MEDIATING ROLE OF WORK ENGAGEMENT BETWEEN BURNOUT AND TURNOVER INTENTION AMONG EDUCATORS IN HIGHER EDUCATIONAL INSTITUTIONS

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Abstract:

In the present competitive environment, employee retention is of genuine concern in every organization. Human Resource incontestably is the most important resource of any organization and also is of significance in Educational Institutions since they are a service industry. Furthermore, an increasing number of institutions are understanding that retaining human intellectual capital is fast becoming the key source of maintain competitive edge. Higher Educational institutions are becoming vulnerable to losing their highly qualified knowledge and talented staff and therefore the importance of retaining educators are matters that have resulted in the increased interest in variables, such as work engagement, job satisfaction, burnout etc, that may influence employee retention.

In this study educators in higher education institution in Bangalore constitute the population. This study focus of the mediating relation of work engagement between burnout and turnover intention. For the analysis of the study an empirical study using a survey method is used to collect primary data. Data is gathered using a structured and standard questionnaire. The generated data are subjected to standard statistical procedures, such as descriptive statistics, internal reliability and correlation etc., The Findings of the study imply that there is a significant relationship between burnout, work engagement and turnover intention. It also shows the mediating role of work engagement between burnout and turnover intention. The study also implies that while formulating policies and procedures it is important that the management need to recognize the importance of work engagement as a mediator to turnover intention. It also suggests that by improving work engagement the effect of burnout can be reduced and will thereby decrease turnover intention among the employee.

Key Words: *Burnout, Work Engagement, Turnover intention, Educators, Higher Educational Institutions.*

Introduction

Educational institutions plays an important and crucial part in creation and formation of knowledge for future talent. According to (Coetzee and Rothmann, 2004), academics are essential to societal life, as they are accountable for imparting knowledge to the leaders of the society

as well as for conducting advanced scientific research and developing knowledge. But in today's fast moving and competitive world educational institutions are facing new challenges such as technological changes, diversity in workforce, demographical changes. Higher educational institutions are in jeopardy to losing their skilled and talented employees to well paid job offers from global higher educational institutions (Ngobeni & Bezuidenhout, 2011). These challenges are initiating the managements of educational institutions to proactively formulate policies and strategies in an effort to retain talented employees and to remain competitive. In a era where intellectual capital in any organization is becoming the most important asset to maintain competitive advantage, retention strategies are critical and need to be taken seriously. Large number of educational institutions today are realizing the need to release the untapped potential of their intellectual capital in order to remain successful in an increasingly competitive global economy (Burke & Cooper, 2008; Burke & El-Kot, 2010; Lawler, 2008). In this respect, understanding the factors that keep employees in their current jobs is crucial in employing and retaining talented staff (Lawler & Finegold, 2000; Michaels, HandfieldJones & Axelrod, 2001).

In the time of globalization, turnover is a steady issue in organizations and it is present in every organization irrespective of the type and size of the organization. Employee turnover is an every organization face particularly in the field of human resource management. When an employee quits an organization, the ability of the remaining employees to finish their duties may be disturbed. Turnover is an excruciating issue in any organization, in the era of intense competition the organizations attempt to limit their turnover ratio and save their cost, turnover cost includes the cost of recruitment, selection, training and development of the employees to empower them to perform well and to gain competitive advantage.

Retaining talented employees is becoming essential in every organization as it increases the human capital and thereby becomes the key source of competitive advantage (Halawi *et al.*, 2005; Pfeffer, 2005). Organizations today are aware of the drawback of having high employee turnover and are focusing on retaining talented employees, keeping them engaged and focused to the job (Frank, Finnegan & Taylor, 2004). It is therefore paramount importance to take necessary steps in retaining skilled employees as a result to reduce turnover (Hillmer, Hillmer & McRoberts, 2004).

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Literature Review

Work Engagement and Turnover intention

Work Engagement is referred to as the level of devotion of an employee where he wishes to do his job effectively for the benefit of himself and that of his organization. Work engagement has been defined by many researchers in many ways but the most popular definitions is described by Schaufeli and Salanova (2002). Work engagement is defined as "as "positive, fulfilling, work-related state of mind that is described by vigor, dedication, and absorption" (Schaufeli and Salanova, 2001). It is interesting to note that work engagement is described as a construct opposite to burnout. This has been tested and confirmed in various organizational settings (Schaufeli, Martinez, et al., 2002, Bakker, Demerouti, and Schaufeli, 2005, Hallberg, et al., 2007).

Dedicated employees are passionate to work hard with a positive state of mind, therefore their valuable talent is cause for achievement in the workplace (Bakker & Demerouti, 2008). The significance of work engagement(participation) has shown that antecedents and outcomes such as job satisfaction, performance and turnover intention can be mediated through the role of work engagement which is effected by work related feelings and behavioral outcomes.

According to Agarwal, Gupta (2015) employees who are engaged in their jobs experience a positive emotion which include happiness, interest and enthusiasm in their work (Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V., & Bakker, A.B. 2007), they are prone to stay back in the organization. Work engagement is considered as the mediator in Job Characteristics and intention to quit, thereby addressing the literature gap of limited knowledge of how Job Characteristics is related with turnover intention. Work engagement as a mediator also shows that employees with high job resources have positive emotions and in turn reduces intention to quit. This finding adheres with the inferences of the broaden-and-build theory (Fredrickson, 2001) that states that positive emotions broaden routine manner of thinking and acting and result in performing better.

Mangi, Jalbani (2013), the study investigated if work engagement play a mediating role between emotional exhaustion, cynicism and turnover intentions among the faculty member of higher educational institutions. In the study regression is used to prove that all the variables are positive and significantly predict the turnover intention. The results of the study shows that work engagement partially mediate between emotional exhaustion, cynicism and turnover intention

Burnout and Turnover intention

Burnout refers with emotional and physical exhaustion or a person who is worn out as a result of an employees work.

(Harrington et al., 2001; Huang, Chuang, & Lin, 2003) indicates that among the various antecedents of turnover intention burnout has been found to be one of the main antecedent by many studies

Ahmad, Shahid, Haider (2012), the study with the help of Pearson Correlation and Regression analysis investigates the relationship between job stress, job satisfaction and turnover intention. The results showed that job satisfaction and job stress is significantly and negatively correlated with turnover intention. It has been evident that, employees who experience more job stress have a higher intention to quit.

Tziner, Rabenu, Radomski, and Belkin (2014), the study examined the relationship between perceived work stress, burnout, satisfaction at work, and turnover intentions. The results revealed that burnout partially mediated work stress and the relationship between burnout and turnover intention is partially mediated by work satisfaction.

Need for the Study

Education is one of the sectors which significantly affect the economic, political and social development of the nation. It is a key to enhance country's competitiveness in the global economy. Therefore, it is necessary for us to build the education system such that it is easily accessible by the entire society and provides quality education with international standards. Like business and industry, the educational field too is discovering the need for talent so as to meet the new quality standards demanded by educational boards and the society. The job opportunities in Indian education sector are more than the available employees i.e. demand is more than the supply. In Higher educational institutions, which are considered as the hub of knowledge, the retention of intellectual capital has become a crucial issue. The Business Standard, New Delhi dated August 13, 2014 states that by the year 2022 there will be a need for three million educators in higher educational institutions. It is additionally noted that the migration of faculty has left a huge gap in several educational institutions. The Union human resource development (HRD) ministry has updated the Parliament that the 16 Indian Institutes of Technology (IITs) have a faculty deficiency of 36.5 percent. The 30 National Institutes of Technology face a challenge of an educators' shortage in the range of 41 per cent. A lot of studies and researches has been conducted on the issues caused by high turnover rate in the corporate world but very little has been done on scrutinize the reasons for faculty turnover, a higher the rate of faculty turnover in an institution higher is the recruiting, selection and training costs. Retaining talents is not only the choice of employers but is also a very essential need of the hour as educational institutes are already at risk running with talent crisis

Objective of the Study

Work engagement is one of the variables in turnover intention which researchers

offer as the possibility to enhance the potential to explain why individuals stay in their current jobs. The main objective of this study is to shed knowledge on the relationship between burnout out and turnover intention which can be mediated by work engagement is essential in light of the fact that such information my help higher educational institutions in enforcing effective retention practices. Empirical evidence with respect to mediating role of work engagement in relation to turnover intention has been seen in international literature. Most of such researches has been conducted in countries like USA, UK, Malaysia, Saudi Arabia and Africa. Findings in these countries can be applied to Indian setting has not been researched. Therefore the objective of this study is to examine if work engagement can act as a mediator to turnover intention among educators in higher educational institutions.

Hypothesis

Proposed Model

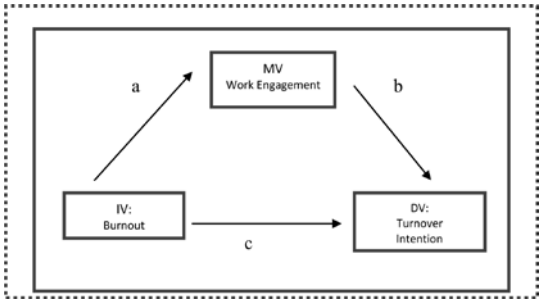


Figure 1: IV-Independent variable, Dv-Dependent variable MV,

Hypothesis

- To determine the level of work engagement and turnover intention among educators in higher educational institutions
- To investigate the relationship between burnout , work engagement and turnover intention
- Work Engagement mediates the relationship between burnout and turnover intention among educators in higher educational institutions.

Research Methodology:

Research design

A non-probability purposive and random method of sampling so as to give all individuals within the population equal chance to be chosen. Professional educators of higher Educational institutions in Bangalore constitute the population for the study. The present study is undertaken to determine the relationship between work engagement, burnout and turnover intention among educators in higher educational institutions using work engagement as a mediator. A total of 200 questionnaires were distributed among potential respondents chosen from educators from Degree Colleges, Engineering Colleges and Business Schools among the various higher educational institutions. In all, 192 questionnaires were returned, 14 of them were incomplete and therefore rejected, leaving total of 178 usable questionnaires

full filled giving a response rate of 89% percentage. All the respondents were of the age between 24 to 60 years. The current study uses Likert scales to measure the responses, since this scale is widely used in marketing and social science research (Garland, 1991).

Measuring instruments

In this study, the survey covers theories relating to the constructs work engagement, burnout and turnover intention. Work engagement is measured by using a 17 item scale of Work and Well-Being Survey (UWES) by Schaufeli and Bakker (2003). Burnout: Maslach Burnout Inventory – Educators Survey (MBI-ES) (1998)- 22 item scale. Turnover intention is measured by the tool developed developed a 14 item scale by Roodt 2004**.**

Statistical Analysis in the study

For the analysis of the study an empirical study using survey method to collect both primary and secondary data would be used. Data would be gathered using structured and standard questionnaire as a tool for the study and to confirm themes on which the theoretical framework is based. The generated data would be subjected to standard statistical procedures. The statistical analysis has been conducted using SPSS software, version 22.0 (SPSS, 2013). Descriptive statistics and inferential statistics has been used to assess the data. The Cronbach Alpha coefficient has been used to assess the internal consistency reliability of each of the measuring instrument.

Analysis and Interpretation:

The demographic profile of the respondents with regard to the Age, Gender, Educational Qualification, Marital Status, Income, experience etc., of the respondents are shown in Table-I

TABLE - I
DEMOGRAPHIC PROFILE OF RESPONDENTS

		%
Age (in Years)	20 – 30	47.8
	31 – 40	41.0
	41 – 50	9.9
	51 – 60	1.3
Gender	Male	44.2
	Female	55.8
Educational Qualification	Graduate	4.5
	Post Graduate	89.7
	Doctorates	5.8
Marital Status	Single	31.1
	Married	68.9
Income (Monthly)	<= 10000	5.4
	10001 - 25000	36.5
	25001 – 50000	46.8
	Others	11.3
Experience	< 5	47.8
	6 - 10	23.4
	11 - 15	16.7
	16 - 20	9.9
	> 20	2.2
Presently Teaching	Professional Course	34.3
	B School	32.4
	Degree College	33.3
Teaching	Under Graduates	77.9
	Post Graduates	22.1

As shown, the majority of the respondents were spread across two age group ie., between the age group of 20 – 30 were 47.8% and between the age group 31- 40 were 41 %, Most of the respondent 55.8% were female. Most of the respondents 89.7% were post graduates and 68.9% of them were married. Among all the respondents a majority of 47.8% has an experience less than 5 years, most of them 46.8% fall under the income group between 25001 – 50000 and 77.9% taught under graduates.

Results and discussion:

1. *Level of work engagement and turnover intention among educators in higher educational institution.*

To answer H1, mean scores, standard deviations (SD), skewness, kurtosis and internal consistency reliability coefficients are compared for work engagement, burnout and turnover intention. Table-I that the internal reliability of the factors as measured by Cronbach's Alpha , are all above 0.70, which confirms internal consistency of the items in a variable. As shown in Table II, the respondents were moderately engaged with their jobs showed mean score of Vigor at (mean = 3.54, SD = 0.97), Dedication showed a mean score of (mean = 3.74, SD = 0.93),and Absorption showed a mean score of of (mean = 3.42, SD = 0.91), burnout showed a mean score of (mean = 3.72, SD = 0.79) and turnover intention showed a mean score of (mean = 3.29, SD = 0.99). The skewness and Kurtosis values value for all the constructs range between 0.67 and -0.51, there by falling within the -1 and +1 normality range recommended for these coefficients (Howell, 2008)

Table-II provides descriptive statistics for each variable. The present study used a 7-point Likert scale from 1-5 where 1 = strongly disagree, 2=disagree, 3=neither disagree nor agree, 4 = agree, and 5 = strongly agree to measure all the theoretical constructs.

TABLE-II

Variable	Mean	SD	Skewness	Kurtosis	Cronbach's Alpha
Work Engagement					
Vigor	3.54	0.97	-0.25	-0.39	0.71
Dedication	3.74	0.93	0.20	-0.82	0.82
Absorption	3.42	0.91	0.22	-0.67	0.81
Burnout	3.72	0.70	0.16	- 0.34	0.79
Turnover Intention	3.29	0.99	-0.51	-0.54	0.88

Higher score indicates higher work engagement, burnout and turnover intention

2. *Relationship between Work Engagement burnout and turnover intention among educators in higher educational institution.*

The strength of the relationship between the predictor and the outcome that is can controlled and decreased with the help of a mediator. Figure 1 above shows the model where the mediation can be seen in relation with the independent and dependent variables. Path "a" shows the relationship between the independent

variable that is burnout and the mediator that is work engagement. Path "b" shows the relationship between the mediator that is work engagement and dependent variable and path "c" shows the relationship between the independent variable that is burnout and the dependent variable that is turnover intention.

Pearson correlation is computed to address H2 and H3. Table-III shows the results from the analyses conducted.

TABLE-III. -Correlation among variables

	Turnover Intention
Work Engagement	
Vigor	-0.12**
Dedication	-0.35**
Absorption	-0.19*
Burnout	0.51**

*p<.01 **p<.001

Saks (2006) recorded that work engagement had a positive influence with antecedents such as job satisfaction and a negative influence with turnover intention. Schaufeli and Bakker (2004) also emphasizes the mediating effect of work engagement (participation) on turnover intention.

In relation to RO2 and RO3, results show that all the variables were significantly related. Burnout out is found to be significantly and higher the burnout higher is the turnover intention.The model shown above shows that there is a significant and positive relationship between the independent variable that is burnout and the dependent variable that is turnover intention also there is a significant and negative relationship between the mediating variable that is work engagement and the dependent variable that is turnover intention. As seen there is a significant and negative relationship between work engagement and turnover intention. Higher work engagement leads to lower turnover intention.

Conclusion

The study explored the relationship between work engagement, burnout and turnover intention. The findings indicate that there is a significant relationship between the respondents work engagement, burnout and turnover intention. It is seen that respondents who are highly engaged in their job within the organization appears to have less intention to quit the institution, which is supported by of previous studies of

Halbesleben and Wheeler (2008) and Mitchell et al., (2001).

The results indicates that work engagement can be a stronger negative predictor of the respondents turnover intention. The findings of this study is also strongly supported by previous studies of Mangi and Jalbani (2013) who suggest that work engagement is a mediator to turnover intention. It is also agreed upon by Ahmad, Shahid, Haider (2012), employees who experience more burnout has higher intention to quit. Overall, from the findings it can be conclude that high level of work engagement leads to decrease in turnover intention. The findings of this study have contributed valuable knowledge on work engagement as an ideal mediator on turnover intention among educators in higher educational institutions in Bangalore, India.

Limitations and recommendations for future research

Work engagement as a mediator on turnover intention is useful in the study of turnover intention. It is practical to study factors that decrease turnover intention and allow organizations to select and manage people with higher dedication and vigor in their job within the organization.

This study used structured questionnaire to gather data at one point in time, cross sectional research design has been for drawing conclusions. The research is limited to the fact that no provisions has been made to record the change in how the employee would behaviour and perceptive things over a period of time. Therefore it is recommended that future research could be done using longitudinal design to examine the influence of work engagement as a mediator between burnout and turnover intention. This study used non- probability purposed sampling method to record the responses, thus generalizing the findings in the context of educators in higher educational institutions concerned. Therefore the significant association found between the variables requires future research with larger sample among educators in higher educational institutions.

Never the less having seen the above said limitations, Although theoretical and empirical implications are promising and has been researched internationally, the concept of turnover intention among educators in India is still at it introductory stages. .The findings of this study will testify to be a milestone for the researchers, management of educational institutions and employees to rightly understand the concepts of how to engage employees at the work place so as to reduce turnover intention among educators in higher educational institutions in India. The findings from this research would also increase the body of knowledge of why people stay in the institutions and provides a platform for future studies with the help of larger samples from within this domain.

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