

MODERATING INTUITION EFFECT ON COGNITIVE STYLE RELATIONSHIP CONCERNING PROMOTION AND TURNOVER INTENTIONS AMONG ACADEMICIANS

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ABSTRACT: *Cognition describes a person's typical mode of thinking, perceiving, remembering, or problem solving. Cognitive style is usually described as a personality dimension Job promotion in this case which influences attitudes, values, and social interaction among the employees of the organization. This cognitive style has two facet analysis; left brain and intuition, also called as right brain. Analysis represents left brain, which means that decision based on judgments, facts or figures or logical thinking, while, intuition represents the right brain, which means a decision made on feelings or based on experience and it is also known as a holistic approach. This Study is carried out to identify the relationship between the facet of job satisfaction (promotion) and turnover intention and moderating effect of intuition in decision making cognitive style. This paper is focused upon the promotion system in the Universities of Pakistan. In This paper, we also make attempts to find the moderating effect of intuition in decision making cognitive style of relationship between promotion and turnover intention. For this purpose, hierarchical regression is used to investigate the moderating effect. Besides, bivariate correlation is also utilized to find the correlation between the variables. The analysis is carried out by using SPSS 21 while adopting centering the predictors' procedure [Aiken and west, 1991] for moderation. The findings of the study show that the promotion and turnover intention are correlated significantly while on the other hand, intuition and promotion product term beta was recorded as (Beta= 0.047 $P>0.05$) does not act as a moderator between the relationship of promotion and turnover intention. Although after inclusion of the product term, the relationship between promotion and turnover intention increases from $r=0.337$ to $r=0.347$. The results of our study will have a prominent impact on the policies for the job promotion to be initiated by the Universities.*

Keywords: Intuition, Promotion, Turnover Intention

INTRODUCTION

Promotion is very essential factor in the whole world. The employer does not use the formal procedures in private sectors for promoting the employees. Job promotion is very essential from the employee's point of view and it is also having positive effects on the organization's reputation. If the workers are not happy it will lead the organization to the decline level. That is why the satisfaction and dissatisfaction of workers is very important for the promotion of the organization. It is a common understanding between the lecturers who do not hold the PhD degree that the policies of the advance learning institutions and higher education commission is for PhD doctors not for them. There are a lot of other factors which are responsible for job satisfaction and turnover intention of workers, but this study will focus on the promotion and turnover intention of workers with the moderating effect of cognitive style [20].

Background and Hypothesis

The authors of the study [16] found that salary has a positive effect on job satisfaction; on other hand promotion has a low effect on job satisfaction. These two facets of job satisfaction are the very important factors for satisfaction of workers in higher education commission of Pakistan. The authors of the study [23] also carried out a study on job satisfaction, involvement and commitment were the positive outcomes of job satisfaction, in his study and on the other hand the absenteeism and turnover intention were negative outcomes of the study. Also, they identified the list of those factors of job satisfaction which are held responsible for the job satisfaction of workers these factors are environment, promotion, salary, work, supervisor are the important factors which shows the job satisfaction of the advance learning teachers. It was also found in their study that promotion, growth and training have a positive significant effect on job satisfaction of the advance learning teachers. But on other

side salary and the environment were insignificant for both genders of the university teachers. The authors of the paper [30] identified promotion, job security, safety, working conditions, relations with colleagues, autonomy, relations with supervisors, and nature of work are the factors of job satisfaction.

The writer of the study [6] said that employees in all the areas of the world from each and every department, they all work very hard in order to get a promotion as the reward of hard work, but unfortunately it does not apply to the teachers of the South Africa. Educators Act gives the opportunity to all the teachers to get a promotion, but it does not exist. The teacher in South Africa remains on the same post from the date of first appointment through all careers. Due to this reason it is assumed by the teachers that this leads to dissatisfaction and frustration and in result teachers might leave or under perform. The author of the study [9] Claimed that the organization who have given the lot of chances for being promoted for employees in that organization the employees keep good and frank environment in the working place, because the employees think that they and their future is secure and their salary is well paid and they will get growth, highly motivated for work in the company. In addition to this another researcher of the study [26] reported that the organizations can reduce the intention of the employees for turnover by planning the plain career development management practices and by giving them prizes in the shape of the pay and promotion.

Promotion of Universities Teachers

The researcher of the study [14] found that any country of the world's university, teachers are the backbone of the system because those people are responsible for the growth of the economy and the helps in decreasing the poverty by the development of the workforce which is specialized in the specific fields. The researcher of paper [14] also found that

job satisfaction and its facets, pay, promotion and working conditions have a negative impact on the turnover intention of the teachers of the universities. In the organizations, if academicians have a chance to get promoted then, it will be easy for the university teachers to stay for job and show satisfaction from their job. The universities and higher education commission should give focus to make a link between academicians' job satisfaction and promotion policies. If the universities in Pakistan revise the pay structure and promotion policies for the teachers of the universities than teachers will show more dedication and satisfaction to the job [24]. The Universities are required to make promotion policy with relaxed criteria for non-PhD degree holder lecturers in a way to increase job satisfaction level among them. [17]. In addition to this author of the study [4] reported that if the teachers of universities assume that they do not have so many chances of promotion then it will affect their satisfaction negatively. The author of the study [10] found that promotion should be according to the worker's ability to work and skills so that worker should be kept motivated.

Turnover Intention of Universities Teachers

An organization which replaces the specific proportion of the workers working in the organization in a given frame of time to the worker's average is called a turnover [31]. Turnover is used as an attribute or the determinant of the performance of the organization and its efficiency. When employees or workers are not satisfied with the job, then it will trigger the workers and insist them to leave the present work and search the other work which should be best for them [23]. The statement of the [10] reported that when academicians are not satisfied with their job, then they will move from government universities to private universities and some move from private to government universities. The author of the study [22] found the factor of turnover intentions of teachers that when they do not have proper working hours or they do not have proper salary and promotion structures and policies and they do not have good relations with seniors or boss and also authors of the study [4] found that when there is no satisfaction then there will be the likely turnover intention.

Other claimed that sometimes leaving the job is good for the employee and the company and for whole societies[11]. It is also possible that workers want to move from one company to another or from one work to another in order to growth of the development of career. If the worker is satisfied then it will work for a long time and it will save the organization from the cost and expense of the hiring of the new workers which will be faced in the form of turnover of the employees. So it is necessary that organizations should pay proper attention to the satisfaction of the teacher, and also it can be said that dissatisfaction of the teacher is the prediction of the turnover intention of the teacher [18].

According to the author of [19] explained the turnover as intention of worker to leave the organization. It was also found that the correlation between pay, promotion, benefits and rewards with turnover intention was a highest correlation in the past studies has been reported.

Hypothesis: On the basis of the above literature the following hypothesis have been developed.

Ha1: There is a significant negative relationship between the promotion and Turnover Intention.

Higher Education Sector in Pakistan

The author of the study [13] found that Pakistan is one of those countries who want to become the member of the one of the developed countries of the world. The only qualification is the only way to achieve this objective. In Pakistan sector of higher education is far behind and it requires lots of changes and especially for the teachers of the universities. Government of Pakistan is one of the largest hiring employers. The satisfaction of the teacher increases the production and it will sum the growth of the organization. Turnover intention is studied on a large scale and researchers are trying to find out what triggers the teachers and employees for turnover. Those teachers leave the organizations, mostly whose job is less interesting than the others. Some workers they have some expectation with the organizations which are not realistic when these expectations cannot become true, then it will affect them negatively and insist them to leave the job. Another author of the study [25] found and reported that most teachers do not follow the rules, timings and obligations of the universities and in the outcome they give resignation from the job. It is also reported that most of the universities want to build up a stable force for work and also they need force to develop commitment and motivation in the teachers. Most of the universities want their employees to contribute to their universities along with their membership [18].

Cognitive Style

The way one individual receives or gathers the information and the way the individual do management of the information and what the individual perceives from that information and how he/she explain that information or data into mind modes and subjective theories which gives rise to an attitude is called cognitive style. In past studies there are so many features of cognitive style has been introduced. Early in 1994 two researchers of the study [12] had introduced the twenty nine features of cognitive style, then their work was carried out by another researcher [1] enlisted the 54 features of the cognitive style in his research later, further, researchers upgraded the list of features of cognitive style up to seventy one feature of cognitive and learning styles[8].

The author of the study [3] Introduced the cognitive style decision making which has two dimensions which are used in this study named analysis and intuition. Analysis is for left brain people who go into the depth of the problem and come to know the facts and figures of the problem and then go for any decision is called analytical people and intuition is for right brain people who used to make decisions on their experience or gut feelings are called intuitive people. They defined cognitive style as the easiest way for people to organize and process the information by an individual is called cognitive style.

MATERIALS AND METHODS

Sample and procedure

All most majority of researchers used survey questionnaires for organizational attitudes of the workforce [5]. Job satisfaction of teachers in a university and [7], the author of the study [15] consequences of organizational commitment for teachers in Pakistani universities. Due to the most common method and popular method this research also used

the same research design using a structured questionnaire, literature helps a lot to extract that questionnaire. The author of paper [28] formula was used to select the sample from the population.

Measures

The questionnaire was distributed among the teachers of higher education institutions in the Khyber Pakhtoon Khwa Province of Pakistan, the questionnaire was distributed in Peshawar, Dera Ismail Khan, Abbot Bad, Mansehra, Bannu, Kohat, Karak, and 502 filled questionnaires were received back. The teachers included were lecturers, assistant professors, associate professors, and professors. The questionnaire includes five sections, first section includes seven items on job satisfaction (satisfaction, colleagues, supervisor, promotion, environment, salary work) five point likert scale, is used, second section includes three items on turnover intention five point Likert scale is used, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. For third section cognitive style, cognitive style index is used, it has 38 items, 21 items for analysis and 17 items for intuition having values for analysis 2= true, 1 = uncertain, 0 = false but for intuition it has values like 0 = true. 1 = uncertain and 2 = false. The Fourth section consists of open ended questions and fifth last section consists of five demographic variables, gender, age, length of service, sector and qualification.

Data analysis

SPSS version 21 is used for analysis of the data and to develop the database for analysis. Hierarchical Multiple regression as suggested by [2] and bivariate correlation has been used to identify the best fit model.

RESULTS

The results of correlation analysis are presented in the Table 1. The relationship between promotion and intuition is negative $r = -0.077$ $P > 0.05$. The relationship between promotion and product term of promotion and intuition is $r = 0.049$ $P > 0.05$. The relationship between promotion and turnover intention is found significant and negative $r = -0.337$ $P < 0.001$.

Hierarchical Multiple Regression

The author of the paper [2] Suggested hierarchical multiple regression for moderation. The results in the Table 2 presented the results of hierarchical multiple regressions. For the Pakistani university teachers the r square recorded 0.113 $P < 0.001$ it means that promotion shows 11.3% variance upon turnover intention. In a second step the moderator intuition is added in the model and its r square is recorded 0.118 and Δr square .005, the Table 2, the beta effect was $\beta = -0.342$ for promotion and turnover intention $P < 0.001$ in the table 3 while, for intuition $\beta = -0.068$ $P > 0.05$ the table3. In the third step product term of promotion and intuition is added in the model and $\beta = 0.047$ $P > 0.05$, the table 3 is not significant so it means that intuition is not acting as moderator in the relationship between promotion and turnover intention.

Table 1: Correlations

		C_Pr omo	Intuiti on	Prom oC_ CI	Turnove rIntentio n
C_Promo	Pearson Correlation		1		
	Sig. (2-tailed)				
	N	502			
C_Intuition	Pearson Correlation	-.077	1		
	Sig. (2-tailed)	.084			
	N	502	502		
PromoC_CI	Pearson Correlation	.049	.053	1	
	Sig. (2-tailed)	.277	.232		
	N	502	502	502	
Turnover Intention	Pearson Correlation	.337*	-.041	.027	1
	Sig. (2-tailed)	.000	.356	.550	
	N	502	502	502	502

** . Correlation is significant at the 0.01 level (2-tailed).

Table 2

D. Variable	I. Variable	R	R ²	Adj R ²	ΔR^2
Step1					
TI	Constant	0.337	0.113	0.112	0.113
	C_Promo				
Step 2					
TI	Constant	0.343	0.118	0.114	0.005
	C_Promo				
	C_Intui				
Step3					
TI	constant	0.347	0.120	0.115	0.002
	C_Promo				
	C_Intui				
	CPro_Cint				

The Table 3 presented the ΔF and significance ΔF in step 1 ΔF was $F=63.919$ and significance $\Delta F = 0.000$ while in step 2 $\Delta F = 2.576$ and significance $\Delta F = 0.109$ in step 3 $\Delta F= 1.257$ while sig $\Delta F=0.236$. The other columns show the unstandardized regression coefficients and standardized regression coefficients and also the their significance values which are explained above.

Table 3

ΔF	SigΔF	B	Beta	Sig
63.919	0.000	8.153		0.000
		-0.808	-0.337	0.000
2.576	0.109	8.153		0.000
		-0.820	-0.342	0.000
		-0.735	-0.068	0.109
1.257	0.236	8.165		0.000
		-0.826	-0.344	0.000
		-0.764	-0.070	0.096
		0.368	0.047	0.263

Interaction

A group variable is created and split in the three groups as suggested by [2]. Then graph shown in Figure 1 was taken which shows the interaction between the promotion and turnover intention and intuition. The group shows low intuition, moderate intuition, and higher intuition. Low intuition is blue in color, moderate is green in color and higher n is yellow in color. The R² for low intuition is 0.127, when it's under root is taken its correlation is found to be 0.356, with promotion and turnover intention. The R² for moderate intuition is found to be 0.155 where it correlates with promotion and turnover intention at 0.393. And R² for higher intuition is found 0.074 where it correlates at 0.272 between promotion and turnover intention.

Figure 1 Interaction between promotion intuition and turnover Intention

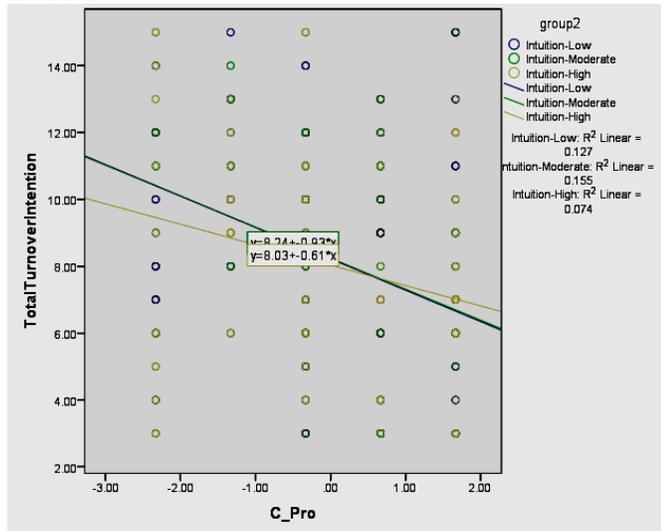


Figure 1 Interaction Graph between Variables

DISCUSSION AND CONCLUSION

This Study is carried out to identify the relationship between the facet of job satisfaction (promotion) and turnover intention and moderating effect of intuition in decision making cognitive style. The quantitative questionnaire survey is conducted in KPK state of Pakistan from different public and private university lecturers, assistant professors, associate professors, and professors. Total 502 filled questionnaires were collected back. Concerning (376 males, 126 females).

The questionnaire is developed by combining Job Descriptive Index (JDI) with the turnover intention questionnaire possessing cognitive style [29]. The cognitive style is adopted from Cognitive Style Index (CSI) [3] in order to measure its two dimensions namely; analysis and intuition. Furthermore, open ended questions are appended in the developed questionnaire being inspired from [Grace Davis]. To measure two dimensions of cognitive style analysis and intuition, while open ended questionnaire was developed by Grace Davis is adopted from that researcher. The JDI and Turnover are having 5 point Likert scale (1=SD to 5=SA), while CSI has (2=T, 1=uncertain, 0=F) for analysis dimension and for intuition (0=T, 1=? 2=F).

It is also concluded that the promotion and turnover intention of universities and their lecturers of Pakistan are negatively correlated with each other, this explains that when government and higher education commission offers flexible promotion policies then turnover intention of the teachers will be lower down and vice versa. It is also concluded that in the regression analysis, promotion had a negative impact on the turnover intention of the university teachers.

Study Limitations

There is need of interpretation of this study keeping in mind the following limitation in mind. First of all the sample size used in this study is taken from one province, so the current results must be considered limited to this population used in this study. Second, this study is quantitative in nature, so future research can focus on longitudinal and experimental methodology. Third the dimension of cognitive style used in this study are two dimension the future research can focus on the other dimensions of the cognitive style like planning, creating and knowing suggested by [27] Finally, it would be interesting to identify the other variables which would moderate the relationship between promotion and turnover intention (e.g. Knowing, planning and creating).

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