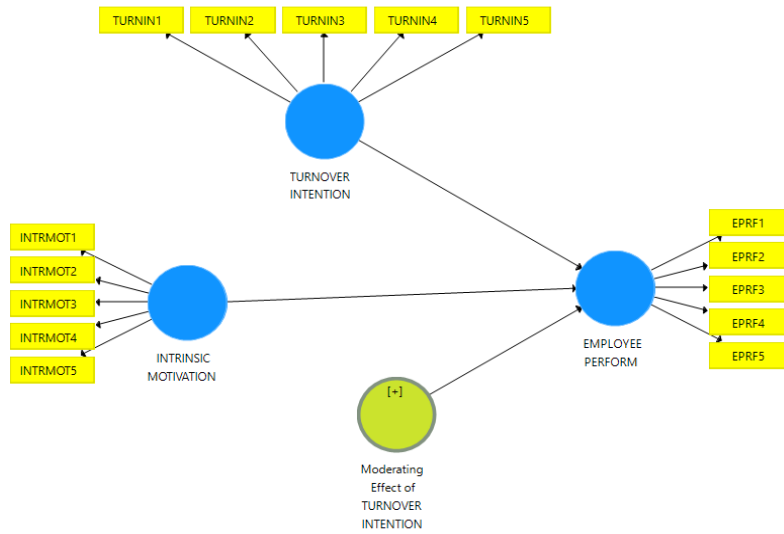


Fig. 2 Layout of the moderation model

Figure 2 shows the layout of the moderation model where turnover intention is the moderator that moderate the relationship between the independent construct which is intrinsic motivation and dependent construct which is the employee performance. Each of the constructs has 5 measured items which are the data collected from the questionnaire survey.

The moderator, turnover intention construct is connected to the dependent construct and the moderating effect construct is appeared as the moderating function is clicked.

#### 4.1 Path Strength and Significance (Bootstrapping)

To determine the significant level and the strength of the paths in the model, the bootstrapping process was conducted in the software. Figure 3 shows the model after conducting the bootstrapping process.

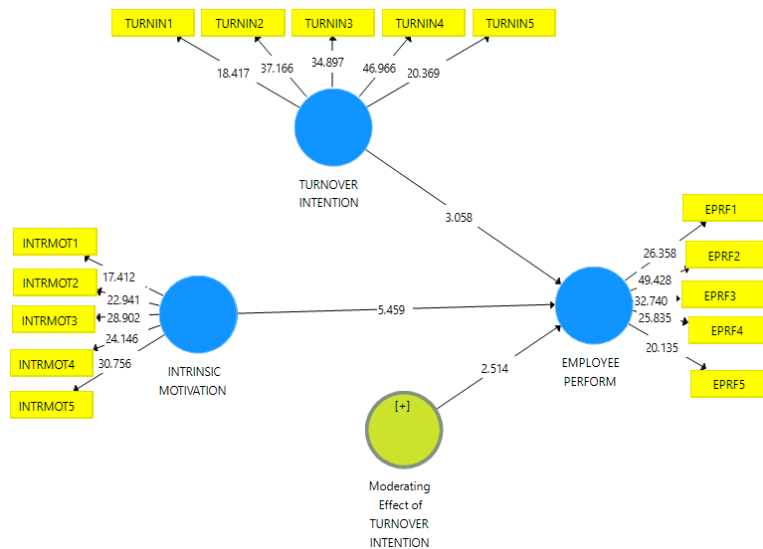


Fig. 3 Moderation Model after bootstrapping

Figure 3 presents the moderation model after the bootstrapping process showing the t-value of each path. The detailed results generated from the bootstrapping process are as provided in Table 3.

**Table 3** Moderating Effect of Turnover Intention

Path or relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
INTRINSIC MOTIVATION -> EMPLOYEE PERFORM	0.413	0.408	0.076	5.459	0.000
Moderating Effect of TURNOVER INTENTION -> EMPLOYEE PERFORM	-0.097	-0.102	0.038	2.514	0.006
TURNOVER INTENTION -> EMPLOYEE PERFORM	0.227	0.23	0.074	3.058	0.001

Table 3 demonstrates a apparent moderating effect attributed to turnover intention, as evidenced by a t-statistics value of 2.514 and a statistically significant p-value of 0.006. Investigating into the specifics of the path coefficient, the moderating impact on the relationship is quantified at -0.097, signifying a negative moderating influence. In practical terms, this implies that turnover intention exerts a dampening effect on the connection between motivation and employee job performance.

The findings highlight the role of turnover intention as a noteworthy moderator in the connection between motivation and employee job performance within the Sharjah Airport International Free Zone, UAE. The observed negative moderation effect indicates that turnover intention diminishes the positive impact of motivation on job performance. These outcomes yield valuable insights into the intricate dynamics of motivation and turnover intention within this particular context

#### 4.2 Simple Slope Analysis (PLS Algorithm)

Conducting simple slope analysis in the moderation effect of a PLS model is essential for gaining a deeper understanding of the interaction, identifying conditions of significance, improving predictive capabilities, validating moderation effects, and providing actionable insights for practical applications.

Conducting a simple slope analysis in the moderation effect of a Partial Least Squares (PLS) model is crucial for several reasons (Hair, and Alamer, 2022):

- i. **Understanding Interaction Effects:** Simple slope analysis helps in comprehending how the relationship between the independent variable and the dependent variable changes at different levels of the moderator. It allows for a detailed exploration of how the moderator influences the strength and direction of the relationship.
- ii. **Identifying Conditions of Significance:** It helps identify the conditions under which the moderation effect is significant. By examining the simple slopes at different levels of the moderator, researchers can pinpoint specific conditions where the relationship between the variables is particularly strong or weak.
- iii. **Enhancing Predictive Understanding:** Simple slope analysis aids in enhancing the predictive understanding of the model. By assessing how the relationship varies under different moderator conditions, researchers can improve the accuracy of predictions and better tailor interventions or strategies.
- iv. **Validating Moderation Effects:** It serves as a validation step for the moderation effect observed in the model. Analysing simple slopes provides empirical evidence for the existence and nature of the moderation effect, adding robustness to the findings.
- v. **Insights for Practical Application:** Understanding the simple slopes allows researchers to provide better recommendations for practitioners. It helps in offering targeted advice on how to navigate and leverage the moderating variable to achieve specific outcomes

To generate the simple slope graph, the model needs to conduct the PLS Algorithm process in the software and figure 4 shows the moderation model after the PLS Algorithm process.



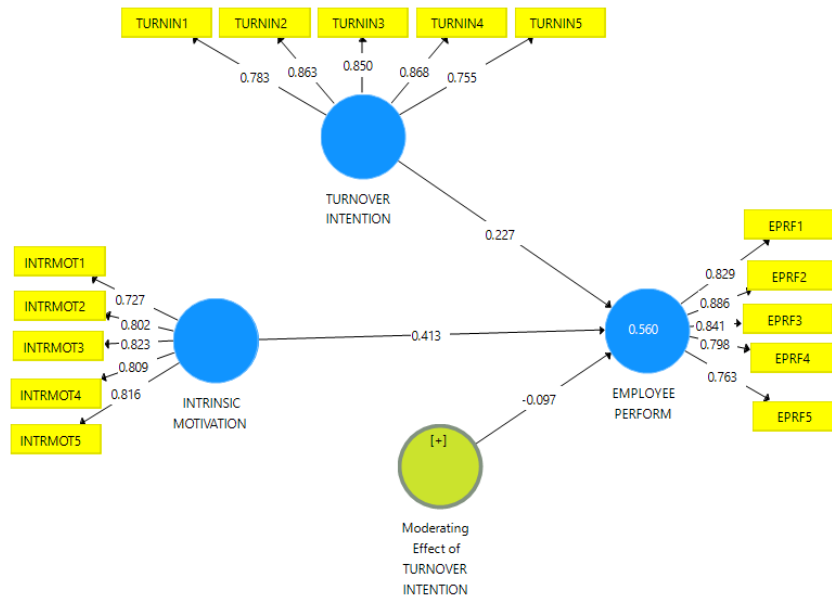


Fig. 4 Moderation Model after PLS Algorithm

The important result of the PLS Algorithm process for the context of this study is the simple slope analysis graph extracted from the software as figure 5. The graph in the figure shows that the x-axis is the intrinsic motivation which is the independent construct and the y-axis is the employee performance which is the dependent construct. There 3 linear slope lines where the blue colour is at -1 Standard Deviation (SD); red colour slope line is at mean and green colour is at +1SD.

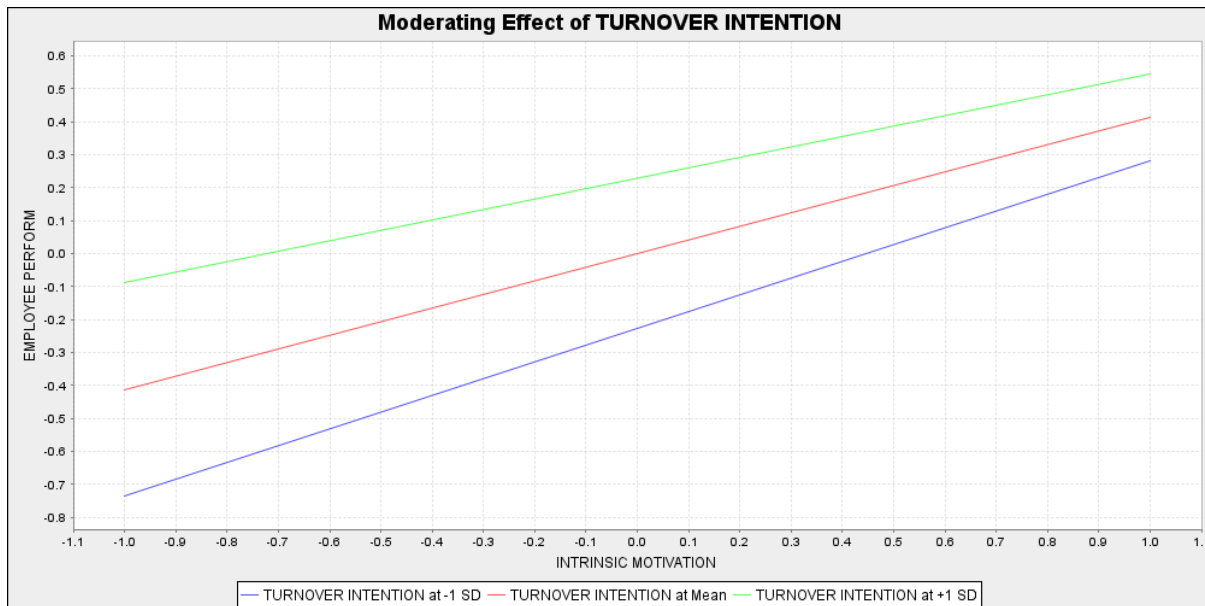


Fig. 5 Simple Slope Analysis

Figure 5 illustrates the outcomes of the simple slope analysis examining the moderation effect of the turnover intention construct on the relationship between the intrinsic motivation construct and the employee performance construct.

For blue slope line (-1 SD), it indicates the relationship under conditions where turnover intention moderator is one standard deviation below the mean. The steeper slope suggests that, in situations with lower turnover intention, the positive impact of intrinsic motivation on employee performance is more robust.

For the green slope line (+1 SD), it represents the relationship under conditions where turnover intention moderator is one standard deviation above the mean. The less steep slope indicates that the positive influence of intrinsic motivation on employee performance is somewhat weaker when turnover intention is higher (Hair, J. F., Hult, G. T. M., Ringle, C. M., and Sarstedt, M., 2022).

Thus, the results indicate that the moderation effect of turnover intention on the relationship between intrinsic motivation and employee performance is particularly strong when turnover intention is lower, and it diminishes to some extent when turnover intention is higher. This information provides valuable insights into how the dynamics of these variables interact under different levels of turnover intention.

## 5. Conclusion

This paper presents an analysis of the moderating effect of turnover intention on the relationship between intrinsic motivation and the employee performance model. The moderation effect analysis was conducted using SmartPLS software version 3.0. The data for constructing the model was gathered from questionnaire survey amongst 252 employees and staff of employees and staffs of Sharjah Airport International Free (SAIF) Zone. The model was constructed within the software, and the analysis was conducted in two stages. The first stage involved a bootstrapping process to generate and determine the significance level and strength of the path (Al Qershi et. al, 2020). The second stage employed the PLS Algorithm process, generating a simple slope graph.

Results from the bootstrapping process revealed a noticeable moderating effect attributed to turnover intention, supported by a t-statistics value of 2.514 and a statistically significant p-value of 0.006. Investigating the specifics of the path coefficient, the moderating impact on the relationship was quantified at -0.097, indicating a negative moderating influence. In practical terms, this suggests that turnover intention exerts a dampening effect on the connection between motivation and employee job performance.

Regarding the simple slope analysis, it was found that the moderation effect of turnover intention on the relationship between intrinsic motivation and employee performance is particularly robust when turnover intention is lower. However, this effect diminishes to some extent when turnover intention is higher. These findings provide valuable insights into how the dynamics of these variables interact under varying levels of turnover intention.

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