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ROLE OF INTRINSIC MOTIVATION: QUALITATIVE JOB INSECURITY AND EMPLOYEE EXTRA-ROLE PERFORMANCE

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ABSTRACT

The study attempts to explore the mediating mechanism of intrinsic motivation in the relationship between qualitative job insecurity and extra- role performance. Data from 403 employees working in information technology organizations operating in India sampled using convenience sampling technique were collected through a structured questionnaire survey and subjected to analysis using structural equation modelling (SEM). The study employs a descriptive research design for testing the proposed relational hypotheses. The results of SEM indicate that there is a significantly positive relationship between qualitative job insecurity and extra-role performances, which are mediated by intrinsic motivation partially. The moderating role of employee optimism in the relationship between qualitative job insecurity and intrinsic motivation has been established. The study contributes to qualitative job insecurity research and establishes the importance of employee optimism and intrinsic motivation in reinforcing employees' attention towards job and organizational goals.

KEYWORDS: Qualitative job insecurity, intrinsic motivation, extra-role performance.

INTRODUCTION

These days a job not only means being employed rather it deals with various valuable job aspects that makes a job attractive (Jena and Nayak, 2024; Pattnaik and Sahoo, 2021; Lambert and Pasha-Zaidi, 2019). So, the impact of QLJIS is expected to be more proximal on employees' work performance (Chirumbolo, 2020). The study recognizes QLJIS as a challenge stressor that enhances activeness, thus fulfilling the need to study the beneficial impact of QLJIS on employee performance (Muñoz Medina *et al.*, 2023). It identifies the immediate reaction of employees to handle the negative impact of QLJIS by showing EP (Stynen *et al.*, 2015), thus adding firm knowledge to the core concepts of employee performance (Pattnaik and Sahoo, 2023). EP is the pro-social behavior, where employees give extra efforts by adopting discretionary work attitudes that are beyond the job roles (MacKenzie *et al.*, 1998).

QLJIS can influence employees who value job features rather than just being employed (Fischmann *et al.*, 2018). So, the study considered millennial generation employees born between 1980 and 2000 (Pasko *et al.*, 2021) as they are developmental-oriented and seek valuable aspects of jobs (Jena and Nayak, 2023; Pant and Venkateswaran, 2019). Additionally, attention to service industry such as information technology (IT) has been made as in such industries, employees directly deal with clients and their work attitudes influence organizational efficiency and reputation. Therefore, the study adopts intrinsic motivation (IM) as a mediating variable in the relationship between QLJIS and EP as the impact of job stressor on employees' performance is generally mediated by work attitudes (Podsakoff *et al.*, 2007). IM is considered as a vital personal resource for predicting employee performance (Wang *et al.*, 2019). It supports people during challenging times by motivating them to use their capabilities (Ryan and Deci, 2000).

Development of hypotheses

Qualitative job insecurity and extra-role performance

The association between QLJIS and EP can be supported by job preservation motivation theory (Shoss, 2017). According to the theory, employees adopt strategies to perform the work efficiently for displaying their credentials in an organization when confronted with the risk of losing any valuable job features. Such performance helps build up a beneficial workplace image for the employees and aids in securing job features. Challenges, such as QLJIS drives EP by outdoing one's performance often beyond the work roles for establishing oneself and displaying one's value in an organization. Employees consider efforts as an effective tactic for creating self-worth, gaining management attention and proving oneself as the best performer (Huang *et al.*, 2013; Shoss *et al.*, 2022; Pattnaik and Sahoo, 2020). Exhibiting volunteering behavior through EP without any obvious rewards serves as a self-correcting mechanism that attracts organizational appreciation and saves job features by forming stronger impression for employees in long run (Jawahar and Ferris, 2011; Astarlioglu *et al.*, 2011; Feather and Rauter, 2004). Hence, it can be hypothesized that:

H1: There is a positive association between QLJIS and EP.

Qualitative job insecurity and intrinsic motivation

Employee motivation occurs for getting rewards or avoiding punishments (Meyer *et al.*, 2004). The association between QLJIS and IM can be established on Lazarus and Folkman's (1984) stress and coping framework, where employees get motivated to handle any adverse situation for overcoming the negative impact of job stressors (Lam *et al.*, 2015). Moreover, IM is associated with challenges (Ghosh *et al.*, 2020), where employees display coping attitudes rather than getting affected by job stressors (Lazarus and Folkman, 1984; Selenko *et al.*, 2013). The framework supports coping as a form of adjustment in stressful situations. Such behavioral initiatives can act as a shield against the

negative impacts of QLJIS by maintaining emotional stability and nurturing problem-solving attitudes during adverse situations among employees (Cheng et al., 2014; Gilboa et al., 2013; Probst et al., 2007; Staufenbiel and König, 2010). So, based on the above theoretical support the following hypothesis has been framed:

H2: There is a positive association between QLJIS and IM.

Intrinsic motivation and extra-role performance

According to stress and coping framework of Lazarus and Folkman (1984), employees react differently to the same stressor. So, QLJIS can be considered as a hindrance or challenge stressor based on individual's reaction (De Cuyper et al., 2020; Nikolova et al., 2022). As millennial employees accept challenges (Kodagoda and Deheragoda, 2021), it is quite possible that QLJIS can foster IM among them who try to alter the negative impact of QLJIS by showing EP (Wang, 2010). Through extra-role performance, employees display the extent to which they attempt to fulfill their job requirements. IM encourages employees to go beyond the job roles regardless of the external rewards as such performances and contributions are often highly recognized by organizations and is useful for saving valuable job features in long-run (Meyer *et al.*, 2014). So, based on above literature support it can be hypothesized that:

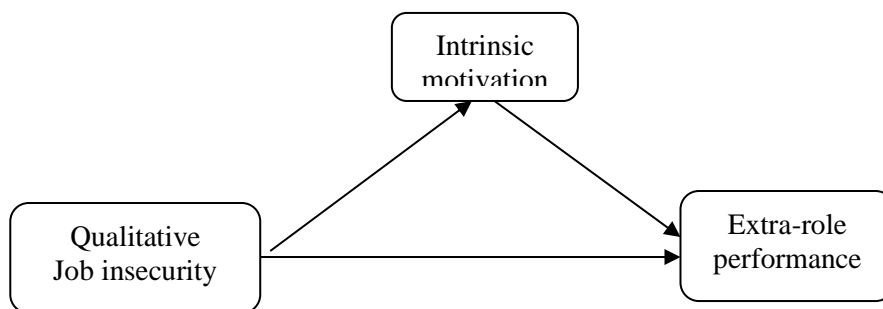
H3: There is a positive association between IM and EP.

Qualitative job insecurity and intrinsic motivation and extra-role performance

Based on stress and coping framework of Lazarus and Folkman (1984), it can be proposed that employees are intrinsically motivated when confronted with QLJIS, thereby improving their job performance. So, employees urge to secure the valuable features of job improves IM, stifles the negative impact of QLJIS and converts it into eustress, leading EP. IM is linked to coping mechanisms where workers instead of being impacted by work-related stressors attempt to deal with it (Lazarus and Folkman, 1984; Selenko et al., 2013). By preserving emotional stability and encouraging problem-solving behaviors in the face of adversity, such behavioral initiatives can serve as a buffer against the detrimental effects of QLJIS on employees. It's feasible that QLJIS can encourage instant messaging among those who attempt to mitigate its detrimental effects by displaying EP (Wang, 2010). Employees demonstrate how hard they try to meet employment criteria by extra-role performance. Regardless of the external rewards, IM encourages employees to go above and beyond the call of duty because their contributions and performances are frequently highly valued by businesses and can help preserve valuable job features over time. So, based on above literature support the following hypothesis has been framed:

H4: IM acts as a mediating variable in the relationship between QLJIS and EP.

Figure 1. Conceptual Model



METHODS

Sample and procedure

Descriptive research design and cross-sectional data were used in the study. Data were collected from managerial and non-managerial employees working in IT organizations operating in India through self-administered structural questionnaires. The minimum sample size for the study was determined by following the guidelines of Hair *et al.* (2010), which requires at least 10 responses for each item for using structural equation modelling (SEM) technique. SEM is a multi-variate statistical technique consisting of two phases such as measurement model (CFA) and structural model. In the measurement model, the factor structure (relationship between the latent variables and their respective reflective indicators) of the latent variables has been examined through factor loading values and fit indices. The reliability and validity of the latent constructs used in the study have also been verified in this phase. After examining the factor structures of the latent variables in question, the relationship between the latent constructs have been tested through structural model. For testing the hypotheses proposed for the study model, bootstrap replicates have been used for estimating the direct and indirect effects.

Measures

Well-established pre-existing questionnaire for all the variables with 5-point Likert scale was employed in the study. The details of the items are given in Table 2.

Qualitative job insecurity (QLJIS): QLJIS was measured by a 4-item scale developed by (Hellgren *et al.*, 1999) through a five-point Likert scale. One sample item of the scale is: “My future career opportunities in the *organization* are favorable”.

Intrinsic motivation (IM): For measuring the variable IM, a 3-item scale developed by Gagné *et al.* (2015) was adopted. The responses of the respondents were recorded through a five-point Likert scale. One sample item of the scale is: “...what I do in my work is exciting”.

Extra-role performance (EP): The variable EP was measured by using a 6-item scale developed Kehoe and Wright (2013) through five-point Likert scale. One sample item is: “I willingly share my expertise with my co-workers”.

Common method bias (CMB)

CMB is a problem where data are collected by self-reporting responses such as a questionnaire. To avoid CMB, the study followed time lag technique of 10 days between the variables to maintain temporal separation as recommended by Podsakoff *et al.* (2003). Next, the anonymity and confidentiality of all the participants are maintained. The participants are informed that the study aims to fulfil academic needs and there is no correct or incorrect answer for any question. To examine the absence of CMB statistically, Harman’s single factor method is used. The variance of the single factor extracted without any rotation is 36 %, which is less than the recommended 50%. Hence, our data do not suffer from CMB.

RESULTS

From a total of 800 questionnaires that were sent, 413 were returned and 403 were found usable. The response rate is 50.3%. Gender-wise, respondents consist of 67.9% males and 32.1% females. 23.3% of the respondents are having 0-3 years of work experience, and 38.6%, 26.7% and 11.4% of the respondents are having 3–7 years, 7– 10 years, and more than 10 years of work experience in the present organization respectively. Likewise, 59.9%, 36.2% and 3.9% of the respondents have bachelor, master, and doctorate degree respectively. Similarly, 28.4% of respondents are at junior level, 44.3% at middle level, and 27.3% at senior levels respectively.

The measurement model is examined using confirmatory factor analysis (CFA) and the hypotheses are verified through structural equation modelling (SEM). The analysis is carried out with a 95% of confidence level, i.e. at 5 % level of significance. The mean, standard deviation, correlation matrix and square root of average variance extracted (AVE) [for establishing discriminant validity] are presented in Table 1. Co-relation shows the strength of association between the variables and is a necessary criterion for conducting regression analysis.

Table 1. Mean, standard deviation and correlation matrix (along with square root of average variance explained- AVE)

Variable	N	Mean	Std. Deviation	QLJIS	IM	EP
QLJIS	403	3.434	0.63734	0.732#		
IM	403	2.998	0.68731	0.324**	0.879#	
EP	403	2.867	0.54670	0.473*	0.124*	0.723#

Notes: # Square root of AVE; *p-value <0.05; **p-value<0.01; QLJIS= Qualitative job insecurity; IM= Intrinsic motivation; EP= Extra-role performance

Measurement model assessment

The pooled measurement model consisting of the three variables QLJIS, IM and EP are assessed for scale validity. The factor loadings of most of the items of each of the variables are above the desirable cut-off value of 0.7 and the rest few are above the minimum cut-off value of 0.5 (Comrey and Lee, 1992). The values of fit-indices are within the acceptable range as recommended by Hair et al. (2010) [$\chi^2/df = 1.74 (<3)$, normed fit index (NFI) = 0.911 (>0.90), Tucker-Lewis index (TLI) = 0.949 (>0.90), comparative fit index (CFI) = 0.949 (>0.90), and root mean square error of approximation (RMSEA) = 0.039 (<0.07)].

Cronbach alpha and construct reliability are calculated for identifying the reliability of all the constructs. Table 2 shows the factor loadings of all the items, Cronbach alpha values, Average variance extracted (AVE) and construct reliability (CR). Convergent and discriminant validities are examined to establish construct validity through the AVE values that are above 0.50 (Fornell and Larcker, 1981) and CR and Cronbach alpha values of all the variables are above 0.7 (Fornell and Larcker, 1981; Nunnally, 1978).

Table 2: Results for convergent validity and construct reliability (CR)

Factors and items	Standardized factorloadings	Cronbach's α	AVE	CR
Qualitative job insecurity		0.824	0.536	0.822
QLJIS1: My future career opportunities in the organization are favorable.	0.708			
QLJIS2: I feel that the organization can provide me with stimulating job content in the near future.	0.694			
QLJIS3: I believe that the organization will need my competence also in the future.	0.772			
QLJIS4: My pay development in this organization is promising.	0.752			
Intrinsic motivation		0.910	0.773	0.911
Why do you or would you put efforts into your current job?				
IM1: Because I have fun doing my job.	0.870			
IM2: Because what I do in my work is exciting.	0.878			
IM3: Because the work I do is interesting	0.889			
Extra-role performance		0.866	0.524	0.868
EP1: I provide constructive suggestions about how my department can improve its effectiveness.	0.774			
EP2: For issues that may have serious consequences, I express my opinions honestly even when others may disagree	0.741			
EP3: I "touch-base" with my co-workers before initiating actions	0.713			

that might affect them				
EP4: I encourage others to try new and effective ways of doing their job.	0.731			
EP5: I help others who have large amounts of work.	0.665			
EP6: I willingly share my expertise with my co-workers.	0.716			

Notes: QLJIS= Qualitative job insecurity; IM= Intrinsic motivation; EP= Extra-role performance

Testing of hypotheses

Structural model assessment for testing the hypotheses with 5000 bootstrapping replicates with a bias-corrected bootstrap confidence level of 95%. The values of fit-indices falls within the acceptable range as suggested by Hair et al (2010) [$\chi^2/df = 1.64 (<3)$, normed fit index (NFI) = 0.918 (>0.90), Tucker Lewis index (TLI) = 0.929 (>0.90), comparative fit index (CFI) = 0.932 (>0.90), and root mean square error of approximation (RMSEA) = 0.039 (<0.07)]. The direct effects of QLJIS on EP is found to be positive and significant ($\beta = 0.149$; $p\text{-value} < 0.01$), accepting H1. Similarly, the indirect effect of QLJIS on EP through IM is also found to be positive and significant ($\beta = 0.101$; $p\text{ value} < 0.01$), supporting H2, H3 and H4. The results show partial mediation in the relationship between QLJIS and EP. The results of path analysis are shown in Table 3.

Table 3. Path analysis

Path	Direct effect	Indirect effect	Remarks
QLJIS \longrightarrow EP	0.149**		H1 Supported
QLJIS \longrightarrow IM	0.325**		H2 Supported
IM \longrightarrow EP	0.311*		H3 Supported
QLJIS \longrightarrow IM \longrightarrow EP		0.101**	H4 Supported

Notes: * $p < 0.05$; ** $p < 0.01$; QLJIS= Qualitative job insecurity; IM= Intrinsic motivation; EP= Extra-role performance

DISCUSSION

The study supports QLJIS, though often associated with negative employee-related work behavior can also be a source of eustress and motivate employees, leading EP (Huang et al., 2013; Probst et al., 2007). This is related with the theoretical backing governing the study that are stress and coping framework and job preservation motivation theory. The study is a respond for the calls to give attention

for further research in the field on QLJIS on employee work attitudes (Fischmann et al., 2018; De Witte et al., 2012; Chirumbolo et al., 2020; Nikolova et al., 2022; Piccoli et al., 2017; Shoss, 2017; Shoss et al., 2022). It shows how adversity or stress can propagate positive work-related outcomes by making employees more active (Dahiya, 2022). It gives attention to intra-individual moderating factor and fills the research gap for recognizing measure to seize the harmful effects of QLJIS (Darvishmotevali and Ali, 2020; Shin and Hur, 2021; Schumacher et al., 2021).

The results of the study deviate from previous literature that identifies QLJIS negative impact on employees' performance (Callea et al., 2019; Chirumbolo et al., 2020). The reason may be related with the sample of our research study that is millennial employees. This generation have self-confidence, trust their abilities and, therefore, ready to accept job challenges (Kodagoda and Deheragoda, 2021). So, they consider QLJIS as a challenge stressor rather than hindrance stressor, which incites behavioral changes, such as IM, leading to EP. Through EP, employees show preparedness to maintain the preferred job conditions even in the future. EP is identified as the function of stress where employees show vigilant responses through discretionary work attitudes to maintain job features in long run during sub-optimal job situations (Stynen et al., 2015; Porath and Erez 2007).

Implications for theory and practice

The study makes contributions in the field of job insecurity literature. It demarcates the theoretical conditions and trajectories acting as the mechanism for associating prospective benefits with QLJIS, thus showing it as a eustress. It shows how QLJIS can motivate self-correcting mechanism among employees, thus finding ways to understand the constructive outcomes of QLJIS on employee performance and work attitudes (Shoss et al., 2022; Lee et al., 2018). It further contributes to comprehend how QLJIS facilitates IM with the backing of stress and coping and job preservation motivation theories.

The findings of the study have beneficial implications for managers. Managers can implement QLJIS as a challenge stressor for fostering IM that can make employees active and regulate desirable work behaviors. QLJIS helps trigger proactive participation of employees that serves achieving job requirements and organizational objectives. But it should be noted that such strategy can only be applicable for the employees who give priority to the valuable job features rather being just employed. Managerial support should be given to those employees who display IM. The study is beneficial to employees and organizations.

Limitations of the study and future research recommendations

From the findings of the study the following limitations can be interpreted. First, the study is cross-sectional research. So, longitudinal study is required for gaining more accurate and reliable date.

Second, the findings are based on self-reporting data. So, authentic information can be generated by managerial reporting. Third, the study adopted time lag technique for avoiding CMB. So, future research can adopt other techniques including time lag technique as suggested by Podsakoff et al. (2003). Fourth, the study is conducted for the employees in IT industry, so generalizability of the findings requires other industries.

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