

## Impact of Internal Forces on Employee Behaviors: Role of Situational Factors

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The current research investigated the effects of motivation, ability, and role perception (internal forces), also known as drivers on employee behaviors as well as to find out the moderating role of situational factors between drivers and employee behaviors. Data were collected from 800 in-service employees across various organizations and industries in Gujranwala using a convenience sampling technique. Work-related behaviors assessment battery was used to collect data from individuals which consists of 7 scales. Each scale consists of 10 items and the response rate varies from 1= strongly disagree to 5= strongly agree. Analysis indicates that motivation, ability, and role perception have a significant effect on employee behaviors. Moderation analysis results indicate that situational factors significantly moderate the relationship between drivers and behaviors. The current research sheds light on the significance of behaviors depending upon the four driving forces that need to be changed, or modified in regards to an increase in organizational performance.

**Keywords.** Motivation, Ability, Role Perception, Situational Factors, Organizational Citizenship Behavior, Counterproductive Work Behaviors, Turnover Intention.



## Introduction:

Research on employee behavior has been a prominent area of study for the past decade. Individual behaviors can be understood by identifying the primary forms of behavior within an organizational context and presenting a foundational model that elucidates their effects. This approach highlights four i.e, elements, motivation, ability, role perception, and situational factors that have a direct impact on employee behavior and performance. The MARS Model, developed by [1], serves as a foundational paradigm for understanding individual behavior and outcomes in the workplace. According to this model, even a motivated employee with a clear understanding of their responsibilities (role perceptions) and adequate resources (situational factors) will struggle to perform well if they lack the necessary expertise and abilities. These four elements directly impact the performance and behavior of employees which makes it clear that the absence of these factors will not result in the expected outcome despite of presence of other factors due to which these four elements are crucial.

The first driver is motivation. A person's internal motivation influences the direction, strength, and persistence of their voluntary behavior. A person uses instruction as a guide when performing their tasks. Direction describes where you guide the car, intensity is how hard you press the gas pedal, and persistence describes how long you keep going in that direction. In terms of motivation in the context of work, it can be defined as an individual's willingness to work hard and consistently to achieve organizational goals, with the expectation that the effort made will result in the realization of some personal goals. Motivation is understood as an inner state determining an individual to behave in such a way as to attain a certain goal explained by [2]. [3] state that motivation can heighten the motivation to do better. Meta-analysis research by [4] demonstrates that motivation influences how well something performs. One of the best indicators of raising employee performance is motivation as well as the success of entrepreneurs [5].

The second driver is ability. Workers are highly motivated at work, yet their performance will suffer if they lack sufficient working capacity. High-capacity human resources significantly contribute to the organization's vision and goal of quick growth. This is because it aims to foresee competition on a worldwide scale. A skilled individual will not be like someone with average or regular abilities. According to [6], ability refers to a person's capacity to carry out different job-related duties. Furthermore, the ability is defined by [7] as a constant attribute linked to an individual's maximal level of mental and physical capacity. To have a thorough grasp of the work that has to be done, ability is a crucial phase in the development of human resources [8]. Workers with exceptional competency will be able to comprehend the task and finish it. When they finish their daily tasks, they will act and behave appropriately.

The third driver is role perception. Role perception encompasses how individuals conceptualize their job positions, including their understanding of the scope of their roles, the duties and objectives they consider significant, and their approach to fulfilling these responsibilities [9]. In this approach, role perceptions assist individuals in adapting to the many demands of the complex and dynamic organizational environment [10]. The social sciences have long debated how individuals interact with and operate inside organizations. Some research focuses on how social structures inside organizations influence one perception or limit individual behavior, while other studies demonstrate that people act independently and select how they behave [11].

The fourth driver is situational factors. According to [1] employee performance and behavior are also influenced by how much the environment helps or hinders them in achieving their job objectives. Conditions outside of the employee's direct control that either support or restrict behavior and performance are referred to as situational factors. Certain situational factors, including consumer preferences and economic conditions, are determined by the external environment and are, thus, beyond the control of the organization and its employees.

Some situational elements, such as people, money, time, and physical workspaces, are within the organization's control. Therefore, for employees to reach their full performance potential, corporate executives must carefully set up these conditions. According to [1] people engage in many different types of behaviors in an organization. The following types of behaviors are discussed more often in organizational behavior literature which is the resulting behaviors of these four elements.

The first resulting behavior is organizational citizenship behavior. Given the importance of employee performance, an organization requires OCB. Previous research has shown that employers benefit from what is known as over-and-beyond work requirements, or OCB, which is contributions made by employees. For instance, OCB produces reasonable claims that, when kept over time and by the appropriate people, can enhance execution through lowering erosion, raising output, and/or enhancing the mentality of the association [12]. Two types of behaviors were identified by [13]: actions aimed at the organization (OCB-O) and actions aimed at specific people (OCB-I). OCB-O encompasses actions that benefit the company, such as providing outstanding customer service to promote the company; OCB-I involves covering for absentee coworkers and showing concern for other staff members.

Additionally, OCB has been found to have a considerable and unfavorable impact on employees' intentions to leave, according to numerous academic studies that have looked at the relationship between OCB and employees. An employee with better OCB performance will have a lower intention to leave the organization [14]. According to [15], a worker with a high OCB may nevertheless decide to leave the company if he finds his current position uninteresting. It is advised that managers continually increase the level of difficulty on the job, update the organizational structure, and provide training to staff members so they may learn new skills. [16] state that to encourage staff members and prevent employee disengagement, managers must provide a full range of both intrinsic and extrinsic motivators.

The second resulting behavior is counter-productive work behavior. The majority of CWBs involve hostile actions that, whether done on purpose or not, harm a business and its stakeholders, such as customers, employees, and managers [17]. In particular, behaviors that violate organizational norms and procedures, workplace deviance, and intentional misconduct are all classified as CWBs [18]. The most crucial requirement is that CWB be intentional and purposeful rather than accidental [19]. As a result, an employee makes a conscious decision to engage in such harmful behavior.

The third resulting behavior is turnover intention. The desire to relocate or leave an organization to obtain better work is known as turnover intention, and it is the most important predictor of actual leaving behavior [20]. An employee's last step in leaving the organization is to communicate their intention to leave, regardless of whether they leave through resignation or termination [20]. Despite the wealth of research on turnover, experts cannot agree on how to operationalize the many types of turnover and how they relate to one another. Conversely, employee retention is the opposite of turnover and is a challenging endeavor that calls for reducing both actual turnover and employees' desire to quit the organization.

A study was conducted with 70 respondents in Serbia and Croatia to assess changes in organizational behavior during the pandemic, using the MARS model of individual behavior and work performance as the framework. The study explained that employee's behaviors are affected by uncontrollable external situational factors. The company's revenues were significantly reduced due to situational factors compared to the pre-pandemic era and the possibility of termination (turnover intention) increases [21]. However, no statistical differences were found in role perception and ability. Even during a crisis, the employee didn't feel the need for additional training or skills to perform the job. Another study was conducted on a public agency in Bandung Indonesia on a sample of 83 people. The study was conducted to find the impact of motivation, ability, and role perception on performance while keeping situational factors as

moderators. The study concluded that all these four driving forces increase performance greatly. If one factor is decreasing the employee performance will decrease too [2].

Another research was conducted by using the MARS model on student behaviors and its effects on learning effectiveness in a sample of 150 students in Semarang. The study concluded that the MARS model has a significant positive effect on learning effectiveness. The study included role perception and situational factors as mediators between motivation and ability.

**Importance of the research:**

MARS model of individual behaviors was the focus of a few types of research conducted differently by using different techniques. [2] worked on the impact of motivation, ability, and role perception on employee performance and [22] worked on the effect of the MARS model on student learning. However, the focus of the research was solely on the relation of drivers and performance while behaviors (OCB, CWB, Turnover intention) that are the leading cause of performance were excluded which is now the main focus of current research. Moreover, situational factors vary from area to area across the world so it is important to incorporate situational factors of the study area to find better results. The following situational factors were included in the current study after gathering data from different industries via interviews. Organizations are providing enough budget, time, and resources to complete tasks or projects, working conditions of the organizations, proper procedure to deal with weather conditions which can reduce efficacy, hasty decisions or proper handling with uncertainties, organizational environment and peer pressure, deadlines anxiety and stress. All of the above situational factors were included in the research questionnaire.

**Objectives of the research:**

- a) To investigate the effects of motivation, ability, and role perception on employee behaviors
- b) To investigate the moderating role of situational factors between drivers and behaviors

**Hypotheses of the research:**

- H1: Motivation has a significant effect on employee behaviors.
- H2: Abilities significantly affect employee’s behaviors.
- H3: Role perception has a significant effect on employee behaviors.
- H4: Situational factors significantly moderate drivers and employee behaviors relationship.

**Conceptual framework:**

The study utilized the MARS model of individual behavior as its foundation. It identified three independent variables i.e., motivation, ability, and role perception—as drivers of individual behavior. Additionally, one moderator, situational factors, was examined for its role in connecting the independent variables with the dependent variables. The dependent variables, which reflect individual behaviors resulting from the drivers, included organizational citizenship behavior, counterproductive work behavior, and turnover intention. These three behaviors are selected as DVs based on an extensive literature review as well mentioned by [1] in their fourth edition.

**Table 1.** Variables for this study

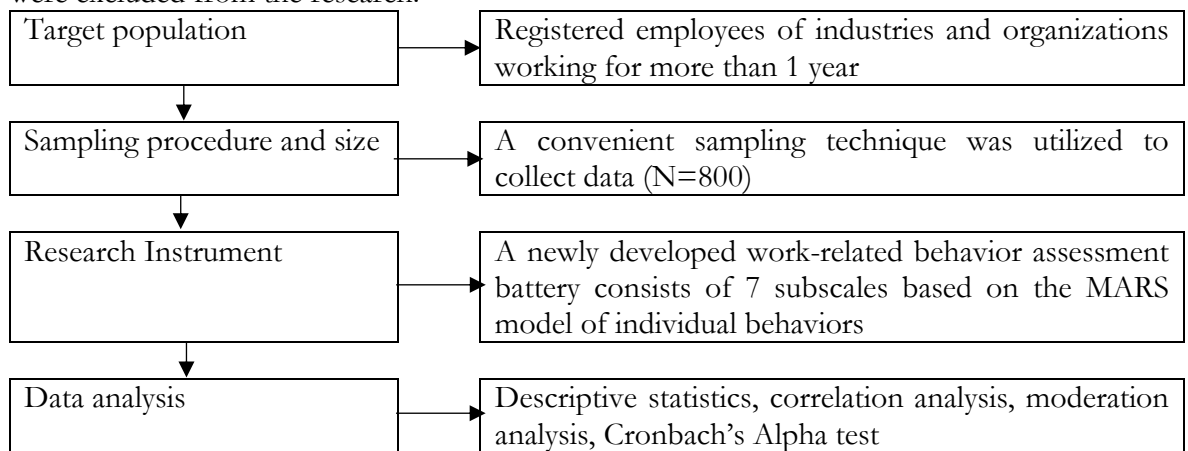
Independent variables	Moderator	Dependent variables
Motivation		OCB
Ability	Situational factors	CWB
Role perception		Turnover intention

*Note: OCB stands for Organizational Citizenship Behaviours, CWB stands for Counter Productive Work Behaviours*

## Materials and Methods:

### Participants and Procedure:

The dataset was collected from in-service employees across various organizations and industries in Gujranwala District, Pakistan's third-largest industrial center, which contributes 5% to the national GDP. Due to access and time constraints, as well as the need for a diverse sample across different industries, a convenient sampling technique was employed instead of more rigorous methods. However, it is acknowledged that this approach may limit generalizability. This study ( $N=800$ ) included 61.8% male and 38.3% female ( $mean = 1.38$ ,  $SD = .486$ ) aged from 18 to 42 years old ( $mean = 2.52$ ,  $SD = 1.45$ ). 54.4% of participants belonged to rural areas while 45.6% belonged to urban areas ( $mean = 1.46$ ,  $SD = .498$ ). A total of 48.8% of the employees did matric, 33.0% held an intermediate degree and only 18.3% of participants held a bachelor's degree ( $mean = 1.70$ ,  $SD = .76$ ). 61.3% of participants' income was below 50,000 and 38.8% was above 50,000 ( $mean = 1.39$ ,  $SD = .48$ ). Participants below age 18, uneducated participants, participants with physical or mental disability, and participants with chronic or terminal illness were excluded from the research.



**Figure 1.** Flow of methodology.

### Instruments:

Informed consent was provided to participants before research to provide general information about the research and the importance of their participation by following ethical procedures and to ensure their willingness to participate in the research by maintaining confidentiality of their responses. A demographic form was attached which contains personal information of the participants including their gender, age, education, socio-economic status, and residential area. Sensitive information such as names, phone numbers, email accounts, or the company they are working in, was avoided completely to mention in the questionnaire anywhere to follow ethical procedures completely to ensure their privacy. A newly developed work-related behaviors assessment battery was used to measure individual behaviors and the forces that drive these behaviors. Battery consists of 7 different scales and the response rate ranges from 1 = *strongly disagree* to 5 = *strongly agree*. 7 scales include 4 drivers (motivation, ability, role perception, and situational factors) and 3 behaviors (organizational citizenship behavior, counterproductive work behavior, and turnover intention) consisting of a total of 70 items (10 items for each scale).

MARS model of individual behaviors was used to develop an assessment battery. Interviews were conducted with employees before scale development. Verbatims of the employee were transferred into the form of a statement to depict their true emotions as well an extensive literature review was used to generate items. 5 PhD experts with more than 5 to 10 years of experience in the relevant field were approached for expert evaluation. Two data sets were generated after collecting data. One data set for EFA and one data set for CFA serve the right protocol for exploratory analysis. KMO values of each scale are above 0.84, eigenvalues



greater than 1, percentage of cumulative variance above 60%, and factor loading of all components above 0.4. For CFA, the CFI value of all scales is above 0.9, GFI above 0.9, TLI above 0.9, and chi-square  $P < 0.05$ . Reliability analysis and McDonald’s Omega analysis were used to find internal consistency. All scales reliability values range from .71 to .94.

**Ethical considerations:**

The study was approved by the ethical committee of the university research board (ARSB) and departmental permissions were granted by the HOD and Dean of Social Sciences. Permissions were granted before research from institutes and organizations. The research followed all ethical procedures.

**Analysis:**

This research involved utilizing software tools for data collection, processing, and analysis. The dataset was entered into a secure database system, and data integrity was maintained through rigorous validation checks. SPSS Version 29 was used for data analysis, with the SPSS PROCESS macro applied to handle continuous moderators effectively. The data processing included the use of specialized algorithms to ensure accurate statistical analysis, including descriptive statistics, correlation analysis, and moderation analysis. Descriptive statistical analysis was used to summarize and describe the data set. Correlational analysis was used to find the relationship between variables and moderation analysis was used to find the effects of moderator

**Results:**

This section contains an interpretation of the resulting data and tables. Correlation analysis was conducted using SPSS, and moderation analysis was performed using the PROCESS macro. The PROCESS macro was chosen because the study involves a limited number of variables rather than latent constructs, and the moderator is on a continuous scale rather than discrete, which is easier to manage with PROCESS. The main objective of the study was to find the effects of multiple independent variables on multiple dependent variables while having situational factors as moderators PROCESS macro was the suitable option to serve the purpose where the direct effect of X on Y and the moderating effect can be measured in the same frame.

**Table 2.** Descriptive Statistics and Correlations for Study Variables (N=800)

Variables	M	SD	1	2	3	4	5	6	7
Motivation	21.45	6.68	1						
Ability	20.17	7.06	.86**	1					
Role perception	19.96	7.23	.60**	.79**	1				
Situational factors	19.58	8.65	.42**	.60**	.65**	1			
OCB	21.13	7.71	.78**	.79**	.63**	.27**	1		
CWB	33.88	7.39	-.21**	-.14**	-.01	.44**	-.48**	1	
Turnover intention	33.37	5.15	-.47**	-.43**	-.28**	-.06	-.74**	.59**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed). OCB stands for Organizational Citizenship Behaviour, and CWB stands for Counter Productive Work Behaviours.

Correlation analysis was carried out to find the relationship between drivers and behaviors. Results indicate that there is a significant positive relationship between motivation (M = 21.45, SD = 6.68), ability, role perception, situational factors and OCB ( $r = .86^{**}, .60^{**}, .42^{**}, .78^{**}, p < .01$ ) however there is a significant negative relationship between motivation, CWB and turnover intention ( $r = -.21^{**}, -.47^{**}, p < .01$ ). there is a significant positive relationship between ability (M = 20.17, SD = 7.06), role perception, situational factors and OCB ( $r = .79^{**}, .60^{**}, .79^{**}, p < .01$ ) and a significant negative relationship between ability, CWB and turnover intention ( $r = -.14^{**}, -.43^{**}, p < .01$ ). There is a significant positive relationship between role perception (M= 19.96, SD= 7.23), situational factors and OCB ( $r = .65^{**}, .63^{**}, p < .01$ ) and significant negative relationship between role perception and turnover

intention ( $r = -.28^{**}, p < .01$ ) however role perception shows no relation with CWB ( $r = -.01, p = .64$ ). There is significant positive relationship between situational factors, OCB and CWB ( $r = .27^{**}, .44^{**}, p < .01$ ) and no relation with turnover intention ( $r = -.06, p = .07$ ). OCB shows significant negative relationship with both CWB and turnover intention ( $r = -.48^{**}, -.74^{**}, p < .01$ ). CWB and turnover intention are positively correlated with each other ( $r = .59, p < .01$ ).

**Table 3.** Moderation Analysis between Motivation, Situational Factors and OCB (N=800)

Variables	Organizational Citizenship Behaviour (Y)						
						95%CL	
	B	SE	T	<i>p</i>	LL	UL	
Constant	6.53	1.29	5.05	.00	3.99	9.07	
Motivation (X)	.76	.05	13.52	.00	.65	.87	
Situational Factors (W)	-.29	.06	-4.56	.00	-.42	-.16	
X × W	.00	.00	3.69	.00	.00	.01	
Conditional direct effect of X on Y							
Low	.86	.03	24.44	.00	.79	.93	
Mean	.91	.02	32.08	.00	.86	.97	
High	1.03	.03	27.81	.00	.96	1.10	

Moderation analysis was conducted by using SPSS's PROCESS macro (Hayes, 2013). Overall model  $F(3, 796) = 441.81, p < .001, R^2 = .62$  is significant. The interaction between X and M was significant ( $b = .002, t(796) = 3.69, P = .00$ ) indicating that the relationship between motivation and OCB was moderated by situational factors. The simple slope between X and Y was significant at low levels ( $b = .86, t(796) = 24.22, p = .00$ ) indicating that an increase in motivation caused an increment of .86 points of OCB. For the average level, every unit of motivation ( $b = .91, t(796) = 32.08, p = .00$ ) increases .91 OCB. For high level, every 1 unit of motivation ( $b = 1.03, t(796) = 27.81, p = .00$ ) increases by 1.03 points of OCB.

**Table 4.** Moderation analysis between Ability, Situational Factors and OCB (N=800)

Variables	Organizational Citizenship Behaviour (Y)						
						95%CL	
	B	SE	T	<i>p</i>	LL	UL	
Constant	6.79	1.08	6.23	.00	4.65	8.92	
Ability (X)	1.00	.05	19.95	.00	.90	1.10	
Situational Factors (w)	-.38	.05	-6.69	.00	-.49	-.26	
X × W	.00	.00	1.76	.07	-.00	.00	
Conditional direct effect of X on Y							
Low	1.04	.03	31.43	.00	.97	1.10	
Mean	1.06	.03	38.40	.00	1.00	1.11	
High	1.11	.03	33.33	.00	1.04	1.17	

Overall model  $F(3, 796) = 601.40, p < .001, R^2 = .69$  is significant. The interaction between an independent variable and a Moderator was not significant ( $b = .00, t(796) = 1.76, P = .07$ ) indicating that the relationship between motivation and OCB was not moderated by situational factors. For low level, values  $b = 1.04, t(796) = 31.43,$  and  $p = .00$  indicate that 1 unit increase in ability causes an increase of 1.04 points of OCB. For the average level, every 1 unit of ability  $b = 1.06, t(796) = 38.40, p = .00$  increases 1.06 points of OCB. For high level, every 1 unit of ability  $b = 1.11, t(796) = 33.33, p = .00$  increase 1.11 points of OCB.

**Table 5.** Moderation analysis between Role Perception, Situational Factors, and OCB (N=800)

Variables	Organizational Citizenship Behaviour(Y)						
						95%CL	
	B	SE	T	<i>p</i>	LL	UL	
Constant	10.23	1.40	7.30	.00	7.47	12.98	

Role Perception (X)	.78	.06	11.64	.00	.65	.91
Situational Factors(w)	-.32	.07	-4.49	.00	-.46	-.18
X × Y	.00	.00	1.38	.16	-.00	.00
Conditional direct effect of X on Y						
Low	.82	.04	17.88	.00	.73	.91
Mean	.84	.03	21.73	.00	.77	.92
High	.89	.04	20.54	.00	.80	.98

Overall model  $F(3, 796) = 214.22, p < .001, R^2 = .44$  is significant. The interaction between role perception and situational factors was not significant ( $b = .002, t(796) = 3.69, P = .16$ ) indicating that the relationship between role perception and OCB was not moderated by situational factors. For low level, values  $b = .82, t(796) = 17.88, p = .00$  indicate that an increase in role perception causes increment of .82 points of OCB. For the average level, every unit of role perception  $b = .84, t(796) = 21.73, p = .00$  increase .84 points of OCB. For high level, every 1 unit of role perception  $b = .89, t(796) = 20.54, p = .00$  increase .89 points of OCB.

**Table 6.** Moderation analysis between Motivation, Situational Factors, and CWB (N=800)

Variables	Counter Productive Work Behaviours (Y)					95%CL	
	B	SE	t	p	LL	UL	
Constant	30.89	1.57	19.66	.00	27.80	33.97	
Motivation (X)	-.38	.06	-5.61	.00	-.51	-.24	
Situational Factors (w)	.75	.07	9.58	.00	.60	.91	
X × Y	-.00	.00	-2.66	.00	-.01	-.00	
Conditional direct effect of X on Y							
Low	-.47	.04	-11.02	.00	-.55	-.38	
Mean	-.52	.03	-14.99	.00	-.58	-.45	
High	-.62	.04	-13.80	.00	-.71	-.54	

Overall model  $F(3, 796) = 175.47, p < .001, R^2 = .39$  is significant. The interaction between X and M was significant ( $b = -.00, t(796) = -2.66, P = .00$ ) indicating that the relationship between motivation and CWB was moderated by situational factors. For low level, values  $b = -.47, t(796) = -11.02, p = .00$  indicates that an increase in motivation causes a decrease of -.47 points of CWB. For the average level, every 1 unit of motivation  $b = -.52, t(796) = -14.99, p = .00$  causes a decrease of -.52 points of CWB. For high level, an increase of every 1 unit of motivation  $b = -.62, t(796) = -13.80, p = .00$  decrease -.62 points of CWB.

**Table 7.** Moderation analysis between Ability, Situational Factors, and CWB (N=800)

Variables	Counter Productive Work Behaviours (Y)					95%CL	
	B	SE	t	P	LL	UL	
Constant	31.11	1.37	22.63	.00	28.41	33.81	
Ability (X)	-5.71	.06	-9.01	.00	-.69	-.44	
Situational Factors (w)	.85	.07	11.85	.00	.70	.99	
X × Y	-.00	.00	-2.06	.03	-.01	-.00	
Conditional direct effect of X on Y							
Low	-.63	.04	-15.08	.00	-.71	-.54	
Mean	-.66	.03	-18.97	.00	-.73	-.59	
High	-.73	.04	-17.43	.00	-.81	-.65	

Overall model  $F(3, 796) = 234.70, p < .001, R^2 = .46$  is significant. The interaction between ability and situational factors was significant ( $b = -.00, t(796) = -2.06, P = .03$ ) indicating that the relationship between ability and CWB was moderated by situational factors. For low level, values  $b = -.63, t(796) = -15.08, p = .00$  indicate that an increase in ability causes a decrease of -.63 points of CWB. For average level, every 1 unit of ability  $b = -.66, t$



(796) = -18.97,  $p = .00$  decrease -.66 points of CWB. For high level, every 1 unit of ability  $b = -.73$ ,  $t(796) = -17.43$ ,  $p = .00$  decrease -.73 points of CWB.

**Table 8.** Moderation analysis between Role Perception, Situational Factors, and CWB (N=800)

Variables	Counter Productive Work Behaviours (Y)					
					95%CL	
	B	SE	t	P	LL	UL
Constant	28.90	1.43	20.09	.00	26.08	31.72
Role Perception (X)	-.43	.06	-6.30	.00	-.57	-.30
Situational Factors(w)	.82	.07	11.07	.00	.67	.96
X × Y	-.00	.00	-2.06	.03	-.01	-.00
Conditional direct effect of X on Y						
Low	-.49	.04	-10.50	.00	-.59	-.40
Mean	-.53	.04	-13.27	.00	-.61	-.45
High	-.60	.04	-13.49	.00	-.69	-.51

Overall model  $F(3, 796) = 153.71$ ,  $p < .001$ ,  $R^2 = .36$  is significant. The interaction between X and M was significant ( $b = -.00$ ,  $t(796) = -2.06$ ,  $P = .03$ ) indicating that the relationship between role perception and counterproductive work behaviors was moderated by situational factors. For low level, values  $b = -.49$ ,  $t(796) = -10.50$ , and  $p = .00$  indicate that an increase in role perception cause a decrease of -.49 points of CWB. For the average level, every 1 unit of role perception  $b = -.53$ ,  $t(796) = -13.27$ ,  $p = .00$  decrease -.60 points of CWB. For high level, every 1 unit of role perception  $b = -.60$ ,  $t(796) = -13.49$ ,  $p = .00$  decrease -.60 points of CWB.

**Table 9.** Moderation analysis between Motivation, Situational Factors, and Turnover Intention (N=800)

Variables	Turnover Intention (Y)					
					95%CL	
	B	SE	t	p	LL	UL
Constant	37.88	1.21	31.10	.00	35.49	40.27
Motivation (X)	-.31	.05	-5.09	.00	-.41	-.20
Situational Factors (w)	.23	.06	3.86	.00	.11	.35
X × Y	-.00	.00	-2.33	.01	-.01	-.00
Conditional direct effect of X on Y						
Low	-.37	.03	-11.22	.00	-.43	-.30
Mean	-.40	.02	-15.07	.00	-.45	-.35
High	-.47	.03	-13.58	.00	-.54	-.40

Overall model  $F(3, 796) = 89.98$ ,  $p < .001$ ,  $R^2 = .25$  is significant. The interaction between X and M was significant ( $b = -.00$ ,  $t(796) = -2.33$ ,  $P = .01$ ) indicating that the relationship between motivation and turnover intention was moderated by situational factors. For low level, values  $b = -.37$ ,  $t(796) = -11.22$ , and  $p = .00$  indicate that an increase in motivation cause a decrease of -.37 points of turnover intention. For the average level, every unit of motivation  $b = -.40$ ,  $t(796) = -15.07$ ,  $p = .00$  decrease -.40 points of turnover intention. For high level, every 1 unit of motivation  $b = -.47$ ,  $t(796) = -13.58$ ,  $p = .00$  decrease -.47 points of turnover intentions.

**Table 10.** Moderation analysis between Ability, Situational Factors, and Turnover Intention (N=800)

Variables	Turnover Intention (Y)					
					95%CL	
	B	SE	t	P	LL	UL
Constant	38.46	1.13	33.94	.00	36.24	40.69

Ability (X)	-.43	.05	-8.38	.00	-.54	-.32
Situational Factors(w)	.21	.05	3.60	.00	.09	.32
X × Y	-.00	.00	-.46	.64	-.00	.00
Conditional direct effect of X on Y						
Low	-.44	.03	-13.01	.00	-.51	-.38
Mean	-.45	.02	-15.78	.00	-.51	-.39
High	-.46	.03	-13.49	.00	-.53	-.40

Overall model  $F(3, 796) = 91.47, p < .001, R^2 = .25$  is significant. The interaction between X and M was not significant ( $b = -.00, t(796) = -.46, P = .64$ ) indicating that the relationship between ability and turnover intention was not moderated by situational factors. For low level, values  $b = -.44, t(796) = -13.01, \text{ and } p = .00$  indicate that an increase in ability causes a decrease of -.44 points of turnover intention. For average level, every 1 unit of ability  $b = -.45, t(796) = -15.78, p = .00$  decrease -.45 points of turnover intention. For high level, every 1 unit of ability  $b = -.46, t(796) = -13.49, p = .00$  decrease -.46 points of turnover intention.

**Table 11.** Moderation analysis between Role Perception, Situational Factors, and Turnover Intention(N=800)

Variables	Turnover Intention (Y)				95%CL	
	B	SE	T	P	LL	UL
Constant	36.58	1.19	3-.74	.00	34.24	38.91
Role Perception (X)	-.28	.05	-5.03	.00	-.40	-.17
Situational Factors(w)	.14	.06	2.33	.01	.02	.26
X × Y	-.00	.00	-.27	.78	-.00	.00
Conditional direct effect of X on Y						
Low	-.29	.03	-7.52	.00	-.37	-.21
Mean	-.29	.03	-9.02	.00	-.36	-.23
High	-.30	.03	-8.29	.00	-.37	-.23

Overall model  $F(3, 796) = 31.38, p < .001, R^2 = .105$  is significant. However, the interaction between X and M was not significant ( $b = -.00, t(796) = -.27, P = .78$ ) indicating that the relationship between role perception and turnover intention was not moderated by situational factors. For low level, values  $b = -.29, t(796) = -7.52, p = .00$  indicates that an increase in role perception cause a decrease of -.29 points of turnover intention. For the average level, every 1 unit of role perception  $b = -.29, t(796) = -9.02, p = .00$  decrease -.29 points of turnover intention. For high level, every 1 unit of role perception  $b = -.03, t(796) = -8.29, p = .00$  decrease -.30 points of turnover intention.

**Table 12.** Psychometric properties of work-related behaviors assessment battery

Scale	n	M	SD	A	Ω
Motivation	10	21.45	6.68	.87	.87
Ability	10	20.17	7.06	.93	.93
Role Perception	10	19.96	7.23	.94	.94
Situational Factors	10	19.58	8.65	.71	.71
Organizational Citizenship Behavior	10	21.13	7.71	.82	.82
Productive Work Behavior	10	33.88	7.39	.82	.82
Turnover Intention	10	33.37	5.15	.92	.92

The motivation scale shows adequate internal consistency ( $\alpha = .87/\omega = .87$ ). ability scale shows strong internal consistency ( $\alpha = .93/\omega = .93$ ). Situational factors scale (n=10) shows acceptable reliability ( $\alpha = .71/\omega = .71$ ). Organizational citizenship behavior scale (n=10) reliability is ( $\alpha = .82/\omega = .82$ ) which meet the criteria of reliability analysis. Counter-productive work behavior scale (n=10) shows adequate reliability ( $\alpha = .82/\omega = .82$ ). Turnover scale (n=10) reliability analysis shows good results ( $\alpha = .92/\omega = .92$ ). As far role perception scale (n=10) the

reliability analysis shows strong internal consistency. ( $\alpha = .94/\omega = .94$ ). The study utilized SPSS syntax to perform the moderation analysis using the PROCESS macro:

---

\* Load the PROCESS macro.

```
INCLUDE 'path_to_process_macro.sps'.
```

\* Moderation analysis between Motivation, Situational Factors, and OCB.

```
PROCESS VARIABLES = Motivation Situational_Factors OCB
```

```
/MODEL = 1
```

```
/MODVAR = Situational_Factors
```

```
/DV = OCB
```

```
/IV = Motivation
```

```
/BOOT = 5000
```

```
/CENTER = 1
```

```
/STATISTICS = COEFF.
```

\* Moderation analysis between Ability, Situational Factors, and OCB.

```
PROCESS VARIABLES = Ability Situational_Factors OCB
```

```
/MODEL = 1
```

```
/MODVAR = Situational_Factors
```

```
/DV = OCB
```

```
/IV = Ability
```

```
/BOOT = 5000
```

```
/CENTER = 1
```

```
/STATISTICS = COEFF.
```

\* Moderation analysis between Role Perception, Situational Factors, and OCB.

```
PROCESS VARIABLES = Role_Perception Situational_Factors OCB
```

```
/MODEL = 1
```

```
/MODVAR = Situational_Factors
```

```
/DV = OCB
```

```
/IV = Role_Perception
```

```
/BOOT = 5000
```

```
/CENTER = 1
```

```
/STATISTICS = COEFF.
```

\* Moderation analysis between Motivation, Situational Factors, and CWB.

```
PROCESS VARIABLES = Motivation Situational_Factors CWB
```

```
/MODEL = 1
```

```
/MODVAR = Situational_Factors
```

```
/DV = CWB
```

```
/IV = Motivation
```

```
/BOOT = 5000
```

```
/CENTER = 1
```

```
/STATISTICS = COEFF.
```

\* Moderation analysis between Ability, Situational Factors, and CWB.

```
PROCESS VARIABLES = Ability Situational_Factors CWB
```

```
/MODEL = 1
```

```
/MODVAR = Situational_Factors
```

```
/DV = CWB
```

```
/IV = Ability
```

```
/BOOT = 5000
```

```
/CENTER = 1
```

```
/STATISTICS = COEFF.
```

\* Moderation analysis between Role Perception, Situational Factors, and CWB.

PROCESS VARIABLES = Role\_Perception Situational\_Factors CWB

/MODEL = 1

/MODVAR = Situational\_Factors

/DV = CWB

/IV = Role\_Perception

/BOOT = 5000

/CENTER = 1

/STATISTICS = COEFF.

\* Moderation analysis between Motivation, Situational Factors, and Turnover Intention.

PROCESS VARIABLES = Motivation Situational\_Factors Turnover\_Intention

/MODEL = 1

/MODVAR = Situational\_Factors

/DV = Turnover\_Intention

/IV = Motivation

/BOOT = 5000

/CENTER = 1

/STATISTICS = COEFF.

\* Moderation analysis between Ability, Situational Factors, and Turnover Intention.

PROCESS VARIABLES = Ability Situational\_Factors Turnover\_Intention

/MODEL = 1

/MODVAR = Situational\_Factors

/DV = Turnover\_Intention

/IV = Ability

/BOOT = 5000

/CENTER = 1

/STATISTICS = COEFF.

\* Moderation analysis between Role Perception, Situational Factors, and Turnover Intention.

PROCESS VARIABLES = Role\_Perception Situational\_Factors Turnover\_Intention

/MODEL = 1

/MODVAR = Situational\_Factors

/DV = Turnover\_Intention

/IV = Role\_Perception

/BOOT = 5000

/CENTER = 1

/STATISTICS = COEFF.

---

## Discussion:

The current research objective was to investigate the effects of drivers on individual behaviors and to examine the role of situational factors as moderating variables between drivers and behaviors. Data (N=800) was collected by using a quantitative method via a convenient sampling technique. Work-related behaviors assessment battery was used to collect data by systematic procedure and followed ethical considerations. The first hypothesis of the research was to find out the effect of motivation on employee behaviors. Results from the analysis indicated that motivation significantly affects OCB ( $b=.76, p < .01$ ), CWB ( $b = -.38, p < .01$ ), and turnover intention ( $b = -.31, p < .01$ ) due to which we accept the hypothesis. The results are consistent with those of [23], who examined the relationship between organizational citizenship behavior (OCB) and motivation in detail. Their findings indicate that motivated employees are more likely to engage in OCB. [24] explained that CWB is mostly related to the avoidant type of motivation however current research explains a negative relationship between motivation and OCB. [25] also supported the current research findings. In their article "Relationship between

motivation and turnover intention,” they find the reverse relationship between these two variables, and regression analysis depicts motivation as a significant predictor of turnover intention which is similar to the current results.

The second hypothesis of the current research was to find out the effects of ability on employee behaviors. Results from analysis indicate that ability significantly affects OCB ( $b=1.00, p < .01$ ), CWB ( $b= -5.71, p < .01$ ), and turnover intention ( $b= -.43, p < .01$ ) due to which we accept the hypothesis. [22] reported similar findings in their research that competencies have a positive effect on OCB. The findings of earlier studies by [26], [27], and [28] indicate that competence has a major and favorable impact on OCB. [29] also reported similar findings that emotional competencies significantly affect CWB. [30] conducted research on nurse managers’ competencies as significant predictors of turnover intention. Their research finding explains that competencies significantly affect turnover intention. According to a study on competencies and organizational citizenship behavior conducted by management teachers, competencies and organizational citizenship behavior are positively correlated [31]. According to [32], there are strong and positive correlations between organizational commitment and corporate citizenship practices.

The third hypothesis of the research was to find the effect of role perception on employee behaviors. Results findings explain that role perception has a significant effect on OCB ( $b= .78, p < .01$ ), CWB ( $b= -.43, p < .01$ ), and turnover intention ( $b= -.28, p < .01$ ) due to which hypothesis is accepted. [33] reported similar findings that OCB functions in a way that how broadly individual defines their responsibilities (role definitions). One should know which role they have to play in the organization. [10] reported a similar statement that how employee gives meaning to their roles has a significant effect on how they behave in the organization. Some researchers argue that role perception influences individual performance with collaborative behaviors means two or more parties work together to achieve the same benefits [34]. Role perception is the least explored field in relation to behaviours that’s why limited findings are available to support the results.

The fourth hypothesis of the research is to find situational factors as moderating variables between drivers and individual behaviors. Results of the current research indicate that situational factors significantly moderate the relationship between motivation and OCB but fail to moderate the relationship between ability OCB and role perception-OCB. Situational factors significantly moderate the relationship between motivation-CWB, ability-CWB, and role perception-CWB. Situational factors significantly moderate the relationship between motivation and turnover intention but fail to moderate the relationship between ability and turnover intention similar to role perception and turnover intention. Contrary somehow similar results were reported by [2] in his article where they also reported the impact of motivation, ability, and role perception on performance and situational factors as moderating variables.

### **Limitations and suggestions:**

The focus of the current research was limited to a few industries and organizations. As this region is a highly populated area, there is a great deal of diversity. All of these factors are prone to be different in different regions due to different organizational cultures and values. As the scale consisted of 70 items, it took a minimum of an hour to complete the questionnaire which was hard for most of the employees during their shift. A lot of employees failed to participate in the research due to the language barrier even though the battery is bilingual. The time to complete this research was limited so it was hard to read the questionnaire for those employees and mark their responses. This region promotes experience over education due to which a lot of skilled employees who are playing important roles in the organizations with their experience failed to participate in the research due to which we selected convenient sampling. The inadequate representativeness of convenience sampling is one of its main limitations. The sample may not fairly represent the demographics or features of the full population because it



is taken from a conveniently available subset of the population rather than being chosen through a random procedure.

Organizations and industries should accept and promote research over time so their employees understand the importance of their participation. A mixed-method approach should be used in the future to include the verbatims of those who failed to participate due to language fluency.

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