

Education Challenges regarding Employees' Satisfaction and their Lack of Turnover

Maryam Yousefian

Department of Management, Rasht Branch, Islamic Azad University, Rasht, Iran.

Abstract: *The first step to reach the successful educational staff is to recognize the factors influencing the quality of the employees' activity. One of these factors is the job satisfaction of teachers, since there is a direct relationship between job satisfaction and their performance and those having satisfaction, do their job better. This paper investigated the challenges of job satisfaction and turnover of education organization employees.*

Keywords: *Job satisfaction, Turnover, Education*

INTRODUCTION

In the business world, human resource management is considered as a critical factor in the success of any organization. In addition, the challenge for many organizations is to retaining and maintaining their human resources, which can be a competitive advantage for the organization (Davoudi and Fartash, 2013). Moreover, education is a key element of human community and one of its main goals is the education and training of children and adolescents by teachers and managers (Ebrahimi et al., 2018). Most of the experts and scholars in the educational areas argue that teachers and managers are the biggest and most important factors in the process of education. Thus, it can be stated that the base of a successful educational system is its employees and managers. The first step to achieve successful educational staff is to recognize the factors influencing the quality of employees' activities (Martin, 2011). One of these factors is the job satisfaction of employees, since there is a direct relationship between job satisfaction with their performance and those who have job satisfaction, do their job better (Mudor et al., 2011). Almost all humans spend most of their lives in organizational settings and work is experienced by most of them. As our society is strongly dependent on the efficient performance of its organizations, it is necessary for organization to have motivated workforce (Farah, 2011). Moreover, the turnover intension is consciousness satisfaction and desire to leave the organization (Chang et al., 2013). Turnover imposes direct costs (recruitment, selection and training) and indirect costs (loss of knowledge and reduced productivity) to the organization. The reasons of turnover in employees are numerous and complex (Biron and Boon, 2013). With turnover of the employees, their experience, knowledge and talent go out of the organization, which can disrupt the organization's performance (Wells and Peachey, 2011).

Job satisfaction, challenges and related factors

The concept of employees' job satisfaction in human relations` literature and organizational behavior is so important that researchers have examined the predictors of this key structure from different angles (Mudor and Tooksoon, 2011; Ebrahimi et al., 2017). Job Satisfaction is the emotional feeling that a person has about his job. This feeling is one of the important factors of success and it is a factor that increases productivity and efficiency and leads to satisfaction in the person (Kurland and Hasson-Gilad, 2015). The results of the studies

suggested that those people who have job satisfaction, are more effective and stay in their job for a long time. Without doubt, job satisfaction is an effective and important factor in survival, interest, growth, and increasing the efficiency of a person in his job. It is achieved when major parts of an individual's needs are met in his job (Eydi et al., 2015). In addition to individual factors, researchers have always paid attention to organizational factors such as the role of leadership style and management style in job satisfaction. In this regard, the results of various studies have indicated that the management style plays a determinant role in job satisfaction (Tepret and Tuna 2015). Having management skills by a manager and leader in an organization can provide the conditions for organizational success (Ebrahimi et al., 2018a; Ebrahimi et al., 2018b), increased organizational productivity, improved employee job performance, increased employee motivation in the workplace and finally increased job satisfaction (Hofstetter and Harpaz, 2015). Job Satisfaction is one of the organizational variables that can affect physical, mental and psychological well-being, improve the quality of work life, and finally improve the efficiency of any organization (Simone et al., 2015).

Owing to its necessity for job-related variables such as motivation, job dependency, organizational citizenship behavior, organizational commitment, job performance, etc., the job satisfaction can even affect life satisfaction and mental health and improve an individual and family functioning (Ioannou et al., 2015). Researchers argued that job satisfaction can be predicted through the interaction of group collaboration, organizational identity, creativity, risk-taking and reward systems. In case in the working environment, the relationship between received rewards from work, such as the nature of work, salaries and bonus, promotion opportunities, the type of relationship with colleagues and superiors, employee's expectations not be met, it will lead to job dissatisfaction (Siengthai and Pila -Ngarm, 2016). Appreciation, balance, challenge, discussion, organizational credibility, goal, individual identity, respect, communication, unofficiality, integrity, proportionality, personal growth, flexibility, innovation, equality, ownership, support, services, value conditions of individuals, appropriate and relevant laws can affect the job satisfaction (Alavi Langarudi and Ghafouri, 2015). In addition to these factors, other individual, organizational and environmental factors affecting job satisfaction include individuals' participation in decision making, rights, leadership ethics, leadership style, management, conflict, organizational structure, stress, gender, age, employment history, and number of relatives, personality and perception (Yahyagil, 2015).

Moreover, there is a consensus among the studies that factors such as salaries and bonuses, welfare facilities, cooperation and friendship among the employees, the relationship between managers with subordinates, trust in the board of directors, meeting job requirements, the competence of managers, efficiency of administrative affairs, proper and adequate communication, social base and identification of work value, work stability, working relationships, match of defined goals of employees with organizational goals, work settings and conditions, opportunities for growth, policy and management of organization affairs, order and discipline in work, communication with colleagues, success in work and appreciation for the carried work affect the job satisfaction (Ayala, 2017).

Turnover, challenges, and related factors

One of the important issues in the human resource management area is the turnover intention. If the turnover intention service leads to turnover, it will result in an increase in the cost of recruitment and training, reduce productivity, loss of knowledge and information, disruption in work flow and it would weaken morale in employees who have stayed in the organization (Flint et al, 2013). If it does not lead into turnover, it will disrupt the mental link between the employees and organization and reduce loyalty in employees. Turnover intention reflects the interest of employees in leaving the organization and looking for alternative jobs (Nahas et al., 2013). Turnover of key employees can be harmful for organizations in terms of replacement costs and disruptions in work. The turnover intention of one of the employees will affect both the organization and the other employees, so thinking to minimize the negative impact of turnover on the organization's performance is very important (Rahman and nas, 2013). Turnover is an important phenomenon that will

impose recruitment and training costs and it will leave negative impacts on performance in both public and private sectors through the loss of organizational knowledge and loss of social and human capital (Campbell, 2014; Soltis et al., 2013). In addition, when employees have turnover intention, they will not feel the sense of belonging to organization and they will not give value for it. In fact, the mental contract and the relationship between employees and the organization are interrupted in such situations (Christian and Ellis, 2014). One of the factors playing a major role in turnover intention of the employees is the leadership factor (Elanain, 2014). As having committed employees is vital for survival, stability and growth of organization, leaders are increasingly looking for improving these conditions among their employees (Agarwal et al., 2012) and they are always trying to increase the commitment and satisfaction of the skilled and intelligent employees (Rehman Khan et al., 2013).

One of the main factors affecting the tendency of employees to have a long-term commitment to the organization is organizational identification. It is defined as the extent to which a person defines himself with organizational characteristics (Ekmekci and Casey, 2011). Organizational identification reflects the psychological relationship between an individual and his employer organization, which strengthening such link reduces the likelihood of turnover (Aghaz and Hashemi, 2011). In addition, collectivism orientation in work attitudes can also be effective on team loyalty, social behaviors, and attitudes toward human resources' actions such as performance evaluation, reward system, collaboration, effort, commitment, and intention to stay in organization (Ramamoorthy et al., 2007). Workers who have high intention to turnover are less interested in their employers and less sympathetic to them. In such situations, the employees want to be separated from the organization psychologically, but as they are dependent on the organization in terms of salary, they are not able to decide to leave the organization. Thus, they do not show loyal behaviors, leading to non-commitment. These behaviors lead to a lack of ethical participation and an increase in organizational deviation. Various studies on voluntary turnover have focused specifically on work characteristics, such as work quality (Munderlein et al., 2013). Turnover of the employees who are considered as competent employees in an organization that insists on their staying but have turnover intention, is called voluntary turnover (Christian and Ellis, 2014). Foreman (2009) categorized the factors affecting the turnover into three groups: 1- Job related factors (job satisfaction, payment, performance, and organizational commitment), 2- Individual factors (age, gender, education, and employment history), and 3- External factors (unemployment rate and unions) (Foreman, 2009).

Lee et al. (2010) categorized the factors affecting the turnover into two groups of controllable factors and uncontrollable factors. Controllable factors include work environment and leadership style, and uncontrollable factors include organizational structure, foreign opportunities, and lack of work force (Lee et al., 2010). Afkhami Ardakani and Farahi (2011) also believed that there are two theoretical approaches in the area of factors affecting employees' turnover. The first approach looks the subject at micro level and considers the individual factors such as age, level of education, and gender effective in the turnover of employees. The second approach looks the subject at macro level and focuses on the factors affecting employees' turnover and investigates the job and organizational factors such as extra workload, organizational justice, payment, and organizational culture (Afkhami Ardakani and Farahi, 2011).

Conclusion

Nowadays, public education is recognized as one of the key elements of sustainable development, and every country in the world allocates a large part of its national income to its expansion and improvement. In fact, education is the core of each human community and one of its main goals is educating and training children and adolescents by teachers and administrators. In this regard, an effective communication between managers and employees will reduce their turnover intention by increasing the identification of employees with the organization. In addition, managers can reduce the turnover intention of the employees by gaining knowledge on their employees' abilities and problems, supporting and solving their problems, as well as

establishing high quality communications that enhance trust, loyalty and commitment in the employees. Managers can also improve these relationships by adopting a collectivism cultural approach to human resource activities.

In addition, organizational culture and dimensions of group collaboration, organizational identity, creativity, risk taking, reward system have positive and significant relationship with job satisfaction. Organizational commitment and organizational culture have a negative impact on the turnover intention of the employees. Job satisfaction and its dimensions and main components are associated with turnover employees. Some researchers also have emphasized on the effect of empowerment of employees on organizational commitment. Moreover, the positive and effective relationship between organizational commitment and job satisfaction of employees in various organizations has been investigated and approved. According to the results of previous studies, high trust in the organization can increase the organizational commitment and reduce the turnover. The effect of turnover on the efficiency of an organization is very important. Continuous turnover can have a negative impact on the organization's capacity to provide high quality outputs. It also can have negative consequences on the areas such as recruitment and training and discontinuation of the operations. The variables of teachers' level of education and their intention to stay in the current job situation are predictable variables of teachers' job satisfaction. The most relevant aspects of teachers' job satisfaction include social services, ethical values, creativity, activity, diversity and application of ability, and aspects related to the lowest level of job satisfaction in teachers include compensation, educational system policies, progress, and job security. Teachers at higher age and with higher level of education and higher income and consequently high social status will have higher job satisfaction.

References

1. Afkhami Ardakani, M., and Farahi, R. (2011). Culture, Organizational Commitment and Turnover Intention in Knowledge-oriented Workers: Designing and Explaining a Model at Petroleum Industry Research Institute. *Iran's Management Sciences*, 6 (24), 1-24
2. Agarwal, U.A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions. The mediating role of work engagement, *Career Development International*, 17(3), 208-230.
3. Aghaz, A, and Hashemi, A (2012). Experimental Investigation of Extended Model of Organizational Identity with regard to Personality Characteristics of Employees. *Public Administration Outlook*, 3 (12), 87-106
4. Alavi Langroudi, SK, and Ghafouri, H. (2015). The Relationship between Job Satisfaction, Organizational Commitment and Burnout among the Teachers, and A New Approach in Educational Management, 6 (3), 85-109
5. Ayala, Y., Silla, J., Tordera, N., Lorente, L., & Yeves, J. (2017). Job satisfaction and innovative performance in young Spanish employees: Testing new patterns in the happyproductive worker thesis—A discriminant study, *Journal of Happiness Studies*, 18, 1-25.
6. Biron M., & Boon, C. (2013). Performance and turnover intentions: a social exchange perspective, *Journal of Managerial Psychology*, 28(5), 511-531.
7. Campbell, J.W., Im, T. & Jeong, J. (2014). Internal Efficiency and turnover Intention: evidence From Local Government in South Korea, *Public Personnel Management*, 43(2), 259-282.
8. Chang, W.A., Wang, Y., & Huang, T. (2013). Work design—related antecedents of turnover intention: A multilevel approach. *Human Resource Management*, 52(1), 1–26.
9. Christian, J.S. & Ellis, A.P.J. (2014). The Crucial Role of Turnover Intentions in Transforming Moral Disengagement into Deviant Behavior at Work, *Journal of Business Ethics*, 119(2), 193–208.
10. Davoudi, S.M.M., & Fartash, K. (2013). Turnover Intentions: Iranian Employees, *Journal of Indian Management*, 10(1), 89-99.

11. Ebrahimi, A, Zainabadi, HR., and Hodavandi, MR (2018). Qualitative Study of Factors Affecting the Intention of Students and Teachers to Stay at the Farhangian University in the Ministry of Education: Case Study of Tehran Province, *School of Engineering Studies*, 6 (17), 122-146
12. Ebrahimi, P., Chamanzamin, M. R., Roohbakhsh, N., Shaygan, J. (2017). Transformational and transactional leadership: Which one is more effective in the education of employees' creativity? Considering the moderating role of learning orientation and leader gender. *International Journal of Organizational Leadership*, 6(1), 137-156.
13. Ebrahimi, P., Shafiee, B., Gholampour, A., & Yousefi, L. (2018a). Impact of Organizational Innovation, Learning Orientation and Entrepreneurship on SME Performance: The Moderating Role of Market Turbulence and ICT. In: Khajeheian, D., Friedrichsen, M., & Modinger, W. (Eds), *Competitiveness in Emerging Markets*(pp.447-480). Berlin: Springer.
14. Ebrahimi, P., Shirsavar, H.R.A., Forootani, F., & Roohbakhsh, N, Ebrahimi, KH. (2018b). Entrepreneurship and SMEs Performance: Studying the Mediating Role of Innovation and the Moderating Role of Firm Size. In: Khajeheian, D., Friedrichsen, M., & Modinger, W. (Eds), *Competitiveness in Emerging Markets*(pp.481-501). Berlin: Springer.
15. Ekmekci, O., & Casey, A. (2011). Computer simulation exploring organizational identification for contingent workers, *Team Performance Management*, 17(5/6), 279-298.
16. Elanain, A.H.M. (2014). Leader-member exchange and intent to turnover: Testing a mediated-effects model in a high turnover work environment, *Management Research Review*, 37(2), 110-129.
17. Eydi, H, Loghmani, M, and Sararoodi, A (2015). Prediction of Employees' Job Satisfaction Based on Ethical Behavior of Managers of Sports and Youth Affairs Offices of Kermanshah Province, *Sport Management and Motor Behavioral Research Journal*, 11 (22), 201-210
18. Farah, A. (2011). The role of human, social and organizational capital in the interconnections between knowledge workers' perception of HR practices and, their organizational commitment and job satisfaction. Unpublished doctoral dissertation, University of Bath.
19. Flint, D., Haley, L.M., & McNally, J.J. (2013). Individual and organizational determinants of turnover intent. *Personnel Review*, 42(5), 552-572.
20. Foreman, W.T. (2009). Job satisfaction and turnover in the Chinese retail industry, *Chinese Management Studies*, 3(4), 356-378.
21. Hofstetter, H., & Harpaz, I. (2015). Declared versus actual organizational culture as indicated by an organization's performance appraisal, *The International Journal of Human Resource Management*: 26(4), 445-466.
22. Ioannou, P., Katsikavali, V., Galanis, P., Velonakis, E., Papadatou, D., & Sourtzi, P. (2015). Impact of Job Satisfaction on Greek Nurses' Health-Related Quality of Life, Safety and Health at Work, 6, 324-328.
23. Kurland, H., & Hasson-Gilad, D. (2015). Organizational learning and extra effort: The mediating effect of job satisfaction, *Teaching and Teacher Education*, 49, 56-67.
24. Lee, T., Chen, S., Wang, S. & Dadura, A. (2010). The relationship between spiritual management and determinants of turnover intention. *European Business Review*, 22(1), 102-116.
25. Martin, M.J. (2011). Influence of human resource practices on employee intention to quit. Unpublished doctoral dissertation, Faculty of Virginia Polytechnic Institute and State University.
26. Mudor, H., Tooksoon, P. (2011). Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover, *Journal of Economics and Behavioral Studies*, 2(2), 41-49.
27. Munderlein, M., Ybema, J.F., & Koster, F. (2013). Happily ever after? Explaining turnover and retirement intentions of older workers in The Netherlands, *Career Development International*, 18(6), 548-568.

28. Nahas, T., Abd-El-Salam, E.M. & Shawky, A.Y. (2013). The impact of leadership behaviour and organisational culture on job satisfaction and its relationship among organisational commitment and turnover intentions: A case study on an Egyptian company, *Journal of Business and Retail Management Research*, 7(2), 13-43.
29. Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: theory validation, *European Journal of Training and Development*, 37 (6), 564-579.
30. Ramamoorthy, N., Kulkarni, S.P., Gupta, A. & Flood, P.C. (2007). Individualism–collectivism orientation and employee attitudes: A comparison of employees from the high-technology sector in India and Ireland. *Journal of International Management*, 13, 187–203.
31. Rehman Khan, S., Islam, T., Bt. Ahmad, U.N.U. & Ahmed, I. (2013). Organizational learning culture and leader-member exchange quality: The way to enhance organizational commitment and reduce turnover intentions, *The Learning Organization*, 20(4/5), 322-337.
32. Siengthai, S., & Pila-Ngarm, P. (2016). The interaction effect of job redesign and job satisfaction on employee performance, *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 4(2), 162-180.
33. Simone, S., Cicotto, G., & Lampis, J. (2015). Occupational stress, job satisfaction and physical health in teachers *Revue européenne de psychologie appliquée*, 66, 65-77.
34. Soltis, S., Agneessens, F., Sasovova, Z., & Labianca, G. (2013). A social network perspective on turnover intentions: The role of distributive justice and social support, *Human Resource Management*, 52(4), 561–584.
35. Tepret, N.Y., & Tuna, K. (2015). Effect of Management Factor on Employee Job Satisfaction, *An Application in Telecommunication Sector Social and Behavioral Sciences*, 195, 673 – 679.
36. Wells, J.E., & Peachey, J.W. (2011). Turnover intentions: Do leadership behaviors and satisfaction with the leader matter, *Team Performance Management*, 17(1/2), 23-40.
37. Yahyagil, M.Y. (2015). Values, feelings, job satisfaction and well-being: the Turkish case, *Management Decision*, 53(10).