

Organizational Environment, Job Satisfaction and Career Growth Opportunities: A Link to Employee's Turnover Intentions in University of Sargodha, Pakistan

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Abstract

The aim of the research paper is to know the impact of organizational environment, job satisfaction and organizational opportunities on the teachers of University of Sargodha. We used standard scale to gather the statistics about teachers of UOS. To analyse the significance among these variables, inferential statistical were used. The results showed significant negative correlation among all variables. The results showed a clear perceptible of different factors except reimbursement and rewards, which play an important role in employees' retention in any sector.

Keywords: organizational environment, job satisfaction, organizational opportunities, turnover intentions, University of Sargodha, Pakistan

Introduction

Whenever any research conducted in educational sector the first concept or topic comes to our mind is to find out whether teachers are satisfied, happy, motivated and committed but no one ever thought of the non-teaching staff which is very important element of all the educational sectors. Even when we hear any issue related to raise the salaries it is also related to teachers nobody talked about the non-teaching staff when we talk about the environment of the organization we talk about everything around the employee either internal or external to organization, which effects the organization directly or indirectly, also including the employee is the organizations environment. If it changes randomly such as change of policy, rules, regulations, opening and closing timing of organization or unstable conditions which lead toward downsizing and unemployment.

Human capital is considered as an important tool for all those organizations using manual or computerized system. Human capital consists of competences, knowledge and personality attributes of all employees. Human capital is the heart of any organization, so the profitability, efficiency, effectiveness of any organization depends on the employee's input so, employee's turnover is not only a loss for the whole environment but it will also cause the disturbance for rest of employees & a loss for company in the form of reduction of HR. So from a long time different researches are being conducted in this area so to deal with this problem. As in developed countries human capital is gaining very importance but in under developed countries like Pakistan, retention of employees is not as much importance. So this topic should be address on a vast level.

Retentions of key people and the employees master in their skills is now becoming an important issue in all organizations. Most of the third world countries like Pakistan are also considering issues like employee retentions etc. When the organization start downsizing the staff become afraid and fearful to leave his job this causes depression, anger and stress in employees. If the environment is stable the case is opposite to it. The employees will be committed and happy to work with the organization and never thought of leaving the organization. But job satisfaction is also another factor which can affect the employee even the environment is stable.

There are different factors which cause the increase in turnover intentions of an employee. These can be internal factors & external factors. In internal factors we are focusing on organizational environment, job satisfaction & career growth opportunities, that how these factors will affect it. The intentions to leave the job decreases as job satisfaction increases. Pakistan is facing increase in turn over, which ultimately turns in failure of the company. Educational sectors are the most important pillars of all the societies if the education is properly delivered to all the students. Teaching is always considered as a Nobel and respectable profession but only respect cannot fulfil all the needs of teachers and also cannot motivate and satisfy them to deliver proper education to students.

"People don't leave their jobs, they leave their managers."

There are many factors which encourage an employee to leave or find another place to work or absent from existing. Job Satisfaction is simply the behaviour, attitude at his work place if the employee is lazy, dishonest, and unprofessional, not committed it means he is not satisfied. he need motivation and job satisfaction to deliver quality and productive education but the criteria for satisfaction is different for every one according to Maslow's

need for hierarchy same is the case with teachers some are motivated if student's participation is more in class and they don't have to prepare lectures to teach the students. The measurement of one's total feelings and attitudes towards one's job, (Graham 1998).

Job satisfaction is the expression of feelings that how much employee is satisfied from its current job. It is also the difference between what he thinks that he deserves & what he gets. If he is not satisfied with the pay or other rewards which are fail to fulfil the basic human needs of an employee, so he will switch to some other organization. Job satisfaction is having negative relationship with turnover intentions, if job satisfaction increases than turnover intentions will decrease, if job satisfaction decreases than turnover intentions will increase.

Career growth opportunities are to groom the employee for further development by offering different courses. It is the real reasons behind turnover, search for some new job with better opportunities as compare to present job will increase the intentions to leave the current job.

Organizational environment can also be the cause of turnover, if working conditions are not feasible, strict rules & regulations can create stress in employees that stress can increase the dissatisfaction in employees & as a result turnover intentions will increase.

This paper will have a look on these three variables that how these will cause dissatisfaction among non-teaching staff of UOS. This paper will focus on the ways which will be helpful to decrease the ratio of turnover in UOS.

Literature Review

Turnover is defined as:

To leave the job or company by any employee due to any reason.

Planned or unplanned turnover normally have the differences. Planned turnover is a turnover that when a person leaves the company by his/her own will. And unplanned turnover is a turnover when a person leaves the company not by his/her own will, but might be by the company's decision. It has been noticed that job satisfaction is a predictor of turnover intentions. (Karsh, Booske & Sainfort 2005). The writers suggested that organizational dedication should also be included in turnover model. Organizational commitment was also taken as a predictor of turnover intentions (Samad 2006). Organizational commitment was also included as the stimulus of turnover intention (Elangovan 2001). If organizational commitment decreases turnover intentions will increase.

Job satisfaction is a very important topic frequently discussed in managerial and non-managerial field, because job satisfaction will not only disturb the turnover ratio but also the other fields as motivation, employee absenteeism, efficiency etc.

Job satisfaction can be defined as:

Job satisfaction is how much any person is happy, satisfied, or pleased with her/his job.

Job satisfaction is generally considered like an important interpreter for the welfare of all the HR. (Diaz-Serrano & Carbral Vieira, 2005) in addition an interpreter of turnover decisions of any employee. (Gazioglu & Tansel, 2002). In the year of 2003, the Dutch Ministry of the Interior and Kingdom Relations conducted a survey from the employees of public sector organizations, statistics were gathered from salary admin of all organizations. A questionnaire was floated among 78,800 employees, 28,312 employees returned back. The basic aim of the survey was to know the degree of job satisfaction of the employees of public sector. The questionnaire contained the questions about job satisfaction. 2,849 questions were rejected, because these employees had a change in their posts in company, so their response was based on search behaviour. This survey was for those employees who hold the same post during their work experience in 2002 with that company. Additionally, we also excluded 3,555 questionnaires, because they failed to mention their job satisfaction. Just like these 1,897 questionnaires were also rejected. So finally we had to deal with 20,011 questionnaires. Questionnaire was on 5-point scale having the range of very dissatisfied to very satisfied. Their job satisfaction was about overall the job areas. Employees switch the company for many reasons. In that survey the aim was to know those reasons. Just like in this research paper.

Organizational environment is also described one of the basic reasons of the employee's behind their intentions to leave the job. Employees have a tendency to leave the company; as a result, the company will experience the unfavourable civilization for the organization. Though, organizational civilization is not easy to change. In contrast, organizations can easily develop the environment of the organization that will change the perception of the employees towards their job. To develop the strategies for better environment will have a positive impact to reduce the turnover intentions. Employees are the most important asset of any organization, so to retain that asset is the basic aim of any organization. When turnover occurs, there is a chance of innovation in strategies, change in environment, compensation benefits etc. So we can say that turnover may have a positive relation in some aspects for the improvements. But it will influence the behaviours, satisfaction of the rest of the employees who stay in organization. When any employee leaves the organization with planned decision, it will support the errors or flaws he/she might find out in the organization, which will force other employees to think about the reasons of leaving his/her job.

Career growth opportunities are also one of the predictor of turnover. If any organization will provide

the opportunities to grow any employee will support the intentions of the employees to stay in the organization. If organization does not provide any opportunity to grow one's career, it will result in the increase of the intentions of any employee to switch the organization. Literature supports this idea that these three variables are the most important stimulus for anyone to leave the organization.

There are some other factors like rewards which will add the increase or decrease in the intentions. If any organization provides rewards to the employees, it will motivate the employees to stay and work harder for more rewards. Because it will increase the feeling that they are rewarded on fair and equal policies. But if any employee will feel that he/she is not being judged on equal standards even after giving the best of his/her hard work, he/she will definitely search for another job (Huang et al, 2003). In the time of economic uncertainty there was a high ratio of turnover so it was decided to have training programs (OECD 1993). In fact, at the best time of economic situations organizations must invest a huge amount in training session, because it will result betterment in the efficiency of the employees' work. Sometimes trained workers can also leave the organization without paying the amount for training, because they have more skills now, so they will search for a better opportunity. In such cases job satisfaction will play a vital role. Training has a positive relationship with job satisfaction (Bradley, Petrescu & Simmons 2004). If a worker is satisfied, this satisfaction will add motivation, dedications, commitment in his/her work. Different researches proved that there is a positive relationship between job satisfaction and training. (Doeringer, Evans-Klock & Terkla 1998, Bradley, Petrescu & Simmons 2004-2005, Dearden, reed and reenen 2000; Ballot, Fakhfakh and Taymaz 2006).

Pay structure will also help to increase the job satisfaction of the employees. If a person is given the pay on equal basis, plus the increase in the pay/salary of the employees, it will increase their motivation level.

In short if all our independent variable will increase the turnover intentions will decrease, if independent variables will decrease, the turnover intentions will increase. Organizations must work on the strategies which will help to increase the satisfaction level of the employees, improve the organizational environment and career growth opportunities of the organization.

Hypothesis

H1: Job satisfaction has negative relationship with employee's intentions to switch the University of Sargodha, Pakistan.

H2: Career growth opportunities have negative relationship with employee's intentions to switch the University of Sargodha, Pakistan.

H3: Organizational environment has negative relationship with employee's intentions to switch the University of Sargodha, Pakistan.

Theoretical Framework

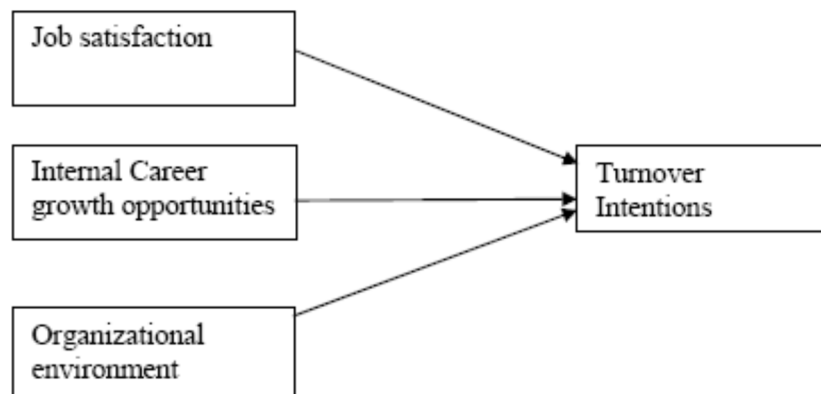


Figure 1: Model of the study

Methodology

Sample

University of Sargodha was our area of interest. Therefore, we collected data from non-teaching staff from 18 departments & Admin department. 100 questionnaires were circulated among employees of UOS, 60 were returned back to us.

Measures

Turnover intention was considered as dependent variable. Whereas rest of the variables were considered as independent variables. These independent variables are supposed to influence the dependent variable.

Turnover Intentions Scale

Statistics were gathered by using Donnelly & Ivancevich's (1985) four items scale with five point likert scale using 1 for strongly agree to 5 strongly disagree. Having statements of "I often think about quitting", "I will probably look for a new job next year" "it is likely that I will actively look for a new job next year" and "lately I have interest in jobs in newspapers"

Job Satisfaction Scale

We customized Egan, yang, & Bartlett (2004) four items into five point likert scale using 1 for strongly agree to 5 for strongly disagree. Having statements of "overall I am satisfied with my job", "I am generally satisfied with the kind of work I do on my job", "in general I enjoy working at my job" and "I find real enjoyment in my job"

Career Growth Opportunities Scale

We used five items with five point likert scale using 1 for strongly agree to 5 for strongly disagree. Having statements like, "I have too much work and too little time to do it", "I feel stress during my work", "I find organization environment very demotivated",

Organizational Environment Scale

We used four items with five point likert scale using 1 for strongly agree to 5 for strongly disagree. Having statements like "I have the opportunity for advancement in job", "the companies makes efforts to identify my strengths and weaknesses" and "I am planning to stay in the organization because of provided opportunities"

Demographics

Six key demographics were considered in this research paper. These comprise functions, age, gender, education, and tenure and income level. These demographics were more characterized in further more than one class.

Findings

Table 1: Descriptive Statistics

	Mean	Median	Std.Deviation	N
TI	2.9833	2.7500	1.13577	60
JS	2.5556	2.6667	0.97746	60
CGO	3.5333	3.5000	1.04807	60

In general, the findings (Table 1) described there is turnover intentions present in university of Sargodha with the mean value of 2.9833, employees there are satisfied with their jobs with mean value of 2.5556

Table 2: Correlations Matrix

		TI	JS	OE	CGO
TI	Pearson Correlation	1	-.722(**)	.274(*)	-.461(**)
	Sig. (2-tailed)	.	.000	.034	.000
	N	60	60	60	60
JS	Pearson Correlation	-.722(**)	1	-.133	.383(**)
	Sig. (2-tailed)	.000	.	.310	.003
	N	60	60	60	60
OE	Pearson Correlation	.274(*)	-.133	1	-.343(**)
	Sig. (2-tailed)	.034	.310	.	.007
	N	60	60	60	60
CGO	Pearson Correlation	-.461(**)	.383(**)	-.343(**)	1
	Sig. (2-tailed)	.000	.003	.007	.
	N	60	60	60	60

Correlation matrix finding described that there is considerable negative relationship between job satisfaction and turnover intentions in non-teaching staff of university of Sargodha. The significance of the results is at $p < 0.01$ and correlation score of this relationship is to be - 0.722. First hypothesis that there is negative relationship among job satisfaction and turnover intentions is correct. Second hypothesis that there is negative relationship among turnover intentions and organizational environment is also mildly supported with correlation score 0.274 at the significance level $p < 0.05$. Findings also described that there is significant negative relationship among internal career growth opportunities and turnover intentions, correlation score is -0.461 at the significance $p < 0.01$, so our second hypothesis is also supported.

Table 3: Regression Results

Model		Unstandarized coefficeint		t-value	Sig
		Beta	Std. Error		
1	Constant	5.11	.567	9.012	.000
	CGO	-.186	.108	-1.723	.090
	OE	.165	.118	1.402	.167
	JS	-.742	.109	-6.780	.000

From the findings of linear regression, we can say one unit change in career growth opportunities will bring negative .186 unit change in turnover intentions, and one unit change in organizational environment will cause negative 0.742 unit change in turnover intentions. Similarly, one unit change in job satisfaction will cause negative 0.742 unit change in turnover intentions. R square is 0.576, which means only 57% of our variance listed by independent variables will have effect on turnover intentions in university of Sargodha. F-value is 25.320, which shows the model's effectiveness and showed that model was a good fit.

Conclusion

The purpose of the research paper was to discover the relationship among job satisfaction, career growth opportunities, organizational environment and turnover intentions in university of Sargodha. On the whole non-teaching staff is pleased with their jobs because of permanent nature of jobs in Pakistan. Because to find a new job in Pakistan is a not easily possible. Turnover intentions can be because of the absence of career growth opportunities in UOS and unhealthy work environment so there is a need to give opportunities of advancement in jobs, and to make the environment feasible to decrease the intentions of teachers to leave the organization.

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Annexure
ORGANIZATIONAL ENVIRONMENT, JOB SATISFACTION &
CAREER GROWTH OPPORTUNITIES
A LINK TO EMPLOYEE TURNOVER INTENTIONS IN
UNIVERSITY OF SARGODHA PAKISTAN
SURVEY QUESTIONNAIRE

(A) **General information (the following information will be used only for the purpose of analysis & will not be shared with any one)**

Please tick the following boxes:

1. **Total number of years in job:**

Less than 1 year	<input type="checkbox"/>	1 – 5 years	<input type="checkbox"/>
6 – 10 years	<input type="checkbox"/>	11 – 15 years	<input type="checkbox"/>

Department:

(B) For the questions that follow, please use the following scales to express the extent to which you agree or disagree with the statements given in questionnaire. Please tick:

1, if you “STRONGLY AGREE” with the statement

5, if you “STRONGLY DISAGREE” with the statement

Turnover Intentions: (Dependent Variable)

Strongly Agree Agree Neither Agree Nor Disagree Disagree strongly Disagree
 1 2 3 4 5

S.No.	Please indicate your level of agreement with each statement	1	2	3	4	5
1)	I “often” think about quitting.					
2)	I will “probably” look for a new job next year.					
3)	It is “likely” that I will actively look for a new job next year.					
4)	Lately, I have interest in job offers in news papers.					

Job Satisfaction: (Independent Variable)

Strongly Agree Agree Neither Agree Nor Disagree Disagree strongly Disagree
 1 2 3 4 5

S.No.	Please indicate your level of agreement with each statement	1	2	3	4	5
1)	Overall, I am satisfied with my job.					
2)	I am generally satisfied with the kind of work I do on my job.					
3)	In general, I enjoy at working at my job.					
4)	I find real enjoyment in my job.					

Organizational Environment: (Independent Variable)

Strongly Agree Agree Neither Agree Nor Disagree Disagree strongly Disagree
 1 2 3 4 5

S.No.	Please indicate your level of agreement with each statement	1	2	3	4	5
1)	I have too much work & too little time to do it.					
2)	I feel stress during my work					
3)	I find organization environment very demotivated.					
4)	My views & participation is devalued.					
5)	Management has created an open & comfortable environment.					

Career Growth opportunities: (Independent Variable)

Strongly Agree 1 Agree 2 Neither Agree Nor Disagree 3 Disagree 4 strongly Disagree 5

<i>S.No.</i>	<i>Please indicate your level of agreement with each statement</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>1)</i>	I have the opportunity for advancement in my job.					
<i>2)</i>	The company makes efforts to identify my strengths & weaknesses.					
<i>3)</i>	I am planning to stay in organization because of provided opportunities.					
<i>4)</i>	I found the opportunities in organization very attractive.					

Description of Demographics

<i>Demographics</i>	<i>Category</i>	
<i>Function</i>	Teaching	
	Non Teaching	
<i>Age</i>	Less than 20	
	21~30 years	
	31~40 years	
	Above 40 years	
<i>Gender</i>	Male	
	Female	
<i>Education</i>	SSC	
	HSSC	
	Graduation	
	Post graduate	
	M. Phil /PhD	
	others -----	
<i>Tenure</i>	Less than a year	
	1 ~5 years	
	5~ 10years	
	Above 10 years	
<i>Income level</i>	Less than 10,000	
	10,000 to 20,000	
	Above 20,000	