

IMPACT OF JOB SATISFACTION ON TURNOVER INTENTIONS - A COMPARATIVE STUDY OF COLLEGE TEACHERS OF PROFESSIONAL AND NON PROFESSIONAL INSTITUTIONS IN PUNJAB

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Abstract:

Purpose - The present study has been conducted to find out the level of Job Satisfaction among the College Teachers of Professional and Non- Professional Institution in Punjab and to present their Comparative Position regarding the impact of Job Satisfaction level on their Turnover Intentions.

Design/Methodology/Approach - To fulfill the objectives of the study, 516 College Teachers (258 college teachers from Professional Institutions and 258 College teachers from Non-Professional Institution in Punjab) from representative 5 districts (i.e., Amritsar, Bathinda, Jalandhar, Patiala, Ropar) out of 22 districts of Punjab were selected to constitute the sample. Information from selected College Teachers was collected through a questionnaire. The data was further analysed by using statistical techniques.

Findings - The College Teachers of both Professional and Non-Professional Institutions in Punjab were found to be approaching high degree of satisfaction but College Teachers of Non-Professional Institutions are having an edge over College Teachers of Professional Institutions. Moreover, there exists a significant negative correlation between Job Satisfaction and Turnover intentions of College Teachers of both Professional and Non-Professional Institutions of Punjab.

Originality/Value: The Paper recognizes the importance of teaching fraternity in improving the educational level of the society and furthering the overall interest of society.

Key Words: Job Satisfaction, Professional Institutions, Non - Professional Institutions, Measurement of Turnover Intentions.

I. INTRODUCTION

Higher education system in India has diversified and extended its reach and coverage over the years quite significantly. In its size and diversity, India has the third largest higher education system in the world, next only to China and the United States. Since independence, the growth has been very impressive; the number of universities (as on 31st March 2010) has increased to 533, the number of colleges to 25951, the number of students enrolled in higher education is 13.6 million (which is 7.2% of total population and the number of Teachers in Institutions of Higher Education is 5.89 lakhs (Annual Report, UGC, 2012)⁵.

As far as the state of Punjab is concerned, the state has been ranked 7th amongst the all Indian States in terms of education. There are 569 colleges and 11 universities which are providing Higher education in Punjab.

A. Problem statement

Although, India possesses a highly developed education system to cater the requirements of its human resources but to achieve the objectives of national importance it is the well being of human resources involved in the education system i.e. the teachers that matters the most. The satisfied lot of teachers can contribute a lot towards the achievement of goals of national importance.

The main purpose of the study was to explore the job satisfaction level among college teachers of Professional and Non- Professional institutions in Punjab and to present a comparative picture regarding the impact of Job satisfaction level on their Turnover Intentions.

B. Meaning of Job Satisfaction

Job satisfaction describes how content an individual is with his or her job. Job satisfaction is an attitude, which results from the experiences of an employee from his job. It is an individual's feeling or state of mind.

Job satisfaction has been the subject of research at least since the Hawthorne studies of the 1920s, hence has been defined differently by the various researchers. Job satisfaction is defined as the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976 p. 1300)⁶. Smith (1969)⁹ perceived job satisfaction as the "extent to which an employee expresses a positive orientation towards a job". Job satisfaction has also been defined as a pleasurable Emotional state resulting from the appraisal of one's job, an affective reaction to one's job and an attitude towards One's job (Brief, 1998)². It is a generalized affective orientation to all aspects of the job.

Job satisfaction is a multi-pronged concept .The source of job satisfaction is not only the job; it also emanates from the business environment, government policies, working environment, supervision style, interpersonal relationship, and organizational culture and personality factors.

C. Professional and Non-Professional Institutions

In the state of Punjab, Higher education is provided by both Professional and Non-professional Institutions. Educational Institutions imparting professional education are termed as professional institution. At the same time, there are certain educational institution which are imparting, both General and Professional education. In such institution, if two

third of students are getting professional education then such educational institutions will be termed as professional institution. All other higher educational institution will be termed as Non professional Institution.

II. REVIEW OF LITERATURE

Various studies conducted in the past have concluded that Job satisfaction of college teachers is influenced by various intrinsic as well as extrinsic factors. Bhuyan and Choudhary (2003)¹ found out that there was a significant difference in the job satisfaction level of male and female teachers. Gautam et al, (2008)³ measured Moderate Job Satisfaction among faculty members. Moreover Younger faculty members were found to be more satisfied as compared to those with longer service although the relationship was not linear. The study conducted by Ch'ng et al, (2010)⁴ shows that management support, salary and promotion opportunities are significant in determining the Job Satisfaction level of College Teachers. Singh (2012)⁸ asserted that there is a significant difference in Job Satisfaction among college teachers with regard to gender in self financing institutions. There are only a few studies that have linked organizational climate and job satisfaction level to the Turnover Intentions of college teachers. Wong Ting-hong (1989)¹¹, in his study concluded that Dissatisfaction with the nature of the job and with the social prestige of Teachers were found to be significant predictors of Teachers' intention to leave the teaching profession, while dissatisfaction with the school principal and promotional opportunities were significantly related to intention to change school. The results of the study conducted by Olasumbo and toyin (2004)⁷ concluded there was a statistically significant ($p>0.05$) influence of work-family conflict, and Job Satisfaction on labour Turnover intentions among lecturers of Olabisi Onabanjo University, Nigeria. Walker, Garton and Kitchel (2004)¹⁰ in their study concluded that Teachers leaving the profession were relatively satisfied but were leaving the profession for opportunities/Job Satisfaction aspects that they could not receive through teaching. So there are contradictory view as concluded in the earlier studies.

A. Need and Significance of the Present Study:

Performance of Individual employees at work is an important factor in organizational growth. A satisfied workforce is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional in businesses, damaging their financial performance. They endanger the very existence of their organizations, jeopardizing the creation of national wealth in the long run.

The Present study will help the organizations in controlling such factors which are causing dissatisfaction and thus will help in enhancing the quality, performance and retention of their workforce.

III. OBJECTIVES OF THE STUDY

The present study has been carried out with a basic mission to explore the Job Satisfaction level among college teachers of Professional and Non- Professional institutions in Punjab and to present their comparative position as regards the impact of Job Satisfaction level on their Turnover Intentions.

More specifically, the following are the objectives of the study:

1. To assess the Job Satisfaction level of college teachers of Professional and Non-professional institutions in Punjab.
2. To determine Turnover Intentions of College teacher's of Professional and Non-Professional Institutions in Punjab.
3. To explore the relationship between the Job Satisfaction level and the Turnover Intentions of college Teachers of Professional and Non-Professional Institutions in Punjab and present their comparative position.

A. Formulation of Hypotheses:

On the basis of objectives of the study, following null hypotheses have been formulated for the purpose of the study-

1. There is no difference between Job Satisfaction level of College Teachers of Professional and Non-Professional Institutions in Punjab.
2. There is no difference between Turnover Intentions of College Teachers of Professional and Non-Professional Institutions in Punjab.
3. There is no relationship between Job Satisfaction and Turnover Intentions of College Teachers of Professional and Non-Professional Institutions in Punjab.

These null hypotheses have been tested in the analysis part of the paper.

B. Methodology of the Study

The sample for the present study has been selected from five districts (out of 22 districts in the state of Punjab) i.e. Amritsar, Jalandhar, Ropar, Patiala and Bathinda so as to represent the whole population of the study. As the research is exploratory in nature, the non-probability sampling technique is used to select the sample. For the purpose of the study, 516 college Teachers (i.e. 258 college Teachers each from professional and Non - Professional Institutions) have constituted the sample. Around 50 teachers have been selected from each district.

Data for the purpose of this study was collected through questionnaire, based on Minnesota Job Satisfaction Questionnaire, so as to measure job satisfaction in 20 facets. The 5 point likert scale is used to record the responses of teachers to the various aspects of Job satisfaction.

To measure the turnover intentions of College Teachers, Three items turnover intention scale adopted from Michigan organizational assessment questionnaire (cummann et al. 1979) has been used.

The data so collected was analyzed with the help of Graph Pad Prism software by applying various statistical measures like frequency count, Means, standard deviations, two way ANOVAs tests, correlation measure and P value.

C. Limitations of the Study

The present study has mainly stressed upon finding out the job satisfaction level of college teachers in relation to the intrinsic and extrinsic factors related to work place and their intentions to leave the organization. There may be various other factors which can affect the job satisfaction level and Turnover intentions of college teachers like age, gender, educational level of educators, location of the institution,

A. *Job Satisfaction Level among College Teachers of Professional and Non-Professional Institutions in Punjab:*

The main objective of the study is to measure and compare the Job Satisfaction level of College Teachers of Professional and Non-Professional Institutions. As already stated, Job satisfaction of College Teachers has been measured on twenty dimension scale of Minnesota Job Satisfaction questionnaire. The results of the data collected have been presented in the following table 4.1.1.1:

psychological factors, family conditions, overall general conditions prevailing in the society etc. Moreover, data has been collected from the individual teachers and the responses to the questions depend upon the perceptions of those individual teachers.

IV. FINDINGS OF THE STUDY

The main findings of the study can be enumerated as below:

Table 4.1.1.1: Measurement of Job Satisfaction level of college teachers of Professional and Non-Professional College Teachers:

Sr. no.	Sub Scale	Professional College Teachers		Non-Professional College Teachers		Total	
		N	Mean Response	N	Mean Response	N	Mean Response
1	The chance to work alone on the job (Independence)	258	3.58	258	3.39	516	3.48
2	The chance to do different things from time to time (Variety)	258	3.14	258	3.89	516	3.52
3	The chance to be 'somebody' in the community (Social Status)	258	3.41	258	3.79	516	3.60
4	The way my boss handles his/her employees (Supervision)	258	3.69	258	3.89	516	3.79
5	The competence of my supervisor in making decisions (Supervision – Technical).	258	3.91	258	3.55	516	3.73
6	Being able to do things that don't go against my conscience.(moral values)	258	3.19	258	3.73	516	3.46
7	The way my job provides for steady employment.(Security)	258	3.29	258	3.63	516	3.46
8	The chance to do things for other people. (social service)	258	3.23	258	4.00	516	3.62
9	The chance to tell people what to do. (Authority)	258	3.96	258	3.89	516	3.92
10	The chance to do something that makes use of my abilities. (Ability Utilization)	258	4.02	258	3.95	516	3.98
11	The way company policies are put into practice. (Company policies and practices)	258	3.17	258	3.57	516	3.37
12	My pay and the amount of work I do. (Compensation)	258	3.24	258	3.82	516	3.53
13	The chances of advancement on this job.(Advancement)	258	3.48	258	3.42	516	3.45
14	The freedom to use my own judgment. (Responsibility)	258	3.51	258	3.59	516	3.54
15	The chance to try my own methods of doing the job. (Creativity)	258	3.15	258	3.76	516	3.46
16	The working conditions.(Working conditions)	258	3.29	258	3.82	516	3.55
17	The way my co-worker gets along with each other. (co-worker)	258	3.54	258	3.86	516	3.70
18	The praise I get for doing a good job. (Recognition)	258	3.76	258	3.32	516	3.54
19	The feeling of accomplishment I get from the job.(Achievement)	258	3.36	258	3.82	516	3.59
20	Being able to keep busy all the time. (Activity)	258	3.91	258	3.76	516	3.84
	Total	258	69.81	258	74.48	516	72.14

As per the criteria, Job Satisfaction score ranging from 25 to 75 is termed as having moderate Job Satisfaction. As the above table 4.1.1.1 depicts, the overall Job Satisfaction score of College Teachers of Professional Institutions is 69.81 whereas the overall Job Satisfaction score of College Teachers of Non-Professional Institutions is 74.48. The overall Job Satisfaction score of both types of College Teachers falls in the moderate level of Job Satisfaction category. The table further shows that the factors for which College Teachers of Professional Institutions in Punjab feels low are somewhat different from that of College Teachers of Non-Professional institutions in Punjab. The factors regarding which their mean score of Job Satisfaction level of College Teachers of professional institutions are having very low level of Job Satisfaction include variety of work involved in the job,

B. Testing of Hypotheses 1

The following table 4.1.2.1 has been drawn to present a consolidated comparative picture of Job Satisfaction level of College Teachers of Professional and non-Professional Institutions.

Table 4.1.2.1.: Comparison of Overall Job Satisfaction Level among College Teachers of Professional and Non-Professional Institutions in Punjab

Sr. No.	Type of Institution	No. of College Teachers	Mean	Std. Dev.	F Ratio	Significance
1.	Professional Institutions	258	69.81	8.71	1.25	P=0.0349, alpha<0.05, significant
2.	Non-professional Institutions	258	74.48	9.21		

Job Satisfaction levels among College Teachers of Professional and Non-Professional institutions, despite being in the category of moderate level of Job Satisfaction, approaches to the higher Job Satisfaction category. Moreover, from the table, it is evident that College Teachers of Non-Professional Institutions enjoy better level of Job Satisfaction level as compare to their counterparts in Professional Institutions.

The tabulated value of F = 1.23 at Alpha =0.05 for the degree of freedom of 257 for both numerator as well as denominator is less than the computed value of F= 1.25. Hence the difference between the mean score of overall Job Satisfaction among College Teachers of Professional and Non-Professional Institutions is significant.

Hence, First Null hypothesis is rejected and there is a significant difference between the Job satisfaction level of College Teachers of Professional and Non-Professional Institutions in Punjab.

C. Turnover Intentions of College Teachers:

To measure the turnover intentions of College Teachers, Three items turnover intention scale adopted from Michigan

organizational assessment questionnaire (cummann et al. 1979) was used to measure Turnover intentions.

D. Testing of Hypotheses 2

On this scale, the mean Turnover intention score for College Teachers of Professional Institutions was 9.434 and that for Non-Professional Institutions was 9.26. College Teachers of Professional institutions were more inclined to change the institution or profession. Hence the second null hypothesis which assumes no difference between Turnover Intentions of College Teachers of Professional and Non-Professional Institutions is rejected.

E. Job Satisfaction and Turnover Intentions

To see the impact of the impact of Job Satisfaction of College Teachers on their Turnover intentions, Turnover intentions of College Teachers were measured trough set of questions and put on comparison with the level of Job Satisfaction of College Teachers of both types of Institutions. The following table 4.1.4.1 depicts the comparative position regarding correlation between Turnover intentions and overall Job Satisfaction level in case of College Teachers of both types of Institutions.

Table 4.1.4.1.: Pearson Correlations between Job Satisfaction and Turnover Intention of College Teachers

Job Satisfaction	Turnover intentions					
	Professional Colleges		Non-Professional Colleges		Total	
	Pearson	Sig(2 tailed)	Pearson	Sig(2 tailed)	Pearson	Sig(2 tailed)
	-0.3353	P<0.0001	-0.2699	P<0.0001	-0.2935	P<0.0001
	*Significant , alpha= 0.05 R squared = 0.1124		*significant, alpha = 0.05 R Squared = 0.0728		*Significant, alpha = 0.05 R Squared = 0.0861	

F. Testing of Hypothesis 3

The third null hypotheses assume that there is no relationship between Job Satisfaction and Turnover Intentions of College Teachers of Professional and Non-Professional Institutions in Punjab. The above table 4.1.4.1 depicts a significant negative correlation between Job Satisfaction and Turnover intentions of College Teachers of both Professional and Non-Professional Institutions of Punjab. These findings indicate that such College Teachers, of both types of institutions, who are having lower level of overall Job Satisfaction, are more inclined to leave the institution.

Moreover, negative correlation is more in case of Professional institution (-0.3353) as compared to that of Non-Professional Institutions (-0.2699). That means that College Teachers of these institutions having less Job Satisfaction are having more Turnover intentions. The overall correlation between Job Satisfaction and Turnover intentions of all the College Teachers of Punjab is also negative (i.e. -0.2935). Hence, the third null hypothesis is also rejected.

V. SUGGESTIONS AND FINDINGS

From the study, following findings can be summarized-

- 1) There is a significant difference between Job Satisfaction level of College Teachers of Professional and Non-Professional Institutions in Punjab. College Teachers of Non-Professional Institutions enjoys better Job Satisfaction level as compare to their counterparts in Professional Institutions.
- 2) There is a difference between level of Turnover Intentions of College Teachers of Professional and Non-Professional Institutions in Punjab. College Teachers of Professional Institutions are having more intentions to leave their present organization as compare to their counterparts in Non-Professional Institutions.
- 3) There is a significant negative correlation between Job Satisfaction level and Turnover Intentions of College Teachers of both types of Institutions.

There is a need to improve the working and management of Professional Institutions so as to improve the Job Satisfaction level of College Teachers of Professional Institutions. The improved Job Satisfaction level will further help in controlling their desire to leave the present organization.

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