

Intrinsic and Extrinsic Motivation, Job Satisfaction, and Performance: A Mediation Role of Employee Retention in Indian Organized Retail

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Abstract: The retail sector in India has become increasingly dynamic in recent years. According to the Boston Consulting Group, India's retail market would be worth US\$2 trillion by 2032. Under this backdrop, the significance of employee retention for ensuring long-term competitiveness cannot be ignored. This study examines the empirical relationship of intrinsic and extrinsic motivation with job satisfaction among Indian organized retail industry employees. The study also investigates the mediation role of employee retention between the relationship of job satisfaction and employee performance. A 310 sample of respondents was chosen using the purposive sampling method. Structured close-ended statements were used in the study's questionnaire. Demographic profile, a reliability test, a validity test, and SEM were all included in the data analysis. Results shows that both intrinsic and extrinsic factors are responsible for maximizing satisfaction among employees in retail sector. Further, a positive and statistically significant mediating effect of employee retention was observed between the relationship of job satisfaction and employee performance. On the basis of these findings, suggestions were made for ensuring employee retention in the retail sector.

Keywords: Employee Retention, Smart PLS-SEM, Intrinsic and Extrinsic Motivation, Work Satisfaction, Job Performance, Organized Retail Sector

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