

EFFECT OF JOB BURNOUT, ROLE CONFLICT AND JOB DISCRETION ON TURNOVER INTENTIONS: AN EMPIRICAL STUDY IN SELECTED PRIVATE COLLEGES OF PUNJAB

Shubhangi Pruthi

Research Scholar, Punjabi University, Patiala

ABSTRACT

The rapidity with which job burnout, role conflict and Job discretion has been incorporated into teaching's life is astonishing. According to a number of studies, job burnout is currently the main cause of teacher turnover, which has a negative impact on their productivity, well-being, and desire to quit. The study's objective is to investigate, experimentally, the relationships that exist between job burnout, role conflict, and job discretion as indicators of workplace stress and intents to leave a subset of Punjab's private institutions. 130 respondents from carefully chosen private colleges connected to Punjab University, Chandigarh and Guru Nanak Dev University, Amritsar provided data for this study.

AMOS was employed to analyze the data. According to the study, job discretion has a substantial negative impact on turnover intentions, whereas job burnout has a significant favorable impact. Role conflict and turnover intentions didn't significantly correlate with each other.

Keywords: Job burnout, Role conflict, Job discretion, Turnover intentions, Private colleges

INTRODUCTION

In the field of higher education, employee turnover has been a crucial managerial concern. Any firm must take seriously the concerning surge in employee turnover. The primary reasons why workers intend to quit include high levels of burnout, disagreements on their roles, and job discretion. Numerous studies indicate that today's adults mostly experience job burnout from their professions, which negatively affects their productivity and health. An organization cannot succeed in the fierce, global marketplace of today if its workforce is not satisfied and performing at a high level. Nevertheless, burnout starts to seriously impair an employee's performance. This element is common to all. Employee burnout is mostly caused by heavy workloads and targets.

Early research on job burnout concentrated on those working in the medical and human services fields. Now, the education industry has been witnessing the burnout. Both the company and the employees bear a great deal of the expenses. The most researched aspect of job burnout is tiredness, which is a reflection of stress-related factors. It is characterized by extreme emotional and physical tiredness that impairs the worker's capacity to perform effectively (Maslach & Leiter, 2008). A role conflict is characterized by discrepancies between the job description, expectations, and compatibility of the work, with the influence of job performance serving as a test of congruence. Because role conflicts can generate symptoms of burnout and strain, such as anxiety, despair, physical weariness, frustration, and disengagement, they have a detrimental impact on employees' performance and productivity (Rizzo, House & Lirtzman, 1970).

A job's degree of discretion or autonomy may be a good indicator of a company's potential for power (Kanter, 1977). The conclusions drawn from the objective judgments of job discretion roughly align with the conclusions drawn from the reports provided by the employees (Karasek, 1979; Gardell, 1971). One should expect their job performance to improve with greater discretion on the job. Work discretion or autonomy encourages workers to put in a lot of effort and gives them the chance to practice making decisions, which can improve how well they execute their jobs (Hackman & Oldham, 1976).

Attrition involves depletion in the workforce of an organization. Basically it is a loss for an organization. Employees leave the company through any method including resignations, lay-off, Medical conditions, Family problems and pressure. Sometimes attrition is uncontrollable because employee is shifting to the other city. If workers are happy in their positions, the company will be able to keep them on board. Employees that are not happy with their jobs will either intend to leave or will actually depart the company. It indicates that employee turnover intention inside the organization is increasing or will increase as a result of job unhappiness. Many private universities in India are dealing with significant turnover as a result of the country's growing number of private institutions and scarcity of highly educated academic personnel. Private university administrations must understand the key elements that contribute to highly qualified faculty members' job satisfaction and retention.

NEED AND SCOPE OF THE STUDY

Turnover intentions have demonstrated an alarming situation for the HR managers. Various studies have been done in IT sector, banking and insurance sector. But the hitch in various studies was lack of importance given to turnover in the private institutions of Punjab, which gives rise to a lot of scope in this field. On

reviewing relevant literature, it can be rightly said that turnover intention have become a biggest hitch in the growth of higher educational institutions and teaching. It was also found that numerous factors like low remuneration, Insecurity of jobs, inadequate career development add to the turnover of teachers in higher education. Till now, the studies have been only done in foreign countries or in states other than Punjab. So it is evident from the literature that not much research has been done regarding intentions to leave in this context which gives rise to a lot of scope in this field. The scope of the study is limited to selected private colleges in tier-2 cities (Amritsar, Jalandhar and Ludhiana) of Punjab. Colleges having more than 2000 students were taken as sample for the study.

REVIEW OF LITERATURE

The phrase "the employee's behavior to quit from their current job" refers to turnover intention. One behavioral indicator of an employee's desire to stay on the job or depart is their intention to do so (Vijayalakshami & Rao, 2019). Recently, a study in the field of organizational behaviour has focused on job burnout, a subset of job stress that is caused by cumulative, long-term negative consequences of job stress. Job burnout is a mental phenomenon made up of chronic stress reactions (Li, Wang, Zhao, Yang & Wang, 2022). This kind of job burnout is more common in employees that provide professional personal services, such as teachers, physicians, nurses, attorneys, social workers, police, and fire officials (Maslach, 1978). The definition of role conflict is commonly used to describe when one person (usually a woman) fulfills multiple responsibilities at the same time, such as husband, parent, and paid employee. On the other hand, playing multiple parts at once is more symptomatic of role overload. The later expression is defined as having too many role responsibilities and not enough time to fulfill them (Baruch & Barnett, 1986). Organizations want to provide their employees more discretion (autonomy) since it boosts employee engagement, satisfaction, and performance (Langfred & Moye, 2004). Higher job discretion levels will, however, lead to an agency problem, thus the business needs to offer stronger incentives. Men and women experience occupational discretion differently in terms of its impact on subjective well-being. Furthermore, there is variation in the impact of occupational discretion on subjective well-being depending on one's educational attainment (Bastida, Neira & Calderon, 2022).

Ruth(2016) initiated a study on comparing public and private institutions' factors influencing teacher attrition decisions. The results of this study imply that the school site and the elements that promote effective instruction should be the focal points of efforts to reduce teacher attrition.

Manogharan et al. (2018) investigated the reasons behind the high turnover of academic personnel in private higher education, especially in small colleges. If these universities fail to address or prevent the problem of academic staff turnover, the country's goal will never be reached.

OBJECTIVES OF THE STUDY

1. To analyze the impact of Job burnout on turnover intentions
2. To study the influence of Role conflict on turnover intentions
3. To study the influence of Job discretion on turnover intentions

RESEARCH METHODOLOGY

The study was carried out in the Private colleges situated in tier-2 cities of Punjab (Ludhiana, Jalandhar and Amritsar). The universities were selected on the basis of A+ accreditation as per NAAC Report 2021. The criterion involved to select the private colleges under these universities was the maximum private colleges affiliated to it. The sampling unit for the purpose of the study was people working on the post of Assistant Professor. The sample of the study was 130 as per the staff availability on the college websites. Data was collected with the self-reported questionnaires. The method of snowball sampling was employed to gather the study's data.

HYPOTHESES

1. There is a significant impact of job burnout on turnover intentions.
2. There is a significant impact of role conflict on turnover intentions.
3. There is a significant impact of job discretion on turnover intentions.

MEASURES

Job burnout

The 5 items scale developed by Demeroutiet, Bakker, Nachreiner & Schaufeli (2001) was used to measure job burnout.

Role conflict

The 3 items scale developed by Rizzo, House & Lirtzman (1970) was adapted to measure role conflict.

Job discretion

The 3 items scale developed by Karasek, Brisson, Kawakami, Houtman, Bongers & Amick (1998) was used to measure job discretion.

Turnover intentions

Five items were taken from the turnover intention scale (Bothma & Roodt, 2013) and utilized in this context: "I sometimes put in less effort in my work than what I required." "I sometimes put off important tasks for an indefinite amount of time," "I am starting to look for other job," "I am trying to leave this organization," and "I am trying to get another job within this organization."

SAMPLING PROFILE

The sample entails the majority of females (60%) and male population is only 40% of the sample size. Majority falls between the age group of 30 – 39 years. Maximum of participants have post-graduate degree as compared to PhD. Furthermore, the maximum experience by respondents is between 0 - 9 years followed by 10-14 years in this profession.

| Characteristics | Frequency (130) | Percentage |
|------------------------|-----------------|------------|
| Gender | | |
| Male | 52 | 40 |
| Female | 78 | 60 |
| Education | | |
| Masters | 98 | 75.38 |
| Ph.d. | 32 | 24.62 |
| Experience | | |
| Between 0 to 9 Years | 116 | 89.23 |
| Between 10 to 14 Years | 14 | 10.77 |

ANALYSIS AND RESULTS

We looked at the data using structural equation modelling. The data was analyzed using AMOS. First, CFA measurement model was put to the test.

Measurement model

1. All the observed variables were found to be significant.
2. Model fit – model fit indices are depicted in the table below

| Model Fit Indices | Threshold | Observed Value |
|-------------------|-----------|----------------|
| CMIN/DF | <3 | 1.598 |
| CFI | >0.9 | 0.953 |
| TLI | >0.9 | 0.942 |
| RMSEA | <0.08 | 0.068 |
| SRMR | <0.08 | 0.053 |

It is evident that CFI and TLI exceeded the recommended threshold, moreover RMSEA and SRMR fell below 0.08. Therefore acceptable model fit was obtained.

3. Reliability and validity

| | CR | AVE | MSV | MaxR(H) | Burnout | Conflict | Discretion | Turnover |
|-------------------|-------|-------|-------|---------|--------------|--------------|--------------|--------------|
| Burnout | 0.842 | 0.519 | 0.423 | 0.853 | 0.720 | | | |
| Conflict | 0.858 | 0.669 | 0.423 | 0.877 | 0.651*** | 0.818 | | |
| Discretion | 0.921 | 0.795 | 0.257 | 0.923 | 0.381*** | 0.507*** | 0.891 | |
| Turnover | 0.907 | 0.662 | 0.083 | 0.910 | 0.263* | 0.052 | -0.287** | 0.814 |

CR=Composite reliability, AVE=Average variance extracted, MSV=Maximum shared variance, MaxR(H)=Maximal reliability

Reliability

Both CR and Cronbach alpha were above their threshold limits of 0.7. Therefore, scales exhibited adequate reliability.

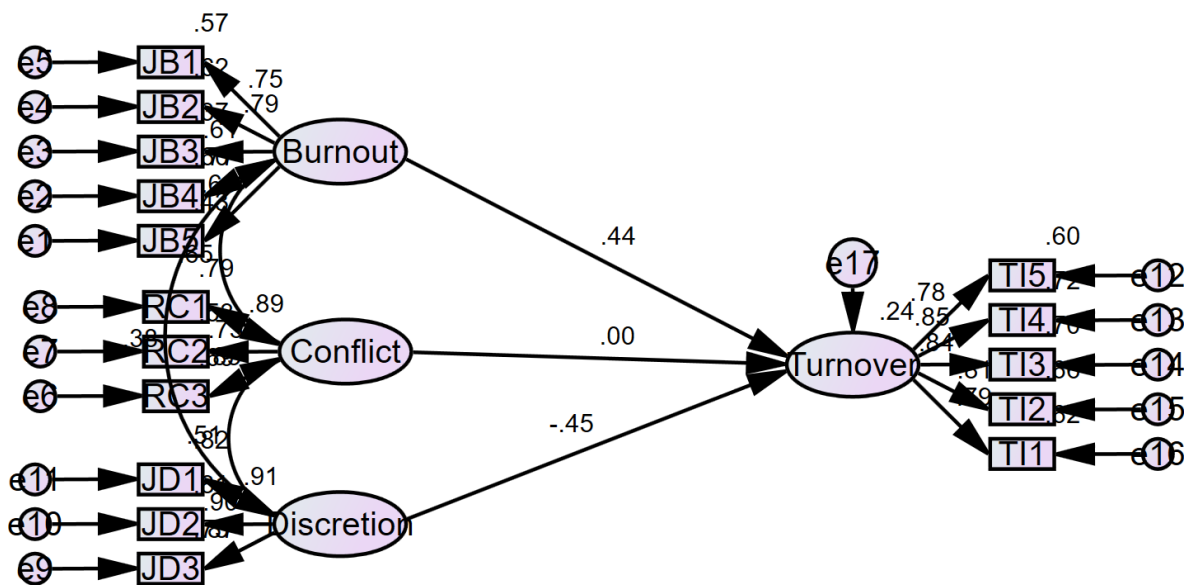
Convergent validity

All the three conditions of convergent validity (CR>0.70, AVE>0.50 and CR>AVE) were satisfied. Therefore, the requirement of convergent validity was fulfilled.

Discriminant validity

The square root of AVE for each of the components was bigger than the correlations between the constructs, in accordance with the Fornell and Larcker criteria. So, Discriminant validity is satisfied.

STRUCTURAL EQUATION MODEL



JB=Job burnout, RC=Role conflict, JD=Job discretion, TI=Turnover intentions

Hypothesis testing

| Path | Standardized Beta | Standard Error | p-value | Result |
|---------|-------------------|----------------|---------|------------------------------|
| JB → TI | 0.44 | 0.173 | 0.002 | H ₁ supported |
| RC → TI | 0.00 | 0.141 | 0.983 | H ₂ not supported |
| JD → TI | -0.45 | 0.097 | <0.001 | H ₃ supported |

DISCUSSION AND CONCLUSION

This study demonstrates the utility of a model that simultaneously considers how workplace stress attributes (such as Job burnout Role conflict and Job discretion) influence turnover intentions among faculty members in select private colleges of Punjab. An examination of the results reveals several interesting patterns. The study discovered that while job discretion has a substantial negative influence on turnover intentions, job exhaustion has a big favorable impact and that there is no significant relationship between role conflict and turnover intentions. The study adds to the literature as no study such as this has been conducted in the state of Punjab before. It also has useful implications for the practitioners. They should focus only on job burnout and job discretion as only these two variables were significant. Focusing on role conflict will not lead to any

improvement as it did not have any significant effect on turnover intention. Principals should decrease job burnout to reduce turnover intention through strategies such as less workload, more academic and less administrative work. They should further increase job discretion to reduce turnover intention by giving them more autonomy.

LIMITATIONS OF THE STUDY

An online survey was used in the investigation. The literature to turnover is full of quantitative studies. Although this research made an increment to the knowledge pool, qualitative research is needed to gain deeper insights into understanding the dynamics of turnover intention.

Future researchers can conduct more qualitative studies to enhance our understanding. Second, future researchers can also adopt various measures to thwart the incidence of common method bias as survey methods are highly susceptible to social desirability bias.

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