

Research Article

Impact of Job Satisfaction on Turnover Intentions among University Teaching Staff

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A B S T R A C T

The present study measures the impact of job satisfaction on turnover intentions in the private universities teaching staff of Punjab. A sample of 300 university teaching faculty was studied. Proportionate stratified random sampling technique was used for the selection of respondents. After ensuring the normality of the data, factor analysis was conducted to reduce the data into factors. After that, multiple regressions were applied in order to find out the impact of job satisfaction on turnover intention. The results of the study highlighted that different factors of job satisfaction viz; time management and organizational support, leave policy and job security, organizational culture and job pressure were found to have a significant negative impact on urgency of quitting job and have a negative impact on the intention to leave among the teaching staff. Besides these, the paper also presents the managerial implications, limitations and future research of the study.

Keywords: Job Satisfaction, Turnover Intentions, Demographic Variables, Teaching Staff, Private University, Organization Culture, Job Security, Pay and Rewards

Introduction

Turnover intention is basically the probability that an employee would stay in the organization or not (Cotton and Tuttle, 1986). Basically employee turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers (Agnes, 1999). Moreover, when people speak about the attitude of an employee they usually mean the job satisfaction of that employee, an employee with high level of job satisfaction have found the positive feeling and attitude and in reverse with a low level of attitude have shown negative feelings (Robbins and Judge, 2013). Employee's emotions and affection towards his/ her job or job characteristic defined the job satisfaction level among the employees and it could be predicted by the job characteristics, leadership quality, age and pre-employment expectation of the employees'

and it is employees' emotion and affection response to his/ her job (Williams and Hazer 1986). Kreis and Brockopp (1986) suggested that job satisfaction relate with the self-perception of the employees needs fulfillment through work. Over-education and over-skilling are found to be the consequences of the job satisfaction which create the dissatisfaction because of people are over educated and their job profile did not match with their education it may create the dissatisfaction among them (Green and Zhu 2010). Wexley and Yukl (1984) found personal characteristics like education, skill, attitude along with the work-related attributes at work-place viz; working environment and working condition are influence job satisfaction. Right decisions have to be taken by the leaders to increase job satisfaction and determine those factors which influence job satisfaction (Cranny, Smith and Stone, 1992).

Review of Literature

Result of the study show that women found to be happier and satisfied at the workplace and it may show that gender differential is one of the well documented reasons for the job satisfaction (Clark, 1997). Drago and Wooden (1992) show a negative relationship between job satisfaction and absenteeism. Satisfaction level of the employees among the school teachers also enhance with the help of certain demographic factors viz; age, gender and education (Shan, 1998). Rhoades and Eisenberger (2002) gave the two factors viz; training and rewards which act as satisfactory factors because training help the employees in dealing with the new technology and changing environment and with rewards they feel that they are valued by the management and it will help in reducing the turnover intentions.

Dissatisfied employees create problems for the organization such as turnover intention (Vroom, 1964; Sarminah, 2006; Korunka et al., 2005) which leads to actual turnover in future (Griffeth et al., 2000). Price and Mueller (1981) found in his study that job satisfaction gave an indirect effect on turnover but gave direct influence on intention to leave. Because when employees do not satisfied with their job or working culture, it ultimately creates an intention to leave the job. When turnover does not take place in the organization it may create many problems for the management in future like consistency of poor performer, career development stoppage and caring out dated method (Dalton and Todor, 1994). Gautam, Dick and Wagner (2001) found that affective commitment when compared with the normative and continuance it is found to be the only predictor of the search and turnover intentions.

Parvin and Kabir (2011) done a research on the pharmaceuticals sector and found in his study that in male, job security was an important aspect for the job satisfaction than to female employees. Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction. Fatimah et al. (2012) explore the importance of job security in her research and found that higher the job security, higher the job satisfaction experienced. Results of t-test showed that job security has a significant relationship with job satisfaction. So, when the security at the workplace they have it may increase the level of satisfaction at workplace. This is because with job security the workers will not feel threatened by the economic strain and uncertainty that arises from job insecurity. The workers will also feel safe and thus this situation can lead to job satisfaction for the workers, because safety is directly related to the job security. Telecom sector employees show that Pay and promotion have a positive and strong correlation with the Job security and when they have the

job security it may lead to the job satisfaction so pay was an important aspect for the employees at their workplace (Saeed et al. 2013).

Jeromy (2001) determine the many reasons related with the organizational culture which leads to job turnover, they are low wages, inadequate wages, lack of career advancements, poor relationship management, poor understanding of the job, lack of proper training and poor working environment. When employees getting the adverse work-place like physical hazards such as loud noise, poor lighting and vibration, bad working environment and work policy etc. these may leads to voluntary turnover (Cottini, Kato, Nielsen, 2009; Martin et al., 2005). When the rules and regulation related with the work and related with the organization does not in the favor of the employees moreover when the employees does not have the clarity about the authority during the time of job and accountability it may leads the employees to leave the organization (Hong and Kaur, 2008). There are various different factors which are related with the turnover intention viz; mentoring (Scandura and Viator, 1994), flexible work arrangement (Almer and Kaplan, 2002), gender (Dalton et al., 1979), personal characteristic (Harrell and Eickhoff, 1998), and stressors, burnout (Fogarty et al., 2000). Intentions are the important immediate determinants of actual behavior (Igarbaria and Greenhouse, 1992) and it identify the reasons related with the organization, for the management that why the employees leave the job (Firth, Mellor, Moore and Loqyet, 2004). When organizational culture does not give the fair treatment and opportunity to the employees and when employees perceived the higher career opportunity outside the organization and lack of career advancement inside the organization increase the employees intentions to leave the organization (Stahl et al., 2009) and fail to provide necessary growth opportunity (Negrin and Tzafirir, 2004). Braddy and Meade (2006) discuss about the perception of the employee and found that when perceptions of the employees towards organizational culture change when they know about the information about the organizational values, policies and award. That will help in increasing the job commitment among them because they feel valuable by the management and more strongly attach with the organization. Culture gives a strong impact among the employees towards the organization because culture includes the many factors viz; information sharing, promotion, working culture, communication etc. and when they have the proper knowledge of those factors, it may enhance the satisfaction level of them (Lehman et al., 2004). Caza and Barker (2004) determine the different factors in organizational culture viz; ethics, moral value, and responsibility which are act as an important factor because all these factors reflect the overall image of the organization when ethics and moral was found to be higher valuable and pure it may enhance the organization status. Ali and Baloch

(2010) found in his study that many factors viz; pay, social security, promotion, commitments and age are negatively related with the turnover intentions. Wang et al. (2012) done a comparative study among the public and private sector employees and result showed that public sector employee have a high level of job satisfaction as compared to private sector employee because the organizational culture, promotion, pay was higher in the public sector as compared to the private. Dickey et al. (2011) done a research among the workers and result concludes that job satisfaction; promotion and training opportunities are the most important determinants of the workers intentions to quit because without all these facility they are not able to do the job with full of satisfaction. Fang and Wang (2006) explored in his study that organizational commitment of the employee was the significant predictor of performance. Latif et al. (2011) done a comparative study on the public and private college teachers and result conclude that teachers of public sector reported more satisfaction with their nature of work, working hours, benefits, salary, job security, opportunity for promotion, family and work-life balance while the private college teachers were not satisfied. Mehmood (2012) Study shows that working condition which provided to the workers has the no effect on their satisfaction level. Promotion opportunity for the employees gave the minute effect on the satisfaction level of them. Benefits, upward striving, and autonomy influence the job satisfaction of employee. Working environment role was the predominant factors that affect the level of satisfaction among them.

When the employees getting the organizational support from their management, seniors in every aspect it may increase the job satisfaction among them and commitment, citizenship and turnover intent among the employees (Saks, 2006). Sweeney and Boyle (2005) trainee accountant show that supervisory actions and their support was positively related with job satisfaction and also analyzed that job satisfaction was positively related to the intentions to remain in the firm. When the organization give them support and knowledge of the goals then employees identify that goals and values of the organization then they involve physically and mentally in the organization and emotionally attached with the organization (Porter et al., 1974). There are different way that can help the management in improving the job satisfaction, they are involvement of the managers and their subordinate can be done through participative management like they can take part in decision making, information processing and problem solving (Wagner, 1994). Owens (2006) found in his study that there was a significance relationship between training and job satisfaction and especially those employees who receive training were more satisfied than those who did not receive training. Training helps them in making friendly

with the new and changing technology and the working method. Rousseau (1998) gave the two ways to retain their employees within the organization and maintain the good working environment and they are, enhancing employees' perception towards the organizational membership and care, value them when they are taking any responsibility give them moral support whenever they are required and same treatment also give to those employees who are work on temporary basis. Recant HR theories explained the different way which help in increasing the job satisfaction and reducing the turnover they are giving the power to employees so that they can take the day to day small decision, give them relevant information related to the organization, proper rewards at the right time for boosting up their moral, all are helpful in increasing the effectiveness of the organization and reduce turnover (Vandenberg, Richardson and Eastman, 1999). Organizational support like training program arrange for them, promotion given to the deserving employees etc. was the important factors considered by the employees as a care for them and in help to increase the trust and quality of relationship, which ultimately help in increasing the job satisfaction and reduce the turnover intention (Chen et al., 2005). Dupre and Day (2007) examine the relationship of both support viz. supervisory support, organizational support and work life balance provided to personal and job quality viz. work stimulation and job clarity with the employees' health and with that of turnover intentions. Result explored that supportive management of personnel viz; supervisory support, organizational support and work-life balance and job quality factor which include the work stimulation and job clarity were found to be indirectly related to health and turnover intentions which give influence on job satisfaction.

Luna-Arocas and Camps (2008) found that salary was a precursor of intention to turnover in both direct and indirect ways. Because an employee working for the money and it was the one of the important factor for them, salary will help them in living their life in a good way. Joseph, Ng, Koh and Ang (2007) turnover intention was negatively related with pay among the information technology employees. If the employees receiving the pay according to their work and education it will increase the job satisfaction and reduce the intention to leave the organization. De Tienne et al. (2012) Result showed that lower income employees reported higher level of moral stress, employees higher in position experiences lower stress level and higher job satisfaction and younger employee experience less job satisfaction and more stress and no difference were found between the men and women. Result show that when employees suffer from the higher levels of moral stress level, it may increase employee physical and emotional fatigue which ultimately leads to decrease the job satisfaction and increase the turnover intention among the employees on his

job. Gieter et al. (2012) Result has explored that both the pay-level satisfaction and psychological rewards satisfaction was found to be negatively related to turnover intention. An employee was more satisfied with their rewards which they are getting and less likely to leave their organization as compare to those who do not receive the rewards. Turnover rate can be decreasing in organizational when policies regarding the wages are high for the employees because wage theory was redefined by the management from time to time (Batt, Colvin and Keefe, 2002). Khatri et al. (2001) studied different variables which are linked with the turnover intentions they are demographic variables, satisfaction with pay and supervision, justice and organizational commitment. Pay was one of the important factors which relate with the overall job satisfaction of the employees and when pay was good it may reduce the chances of turnover within the organization. If employees receive the rewards from the organization they feel motivated, appreciated because they feel that their efforts was appreciated by the management and management value their work and give them importance and take them as a part of the organization and it ultimately increases their performance at work and reduce the turnover intention among them (Entwistle, 1987). With the help of rewards, management should focus on that how the employee could me make more productive and motivated because rewards make them feel so important assets for the organization and help in making them more loyal and productive towards their work and organization (Gerhart and Becker, 1996). Appropriate compensation manages the employee in a proper manner and it increases the output of the organization (Lawler, 2003). Extrinsic rewards which are monetary in nature, measured in term of monetary benefits like bonus, pension and increment all these help in enhancing the job satisfaction level among them and reduce the intention to leave the job (Judge et al., 1999).

Lance (1998) found in his study that performance and turnover intentions have positive relationship because high performer would be voluntarily quit more than that of the low performer because of the opportunities available outside and negative relationship was found between the satisfaction and turnover intentions in between high performers as compared to low performers. Hwang and Kuo (2006) Result concluded in their writing that when employees perceive many alternative employment opportunities, they may quit their jobs quickly because they are confident of finding a new job soon. Job satisfaction does not have a significant relationship with the turnover intention. The results showed that the interaction of job satisfaction and perceived alternative employment opportunities negatively affects turnover intention.

NG and Butts (2009) Result of this study was found that information sharing, locus of control and job significance

among the employees positively affects the intentions to stay and attainment the rewards for good performance, availability of opportunity for learning also enhance the intentions of the employees to stay in the organization. Lyness and Judiesch (2001) found that the relationship of promotions to voluntary turnover depended on the timing of the promotion; managers who had been promoted were less likely to resign than managers who had not been promoted only if the promotions had occurred within the past 11 months. Study show that managers who had taken family leaves had higher voluntary turnover rates than managers who had not taken leaves or managers who had taken sick leaves. Among family leave takers, managers with graduate degrees were much less likely to resign than managers with less education. Manafi et al. (2012) Result has identify that there is no significance difference between the work-load, conflicting value with relate to job satisfaction and there was a significance difference between all others factors, perceived control, rewards, community and social support, fairness on the job with job satisfaction. So, overall there was a positive relation between the job satisfaction and intentions to leave in pharmaceutical organization.

Research Gap

Most of the studies reviewed focusing on the relationship between job satisfaction and turnover intentions pertain to manufacturing industries study done by (Ali and Baloch 2010) viz; job satisfaction and turnover intention in banking sector followed by the (Wang et al., 2012) viz; job satisfaction and quit turnover intentions of offshore workers in the UK oil and gas industry (Dickey et al., 2011) and some study was studied which are based on school and college viz; teaching performance and turnover in school (Fang and Wang, 2006), and job satisfaction among public and private college teachers of District Faisalabad (Latif et al., 2011) but there is lack of such studies among the university teaching staff. Thus considering the need of empirical research in educational sector, especially universities, the present study aims at exploring the factors affecting job satisfaction of private university teachers and formulating certain strategies to overcome dissatisfaction from job with particular reference to private universities. Thus, the main objective of the study is to find out the impact of job satisfaction on two dimensions of turnover intentions, viz., urgency of quitting job and exploring appropriate opportunity among the teaching staff of private universities. Hence, we propose that:

- HO₁**: Respondents differ in their perceptions regarding job satisfaction according to their demographic profile.
- HO₂**: Job satisfaction has a significant impact on urgency of quitting job.
- HO₃**: Job satisfaction has a significant impact on exploring appropriate opportunity.

Research Methodology

This present study was covering the private universities of Punjab, only those universities were taken under the study which were established before 2010 and where all the academic courses along research works are undertaken, viz., Lovely Professional University (Phagwara), Chitkara University (Chandigarh), Thapar University (Patiala). On the basis of pretesting, mean and standard deviation were computed and standard error formula given by Malhotra (2007) was applied as under:

$$n = (\sigma)^2 (z)^2 / D^2$$

Here, D= Level of precision

σ = sample standard deviation

$z = 1.96$, where confidence level is 95%

Thus, minimum sample size was calculated as 290, which were rounded off to 300 respondents. Further, proportionate stratified random sampling technique was used to select the respondents. On the basis of the total strength of the teaching staff a proportionate sample size was selected from each university, viz. LPU-200 respondents, Chitkara University-42 respondents and Thapar University-58 respondents. The respondents were further selected through systematic random sampling from each strata/university.

Measures

In order to study the relationship of job satisfaction with turnover intentions of the teaching staff a scale of job satisfaction and turnover intention was used.

Job Satisfaction

Job satisfaction was measured by a scale developed by absorbing the statements from Pike and Hudson (1993), DSP job satisfaction questionnaire (www.directcareclearinghouse.org), and Minnesota satisfaction questionnaire (Weiss et al., 1967).

Turnover intentions

Intention to leave of employees were assessed by a questionnaire developed by Sonnentag et al. (1994), Bishop et al. (2002) and Cummann et al. (1979).

The questionnaire has three sections:

Section A

Background of the Respondents- the first section of the questionnaire requires information about personal and demographic data of respondents. Questions covering gender, age, years of experience, income, designation will be asked.

Section B

Inventory of Job Satisfaction- Section B measures the level

of employee's job satisfaction that represents the level of job satisfaction. This section is consisted of 45 items adapted from DSP and MSQ.

Section C

Turnover Intentions- Last section consists of questions that can measure the intention of respondents to leave the organization.

Result

The data was analyzed by using 'Statistical Package for Social Sciences (SPSS 16.0 version). Before analyzing the data, normality of the distribution was checked using Skewness and Kurtosis. The questionnaire items where values of Skewness and Kurtosis were between (-1 to 1) and (-3 to 3) were retained for further analysis. Three statements from the questionnaire were deleted from further analysis in the process of checking normality of distribution.

Before applying the multiple regressions on the data, Firstly factor analysis was applied on the 42 statements of Job Satisfaction and 9 statements of Turnover Intentions in order to reduce the statements. Finally, six factors with 20 items resulting from factor analysis were recognized as; time management and organizational support, leave policy and job security, organizational culture, relationship with seniors and supervisors, job pressure and pay and increments, and 2 items from the turnover intention was recognized viz; urgency of quitting job and exploring appropriate opportunity. In order to maintain the consistency in the data, factors whose Cronbach's alpha was below 0.60 were ignored.

Testing of the Hypotheses

ANOVA was applied to test the difference in perceptions of different categories of teaching staff according to their demographic profile with respect to all factors of job satisfaction and turnover intentions. The results of ANOVA test are discussed as under:

A one-way between subjects analysis of variance (ANOVA) was conducted to compare the effect of designation on the research variables and their respective subscales. The significance value of job pressure and exploring appropriate opportunity came out to be .02 and .05, respectively. Hence, designation is found to be significantly related to job pressure and exploring appropriate opportunity.

The significance value of job pressure ($p = .01$) and exploring appropriate opportunity ($p = .02$) came out to be less than 0.05, which shows a significance difference in job pressure and exploring appropriate opportunity with respect to age.

The result of one-way between subjects analysis of variance (ANOVA) shows that time management and organizational support, organizational culture, leave policy and job security,

relationship with supervisors and seniors, job pressure, pay and increment, urgency of quitting job and exploring appropriate opportunity have no significant difference because the significant value is more than 0.05 that is the level of significance. So, there is no significant difference between the factors of job satisfaction and turnover intentions with the years of experience.

A one-way between subjects analysis of variance (ANOVA) was conducted which shows that time management and organizational support, organizational culture, leave policy and job security, relationship with supervisors and seniors, job pressure, urgency of quitting job and exploring appropriate opportunity, except, pay and increment (.02) have no significant difference because the significance value is more than 0.05. Hence we conclude that there is no significance difference between the factors of job satisfaction and turnover intentions in relation to the income with an exception of pay and increment dimension of job satisfaction.

Hence, we partially accept H_{01} , significant difference existed

in case of designation and age, whereas, years of experience and income showed no significant difference in relation to dimensions of job satisfaction and turnover intentions.

Now, Multiple regression analysis was used to determine the impact of dimensions of job satisfaction viz; time management and organizational support, leave policy and job security, organizational culture, relationship with the supervisor and seniors, job pressure and pay and increments on dimensions of turnover intentions, viz., urgency of quitting job and exploring better opportunities.

Impact of Job Satisfaction on 'Urgency of Quitting Job'

The dimensions of job satisfaction, viz., time management and organizational support, leave policy and job security, organization culture, relationship with supervisors and seniors, job pressure and pay and increment were entered as independent variables and the dimension of turnover intentions, viz., urgency of quitting job, was entered as dependent variable. Table 1, depicts the result of multiple regression analysis showing the impact of dimensions of job satisfaction on urgency of quitting job.

Table 1. Demographic Profile-wise ANOVA Results

Dimensions	Designation		Age		Experience		Income	
	F	Sig.	F	Sig.	F	Sig.	F	Sig.
Time mgt. and organizational support	.185	.906	.751	.586	1.441	.238	1.486	.206
Leave Policy & Job Security	1.530	.207	1.144	.337	.101	.904	.298	.879
Organizational Culture	.716	.543	1.760	.121	.180	.835	.679	.607
Relationship with Seniors and Supervisors	2.464	.063	.913	.473	.587	.557	1.952	.102
Pay and Increments	1.649	.178	1.164	.327	.876	.418	3.094	.016
Job Pressure	3.196	.024	3.067	.010	.128	.880	.587	.672
Urgency of Quitting Job	.235	.872	1.687	.138	1.312	.271	1.013	.401
Exploring Appropriate Opportunity	2.518	.058	2.524	.029	.367	.693	1.290	.274

Table 2. Multiple Regression Analysis

S. No.	Predictor	Criterion	Beta	Sig.	t value	R square change	R square
1.	Time mgt. and organizational support	Urgency of quitting job	-.345	.000	-5.142	.217	.217
2.	Leave policy and job security		-.128	.049	-1.981		
3.	Organizational culture		.021	.747	.323		
4.	Relationship with senior and supervisor		-.065	.319	-.999		
5.	Job pressure		-.134	.014	-2.469		
6.	Pay and increment		-.019	.730	-.345		

- Predictors: time management and organizational support, leave policy and job security, organizational culture, relationship with seniors and supervisor, job pressure and pay and increment.
- Dependent variables: urgency of quitting job.

Thus, we may conclude that relative high percentage of the variance (R Square) in urgency of quitting job was explained by the selected predictors of job satisfaction (21%). The value of beta comes out F1 viz; time management and organizational support is -.345, F2 viz; leave policy and job security -.128, F3 viz; organizational culture .021, F4 viz; relationship with senior and supervisor -.065, F5 viz; job pressure -.134 and for F6 viz; pay and increments -.019, followed by the t values which comes out -5.142 for F1, -1.981 for F2, .323 for F3, -.999 for F4, -2.469 for F5 and -.345 for F6 and the significance values comes out for each factors are .000 for F1 viz; time management and organizational support, .049 for F2viz; leave policy and job security, .747 for F3 viz; organizational culture, .319 for F4viz; relationship with senior and supervisor, .014 for F5viz; job pressure and .730 for F6 viz; pay and increments.

of economy, employees place great importance on their jobs, because it provides them with the source of income with which socio-economic stability and psychological wellbeing are achieved.

- Impact of job satisfaction on ‘exploring appropriate opportunity’

The dimensions of job satisfaction, viz., time management and organizational support, leave policy and job security, organization culture, relationship with supervisors and seniors, job pressure and pay and increment were again entered as independent variables and the dimension of turnover intentions, viz., and exploring appropriate opportunity was entered as dependent variable. Table 2 shows the result of multiple regression analysis showing the impact of the dimensions of job satisfaction on exploring appropriate opportunity.

- Predictors: time management and organizational support, leave policy and job security, organizational culture, relationship with seniors and supervisor, job pressure and pay and increment.

Table 3. Multiple Regression Analysis

S. No.	Predictor	Criterion	Beta	Sig.	t value	R square change	R square
1.	Time mgt. and organizational support	Exploring Appropriate Opportunity	-.141	.043	-2.036	.164	.164
2.	Leave policy and job security		-.129	.055	-1.923		
3.	Organizational culture		-.275	.000	-4.115		
4.	Relationship with senior and supervisor		.085	.204	1.272		
5.	Job pressure		-.088	.120	-1.559		
6.	Pay and increment		.006	.912	.110		

Further, the dimensions of job satisfaction, viz., time management and organizational support with significance value .000, leave policy and job security with significance value .049 and job pressure with .014 significance values were found to have a significant negative impact on urgency of quitting job ($p < 0.05$). Result of the study were in a support with the previous study done by Mosadeghrad (2013) found in his study that in the profession of nurses, they have to face the different type of job stressors which create an intention to leave the organization. Because of the job pressure they have to face the mental and physical stress and it may create a frustration among them and this frustration creates an intention to leave the organization. Another study done by Samuel and Chipunza (2009) also in a support of the previous study, they found there was strong association between job security and employee retention in underdeveloped and developing economies, in either type

- Dependent variables: Exploring appropriate opportunity.

Thus, we may conclude that relative high percentage of the variance (R Square) in exploring appropriate opportunity was explained by the selected predictors of job satisfaction (16%). The value of beta comes out F1 viz; time management and organizational support is -.141, F2 viz; leave policy and job security is .129, F3 viz; organizational culture is -.275, F4 viz; relationship with senior and supervisor is .085, F5 viz; job pressure is -.088 and for F6 viz; pay and increment is -.006.

Followed by the t values which comes out -2.063 for F1, -1.923 for F2, -4.115 for F3, 1.272 for F4, -1.559 for F5 and .110 for F6 and the significance values comes out for each factors are .043 for F1, .055 for F2, .000 for F3, .204 for F4, .120 for F5 and .912 for F6. Further, the dimensions of

job satisfaction, viz., time management and organizational support with significance value .043, leave policy and job security with sig. value .055, organizational culture with sig. value .000 were found to have a significant negative impact on exploring appropriate opportunity ($p < 0.05$). Result of the present study was in a support with the previous study done by Corneliben (2006) found in his study that job security have the positive relation with the intention to quit, if they have job security it will increase the job satisfaction but if not it may reduce the satisfaction, increasing the another job search and increase quitting.

Hence, we conclude in the result that, three out of six dimensions of job satisfaction were found to have an impact on turnover intentions.

Discussion

This present study has investigated the effects of job satisfaction factors on the intention to leave and also find out the factors which create the major impact on the turnover intention and focusing the management for taking the remedial action. The service quality increased and also the level of satisfaction, if the employee feel satisfied at their work-place. In such cases, it is the duty of policy makers and management to concern and turn their focus to their employees. In the sector of teaching, private university facing the challenges to retain their staff due to the competition and less of job security and due to many others reasons. So, this concern make the study of intention to leave among teachers is a topic of great importance. Factors which are contributing in the turnover intention among the teaching staff, was essential for the researchers to study and find out the different factors in order to meet the future needs. This present study gave the attention to the various factors which act as hurdle for the teaching staff and they leave the university.

Result of the present study revealed that in case of designation and age there was significant difference in relation to dimensions of job satisfaction and turnover intention whereas, years of experience and income showed no significant difference in relation to dimensions of job satisfaction and turnover intentions. Previous research done by Heshizer (1994) also supports the result of present study and found there was a significant difference between age and factors of job satisfaction. Moreover, in relation with the designation a study done by Carmeli and Weisberg (2006), on the professional group of the employees among the public sector viz; social worker and financial officer and lawyer relate to the private sector. Result found that the lower turnover intention was carry by the social workers as compared to the financial officers and lawyers. With the support of income, previous study done by Latif et al. (2011) on the public and private college teachers and found that with regards to the pay, promotion and job security

public college teachers was found to be more satisfied as compare to the private teachers.

Further the result of the study shows that the dimensions of turnover intention viz; job pressure negatively relate with the urgency of quitting job because faculty facing the different types of job pressure like unplanned or planned events, open houses discussion among the students in that events faculty must have to present and this will gave the stress among them. Study also explained the negative consequences of work load, result of the study explained that work load and turnover intention was having a positive relationship it means with increasing the workload the intention to leave the organization also increase.

Further, result show that job security also has a negative impact on the urgency of quitting job. The result of the present study was found in a support with the previous study done by the Sohail and Delin (2013) found that job security and relation with co-worker show stronger negative effect on the satisfaction level of employees. When they found that they have less job security, it may ultimately create an intention to leave the job. Even the bad relations with the co-worker also create an intention to leave the organization. Moreover, another study also support the present study viz; study done by Clark (2001) found a negative relation between the job satisfaction level and job security and this job dissatisfaction create an inclination to quit the job therefore among the job factors majority of the workers rank the job security as a valuable factor for them at workplace. So, job security was directly related with the satisfaction level and it may help in retaining their employees.

Organizational culture which includes the different factors viz; promotion, working area, working hours, rewards, also gave the negative impact on the exploring appropriate opportunity. The result of the present study contradict by the previous research study done by Bushra (2012) among the employees and the results of the study show that different factors at the work place affecting the job satisfaction they were working hours, working area, paid leave, incentives, promotion, recognition for work and relationship with the supervisors and coworkers, level of responsibility, and job security all they have a positive and significant relationship with turnover intentions. Furthermore, result of the present study about the organizational culture were in a support with the previous research done by Chen et al. (2013) among the managers and result explained in his study that organizational culture have a negative impact on the turnover intention among the respondents. When the culture with in organization was not satisfactory, it may create an intention to leave the job. This shows that, if all these factors were not found satisfactory for the employees they start thinking to leave the organization

and grab another opportunity which came from another organization.

Another study describe the importance of the organization culture viz; study done by Lok and Crawford (2003) among the managers and explained in his study that innovative, supportive culture gives a positive impact on the level of job satisfaction among the Australian manager as compared to the Hong Kong managers. So, if companies want to retain their employees they have to create a fair culture in the organization. Study done by Elkordy (2013) on the dimension of leadership and organization culture and the outcome also in favor of the present result, result of the study explained that organizational culture have the stronger impact than leadership on the job satisfaction and organizational commitment of the employees. If the employees having the healthy environment and fair culture at the workplace, it may enhance the job satisfaction level and employees committed towards their job and organization as well.

Furthermore, result show that time management and organizational support, leave policy also found a negative impact on urgency of quitting job because meeting in the university are not always pre planned, they are organized on the spot which disturb the schedule of the faculty and it will take more than 2 or 3 hours. The result of the previous study done by the Shelton and Markus (2013) on the cyber security practitioners' shows in his study a positive and significant relationship between the perceived organizational support and propensity to leave the organization. Means, if employees do not have the support from their organization it may increase the chances that employees leave the organization. Result also show that faculty who perceived the support from the superiors and used to with the organizational culture, they was found to be more satisfied and stay in the university as compared to those who receive less support. Likewise, Sass et al. (2011) study also show that those teachers perceived the greater superior support they were found more committed and make a difference in their student's education. There was a strong positive relation was found between the job satisfaction and superior support among the teachers.

Result of the present study show the different factors which create an intention to leave the organization among the teaching staff. So if management wants to retain their staff they must have to take care of all these issues which are related with the job security, organization support, pay and rewards, organizational culture. Some previous research study also show the importance of all these factors of job satisfaction which help in retain their staff. Result of the study explained that supervisors and superiors support helps in reducing the stress and retain their staff within the organization (Beehr et al. 2000). Study done by Hussain

and Asif (2012) this study has explored that when the organizational culture was fair it may promotes a sense of ownership and belonging among them and organizational commitment a well. This will essential for making them satisfied, productive, and loyal employees. Organizational support towards employees' welfare has proved strong predictor of employees' turnover intention. High level of perceived organizational support develops commitment and ownership among employees towards organization, hence reduces turnover intention.

Our findings indicate that management of private university should focus on the factors which reduce the turnover intention among the faculty. During the study it was found that feedback, support and relationship with seniors, leave policy, positive working environment and security of job these all factors help in improving the job performance and increase the job satisfaction level among the faculty. In private university job security one of the major reason which create the intention to leave the organization and that's why employees want security. So, management must identify all those factors which help them in retain them at workplace and also must have to take care of all these factors and improve them in order to retain their teaching staff.

Managerial Implications

The present study also suggests certain managerial strategies, guidelines for human resource managerial action, to enhance job satisfaction and reduce the turnover intention in private universities. Higher institutions, university serve the larger number of students and help in build a good nation with educated people. So, that there is a need to reduce the level of turnover intention among those institutions. Based on the result of this present study, management should examine the sources of the turnover intention and they develop certain remedial strategy to fill this gap so that teaching staff can be retained in their university. Teachers are the nation and future builders so they should be motivated by the management.

Relationship with Employer and Organizational Support

As the result of the study explore that organizational support and culture create an intention to leave the organization. For this purpose, Eisenberger et al. (2001) explain that management use the scale based on the Perceived Support in Employee Development (PSED), this scale was used to analyze the general perception of the employees about their intentions and attitude of the organization. In that particular scale management are able to focus more directly on the support which they are receive from their supervisor and colleagues, manifestations of support such as having to deal with challenging tasks, as well as getting feedback

and opportunities for the transfer of learning to the work floor. These types of analyses help the management to find out the strategy to improve the relations among them and create a supportive management. Study done by De Grip and Sieben (2009) in a small firm pharmacies also explore the importance of personal relation among the employees and employer. They also focus how to improve the relations among them.

Pay and Reward act as a Motivator

Many studies show the importance of reward in employee's life and career. Management should pay regularly and incentive related with the performance also gives to the staff, to keep them motivating. Because it show that there efforts was recognized and appreciated by the management and it will motivate the employees in future. Proper paid leave, or annual breaks should also give to the academic staff. This will help in reducing the boredom, stress at the workplace. Moreover, these strategies make them more committed towards their job and they remain in the organization. Zahra et al. (2013) in his study also explain the importance of rewards, universities management should gave competitive rewards to good performers to ensure that the culture within the institution promotes hard work and academic achievements. By such effort, recognition can also become as considerable factor of job satisfaction for faculty members which can contribute towards their turnover intentions.

Organizational Culture

Every organization have its own culture, way of doing work, ethics, morale, policies which are maintain and follow by the both employees and employer. When the organization culture was found fair for all the employees, it will increase the job satisfaction level. By creating the fair and good organizational culture management attracts the high quality personnel. Skrla et al. (2004) also explore the importance of organizational culture part viz; ethics and explain that educational leaders should understand their ethical and moral obligation to create and promote ethics-oriented schools.

Enhancing the Employees Engagement

When employees were satisfied they were found to be more engaged with the organization. To enhance the engagement level, Corporate Leadership Council (2010) recently suggested the different ways to increase employees' levels of engagement. In that different type of strategy used by the management viz; management support their employees in their career development, day to day decision taken authority given to the employees, communication with the employer and helping them in contributing the organizations success.

Imbalance in Work Life Balance Due to Job Pressure

Result of the present study show that job pressure also creates an intention to leave the organization. When the employees was not able to make a balance between the work and life it may create the frustration, low morale, reducing the stability and that frustration leads to turnover. So creating a balance between the work lives is part of great concern for management. Long working hours, work overload, extra duties, and unplanned events all these activities cause the high degree of job pressure and ultimately create an intention to leave. So management must focus in reducing the job pressure, make the suitable working hours, arrange some management games, outing, give them some breaks so that they feel relax and reduce their pressure.

Develop a Survey and Take Corrective Action

HR department develop a survey instrument that can measure the job satisfaction of teaching staff considering moderating and intervening variables (i.e. it assesses job satisfaction in terms of student body, training of faculty members, changes in policies for higher education etc.). Every university should carry out yearly or half- yearly surveys of its turnover rate and explore why faculty members left their jobs. Comparison of the current turnover rate can be made with that of the previous year's rate to check whether the measures taken previously have been successful or not. It will help in find out what kind of new factors exist in organization, which increase the level of turnover intention and corrective action can be take place by them. Rewarding the employees in a positive way and give them proper training of new technique so that they can give the best service to others such type of action will also help in improving the job satisfaction.

Time Management

The meeting time among the university must be effectively managed by the management since during the survey faculty members complained about the shortage of time for work on account of unplanned meetings and meetings held on regular or everyday basis. Thus, time should be managed in such a way during meetings that all relevant issues are covered without any wastage of time and faculties get sufficient time to complete the work assigned to them. Management and higher authorities should develop strategies to deal with the needs of those faculties who experience less job satisfaction.

Finally, management should provide a positive working environment to the teaching faculties which would create a friendly atmosphere at the work-place, reduce unnecessary negative vibes, motivate them and improve

the relationship between the supervisors and their subordinates. Those efforts will help the management in decreasing the level of intention to leave. Also at the regular interval of time, management should focus on the employees' perception of psychological climate. When this approach was directed on right time, such controls can help in analyzing the early threatening symbols and can help the management to take remedial actions before employee assessments are reflected in their affective states and turnover intentions.

Limitations and Scope for the Future Research

The present research work has few limitations. To begin with, the study covers Punjab state only. This research work takes into consideration only private universities. Moreover, the results depend upon the perception of the respondents; therefore, some subjectivity in their response is possible. Since, the present study focuses only on the private universities in Punjab.

The future research can focus on private as well as government universities covering other states too. A comparative study among the public and private university can also be done by the researcher in future. In addition, impact of job satisfaction can also be measured on several outcomes, like, organizational commitment, Organization citizenship behavior, employee empowerment, etc. Also, further study can explore the other antecedent of the turnover intention and job satisfaction.

Conclusion

To conclude, this study is an active attempt to analyze the impact of job satisfaction on the turnover intention among the private university teaching staff and to investigate the difference between the satisfaction levels of different private universities. The study found that job security, time management and organizational support and organizational culture have the impact on the urgency of quitting job. In addition, job pressures also have an impact on exploring appropriate opportunity. If management wants to retain their employees they should create a supportive and fair culture, essential changes related to the job pressure, job security must be done by them. Moreover, this study also suggests some new factor or topic for the further research. This present study confirms that job security, organization culture and support are the very essential aspect for the employees which help in retaining them within the organization. Human resource management should actively be involved in finding out the reasons which are causing the employees to quit their work, the organizations should begin to take the exit questionnaire and interview; this can help organizations to understand the actual picture of the problem. Hopefully this present work will help and inform the teaching profession on these problems so that they

can develop policies that are appropriate for their staff.

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