

The Influence of Demographics, Organizational Commitment and Burnout towards the Turnover Intentions of Teacher

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Abstract

The primary objective of this study is to determine the relationship of demographic indicators, organizational commitment, and burnout in relation to turnover intention among the selected secondary school teachers in Davao City. This study made use of descriptive-correlation method using the survey questionnaires to gather the responses of 95 respondents. The correlation and stepwise regression analysis were employed in this study to model the turnover intention using the indicator variables. The results revealed that number of years, organizational commitment and burnout slightly correlate with turnover intention. The indicators to influence turnover intention in this study are affective commitment and client burnout, thus, administrators should consider these indicators in order to retain the best and experienced employees in the organization. It is recommended that school managers should institutionalize programs for employees who stayed long to serve the organization; strengthen the organizational commitment, and develop programs to lessen the burnout of the employees.

Keywords: *turnover intentions, organizational commitment, and burnout*

The concerns on educator turnover and attrition of educator are reported widely as a global phenomenon (Ingersoll,2001). At present, schools experience a dynamic and complex environment in which changes occur, consistently. This puts them under political pressure to adapt and requires them to continually improve; that is, they must become a learning organization (Tschannen et al., 2000). In addition to that Abbassi and Hollman (2000) explain that excessive turnover often engenders far-reaching consequences; and at the extreme, may jeopardize efforts to attain organizational objectives due to an organizational brain-drain when a key employee leaves .

A number of studies have found that as many as 50% of new teachers leave within the first 5 years of entry into the occupation. The *best and the brightest* among the newcomers appear to be those most likely to leave. Based from the Teacher-Follow-Survey conducted by National Education Statistics from SY 1999-2001 7.4% of all public school teachers left teaching employment, whereas another 7.7% moved to different schools (Henke,et.al.,2000).

Employees, especially the skilled ones, are in constant search for better jobs, working environment and experience and training to enhance their skills and sustain their jobs. Although staff turnover keeps increasing in the Philippines' educational institutions, it remains low in Mindanao (Kukano, 2011). The studies on organizational commitment among teachers are quite rare. Nevertheless, a research in Vigan revealed that elementary teachers have the least degree of attachment, despite the fact that, all of them find a sense of economic security in the school (Tabuso, 2007).

Turnover intention is a serious issue especially in the field of Human Resource Management because the costs associated with high labor turnover. Turnover consists of cost of recruiting and selecting new employees, as well as the cost of loss of sales due to the low experience of new workers. If an employee intends to leave and contributes to turnover rate, the loss of a company bear is greater than paying a high wage to the employee, Kumar, et.al. (2012).

Bodla and Hameed (2008) suggested that the employees' turnover will have substantial cost or risk of losing social capital. The research further examines the dimensions on the employees' turnover intention, which are controllable and uncontrollable force. There are five variables have identified which include satisfaction with pay, satisfaction with working conditions, satisfaction with supervision, organizational commitment, and Job stress. On the other hand, Ciftcioglu (2011) described turnover intention as the probability of extending individual's membership of the occupation or organization.

This study focuses on the turnover intention instead of the actual turnover of music teachers.

Relationship of Demographics, Organizational Commitment, Burnout to Turnover Intentions
Demographics to Turnover Intention

A study conducted to nurses and midwives in Ireland, it indicated that 64% of registered nurses/midwives leaving health care service employment were aged 30 years or under, which indicates that turnover mainly occurs among the younger age groups. The majority of the total sample had been registered for 11-20 years (28%), 6-10 years (23%) and up to fifty years (26%). When those who *intend to leave* were compared with those *who intend to stay*, 60% of the former reported being registered for 6 or more years while the figure for the latter was 47% (McCarthy, et.al., 2002).

Results on the study of the relationship between turnover intentions and actual turnover have given support and evidence on the significant relationship between these variables (Lambert et al., 2001). Therefore Price (2001) suggested turnover intentions construct as alternative in measuring actual turnover. Demographic characteristics have been advanced in several models as predictors of withdrawal. Age is one of the most studied demographic factors for both absenteeism and turnover. The basic rationale for the relationship between age and absenteeism is that older workers will exhibit a lower absence rate because of a better person-organization fit that emerges over time. Age is expected to relate to turnover intentions in the same way and for the same reason. Moreover, older employees have more investment in the organization (e.g. pension plans) and more to lose from voluntary turnover. Therefore, they are expected to remain in their employing organization (Cohen & Golan, 2006).

A study conducted among employees in Singapore suggests that age and level of education are unimportant in predicting employee turnover in Singapore. In other words, there is not much evidence for the popular belief that younger and more educated Singaporeans have greater intention to leave. Contrary to our hypothesis, tenure was positively associated with turnover intention in the food and beverage and the marine and shipping industries. This finding is indicative of the turnover culture. If an individual has been in one job for a long time, he or she starts feeling a need to change his or her job perhaps because so many people are doing so (Khatri, et.al., n.d).

Organizational Commitment to Turnover Intentions

Brandt et al (2008) in their article titled "Personal And Work-Related Predictors of Organizational Commitment and Life Satisfaction of Slovak Women in Higher Education" found a significant negative correlation between role ambiguity and organizational commitment and role conflict and organizational commitment in two types of samples, 1 and 2. Ali and Baloch (2009) have also found that organizational commitment is negatively associated with role ambiguity and role

conflict. In their famous article "The measurement and antecedents of affective, continuance and normative commitment to the organization" found that role ambiguity and role conflict were negatively correlated with organizational commitment. To explain turnover intention, several authors related it to organizational commitment (Benson 2006).

Turnover intentions are among the strongest predictors of actual turnover and organizational commitment is one of the most important antecedents to turnover intention. These findings underscored the importance of organizational commitment in retaining employees and the appropriate use of intention to leave as the dependent variable because of the link to actual turnover (Kuean, et.al, 2010).

In a study on relationship between organizational commitment and turnover intention conducted among the working adults in Malaysia it revealed that, $r=-0.574$ indicated a strong and negative correlation with intention to leave; the correlation analysis results show that all three dimensions of organizational commitment have a significant inverse relationship with an employee's intention to leave, Kuean, et.al. (2010). Meyer et al. (2002) confirmed that all dimensions on organizational commitment bases correlated negatively with turnover intention.

Result of Addae and Parboteeah, (2008) predicted a negative relationships among affective, normative and continuance commitment and employees' turnover intentions. The results demonstrate significant negative relationship between affective ($b \frac{1}{4} 20.16, p, 0.05$), normative ($b \frac{1}{4} 20.30, p, 0.001$), continuance commitment ($b \frac{1}{4} 20.21, p, 0.01$) and turnover intentions.

On the exploratory study of turnover intentions among teachers in Putra, Malaysia (SokFoon, et.al., 2010) a significant relationship between organizational commitments and turnover intention was seen ($r = -.367, p < .01$). This finding was found similar to previous researches as it showed that individual who displays more organizational commitments has lower turnover intention. Organizational commitment is negatively related to intention to quit (Slattery, 2005). From the result of the study (Ahmad, et.al., 2010) determined that there is significant relationship between the Organizational Commitment and Turnover Intentions. Whereas the beta value of Organizational Commitment Balance- OCB is $-.026$ in relation to Turnover Intentions-TI, which depicts that there is no significant relationship between the OCB and TI.

Burnout in relation to Turnover Intentions

The study of Ciftcioglu, (2001) revealed on the other hand occupational turnover intention has positive correlation with emotional exhaustion (.56, ***p <0.001) and depersonalization (.24, **p<0.01) and negatively with personal accomplishment (-.30, p <0.001). Burnout - has been restricted to *helping professions*, e.g. social workers, nurses, and teachers because these occupations functioning with face to face relations (Schutte, Toppinen, KalimoveSchaufeli, 2000). Burnout syndrome are relevant factors affecting physicians' turnover intention; among the three dimensions of burnout syndrome, turnover intention showed the highest correlation with emotional exhaustion (r=0.229) and the least reduced personal accomplishment (r=0.114), (Zhang & Feng, 2011).

Turnover intentions are positively correlated with stress (Noor &Maad, 2008); whereas Layne, et.al, (2001) found that the only variable with statistically significant influence on turnover intentions was stress, which is considered to have a large effect, these results indicate that as an individual's stress level increases, he/she is more likely to leave their position as cited by Noor and Maad (2008). Result of the Weisberg and Sagie (1999) that physical ($\beta=0.593$), mental ($\beta=.387$) and emotional ($\beta=0.131$) burnout are significantly related to turnover intentions (p<0.5).

The research findings and related studies clearly speak about the intent to leave in an organization. The intent to quit or turnover intention is a concern of the school heads and administrators in order to maintain the balance between satisfying the clients and its employees. Intention to quit if overlooked will cost much to the organization, directly and indirectly. Predictors such as demographic characteristics e.g., age, tenure, educational attainment and numbers of years in service were linked to affect the intention to quit. It can also be noted that organizational commitment plays an important role to retain the employees in the organization. Burnout on the other hand as expected contributes to the level of intent to leave. Therefore in identifying these predictors of turnover intention school heads and administrator will have an idea as to program and to make strategic plans in order to have smooth flow of activity and implement plans without disruption when an employee decides to quit in the job.

Furthermore, findings from the studies about turnover intention will likely reflect into turnover rate that is why if the things in the mind of the employee in whether to or not in the organization are addressed; well being of the employees not just to the leavers shall be given importance.

The main objective of the study is to determine the influence of demographic indicators, organizational commitment and burnout in relation to turnover intention.

Moreover, the study sought to answer the specific questions:

1. The demographic profile of the respondents in terms of: Age, Civil status , Employment status , Educational attainment, Number of years in service, Subjects taught
2. The level of organizational commitment of secondary school teachers in terms of:
Affective , Normative and Continuance
3. The degree of burnout of secondary teachers in terms of:
Student/client burnout, Personal burnout and Work burnout
4. The level of turnover intentions of secondary school teachers?
5. Is there a significant relationship between
Demographic profile and turnover intention, Organizational commitment and turnover intention and Burnout and turnover intention
6. Do demographics, organizational commitment and burnout significantly influence the turnover intentions of private secondary school teachers?

Method

The descriptive correlational method was employed in this study. In correlational research, the aim is to describe the strength of relationship between two or more events or characteristics (Santrock, 2005). This method was used in this study in order to describe the relationship of the predictive variables of turnover intention. Moreover, it also helps to identify the influence of predictive variables to turnover intentions among the selected secondary school teachers in Davao City.

A total of 136 private secondary school teachers in Davao City were the respondents of the study. A percentage of 88 based from the actual number of 95 survey questionnaires were retrieved. Since the primary objective of the study is to determine the level of turnover intention among the private secondary school teachers, respondents were chosen according to their school employed. The instrument of this study was adapted and validated to consider the Philippine context; specifically the application in the local setting, usage of words, and sentence construction. The suggestions and remarks had been noted and incorporated in the instrument to accomplish the appropriate responses of the respondents.

Results

In the *age* indicator most of the respondents were 18-35 years old; the respondents were found to be single. In the *educational attainment*, majority of the respondents were bachelors' degree holders. The *employment status*, most of the respondents were on the probationary status. With regards to the *number of years in service*; most of the respondents were serving for 1-5 years. Lastly, in *subjects taught*, most of the respondents were the *Makabayan* class.

The three predictors of organizational commitment are *affective, normative and continuance*. The overall level of organizational commitment is high. The predictor of burnout includes the following: *personal, work and client*. The overall degree of burnout of the respondents is moderate. The overall level of turnover intention is moderate. Among the demographic indicators are age, civil status, employment status, educational attainment, number of years in service and subjects taught. The number of years in service was found to be significantly correlated to turnover intentions; the organizational commitment has significant relationship to turnover intentions; burnout revealed to have a significant relationship to turnover intentions; client burnout and affective commitment were found to significantly influence turnover intention.

Table 8.
Regression Coefficients of Demographic Indicators, Organizational Commitment and Burnout in relation to Turnover Intention

Model	Unstandardized Coefficients	Standard Coefficients	R square	F	Sig.
	B	Beta			
1 (Constant)	3.255				.009
Client	.632	.391	.289	15.27	.001
Affective	-.548	-.238			.030

The indicators which were found to be significantly influence turnover intention are client burnout and affective commitment. The turnover intention can be mathematically expressed as:

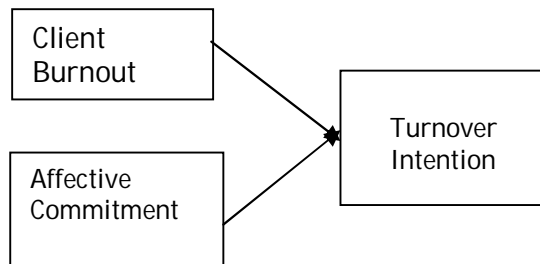
$$TOI = 3.25 + .632CRB - .548AC$$

Where; TOI- turnover intention

CRB- Client burnout

AF- Affective commitment

The empirical model derived from the result as;



Moreover, this model can help predict the 29% of turnover intention among the secondary school teachers in Davao City.

The result is supported by Meyer, et.al., (1993) who performed regression analysis using Allen and Meyer's (1990) scales; as revealed that affective commitment had a strong negative effect on intent to leave the organization ($p < .01$); while normative commitment had a weaker but significant effect ($p < .05$). The employees with high affective commitment have a high emotional attachment, identification with the organization, and involvement in the organization, and therefore, are not likely to leave (Meyer & Allen, 1997). Buttigieg (1999) found that in relation to affective commitment, the results indicated that employees were less likely to leave, to be absent and more accepting of change, when they identified with the organization (as cited in Bakile, 2011).

Conclusion

Among the variables, demographics (number of years in service) burnout and organizational commitment, revealed to have significant relationship to turnover intention. This signifies that each of the presented variables linking to turnover intention affects the employees thinking of whether to stay or leave the organization. This supports the theory of social exchange with the concept of perceived organizational support. Employees would consider staying in the organization especially if they experience less of burnout and more of giving the idea that organization needed their support and participation. Client burnout and affective commitment influenced turnover intention was revealed in the findings. Identifying the degree of burnout in dealing with clients as well as showing or making the employees feel needed in the organization will place great impacts to the employees thus retaining them in the organization.

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