Chapter 10

Impact of Managerial Atmosphere on Turnover Intent in the Private Education Institutions of West Bengal

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ABSTRACT

This study topic was taken up to scrutinize the issues that are having a crucial impact on the job satisfaction of the teachers of private colleges in West Bengal. Further, this research tries to throw some light on the overall effect of job satisfaction on the turnover intention of the employees. At the end of the chapter, the authors find that the organizational culture and its reward systems undoubtedly have a positive impact on job satisfaction, in contrast to the workload and role of leadership, which have a negative impact on job satisfaction. However, the study also confirmed that job satisfaction itself has a very strong relation with turnover intention.

INTRODUCTION

The private sector colleges of West Bengal, India are providing education to thousands of students of West Bengal as well as Bihar, Jharkhand, Orissa. Education enables the country to meet the possible challenges of the changing world. We visited 50 Private Colleges in West Bengal and met their Principals and Senior Professors. We discussed about the high turnover intention ratios being faced in education system. It seemed that if the employees do not show satisfaction that creates problems in the organization.

Job Satisfaction is considered as the measurement of the total feeling of the employees and their reactions towards their jobs (Graham, 1982). Job Satisfaction is the combination of one’s attitude about one’s job. It is now accepted generally that, the employees play a significant part towards the

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comparative benefit in the organization (Barney, 1991; Pfeffer, 1995). It is imperative for the organization to provide comfortable work environment to its employees. Work system of the organization performs positively if the employees are satisfied internally. A detail study has proved a positive link between higher performance work practices and employees satisfaction (Huselid, 1995). There are many workplace values which may affect the performance of employees in any organization.

Employees’ turnover intention is a global problem in the present era. A business can’t achieve success unless it deals successfully with the problems of employees’ turnover intentions. In the recent past, due to the tough competition, organizations have felt the importance of human resource. Employees are considered as the basic unit of the organization and organizations spend huge money for recruiting and keeping them in the organization. After this investment and efforts it is definitely a very big loss to the organization if such employees leave. High turnover intention may bring restlessness in the organization. It may increase the direct and indirect expenditure of the firm. Costs which are incurred on recruitment and training are the direct cost (Staw, 1980). Cost of learning, decreasing morale and the work pressure are the indirect cost (Dess and Shaw, 2001).

High turnover intention rate compels the owner to spend a lot of money for keeping the organization’s standard high. It may be a very tough task for the employees to meet such expenses.

Our study is basically based on four factors i.e., Culture of the Organization, Workload, Reward system, and Leadership, and observed their effect on job satisfaction and finally observed the combined effect of job satisfaction on turnover intention.

LITERATURE REVIEW

Job satisfaction is a poignant assessment made consciously or unconsciously by the employees which directs to a congenial or obnoxious emotional state from one’s job experience. Sharaf et al. (2008) considered Job Satisfaction amongst Private Care Physicians & analyzed that, job satisfaction is the significant most constituent as far as the employee satisfaction is concerned. A startling ratio of the sample i.e. 53% articulated very elevated turnover intent whereas only 13% of teachers displayed low quitting intentions. Alternative satisfaction (accounting 44% variance), accessibility to other job openings (23% variance), perceived class/status (15% variance), and self-responsibility (13% variance) emerged as variables of interpretation or predictor variables. None of the five class variables surfaced as momentous interpreters. Dedication towards the education profession was not at all a noteworthy predictor, suggesting the two concepts independent of each other (Pamu, 2010).

According to Artz (2010), Fringe benefits are significant and positive determinants of Job Satisfaction. The potential endogeneity or correlation between fringe benefits and Job Satisfaction is not shown in this dataset while controlling for fixed effects does not eradicate the significant impact of fringe benefits.

The pressure which is being experienced by the teachers in paying attention to their responsibilities has become an issue of great concern of late. A major cause for this interest is that sometimes this pressure turns out to be a reason for the professional stress converting into burnout (Embich, 2001; Mearns and Cain, 2003). Burnout means a feeling of over exhaustion by work, resulting in unenthusiastic attitude towards students and reduced interest of accomplishment in job (Maslach and Jackson, 1981). Whenever the human resources of an organization stop believing in the same, they abscond from the organization (Koslowsky, 1991).

Turnover can be positive or negative. Sometimes the employees may decide on moving from one organization to the other for their career objectives but sometimes the employees depart for the sense of deprivation and at times because
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