Influence of Demographics, Organizational Commitment, and Burnout towards the Turnover Intention of Employees in a Selected College in Davao City

Lindy Paul S. Aldaba, MPsych

ABSTRACT

The main objective of this research is to determine the influence of demographic indicators, organizational commitment and burnout on the turnover intention among college employees. This research made use of descriptive-correlational method using the survey questionnaires to gather the responses of 107 respondents. Frequency distributions were used in demographic profile and the level of job satisfaction, organizational commitment and burn out of the employees and chi-square to test the significant relationship. Majority of the respondents were Roman Catholics, Bachelor's degree holder with regular status of employment and with a mean age of 33 years Mean length of service is 6 years and majority have a monthly income of P10,000 and above. . The results show that respondents rated high in job satisfaction, organizational commitment, and had a moderate burnout. Job satisfaction, organizational commitment and burn out had no significant relationship to turn over intentions. This signifies that each of the presented variables linking to turnover intention does not affect the employees' thinking of whether to stay or leave the organization.

Keyword: *Demographics, organizational commitment, burnout, turnover intention*

INTRODUCTION

Turnover intention is the process through which staff leaves a business or organization and that business or organization replaces them. Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary (Curtis, 2012).

Voluntary employee turnovers suffer significant cost for an organization, institution, or a company. Thus, it is important to identify the turnover intents as early as possible in order to enable administrators and the human resource department to help implement courses of action. Also, it will be beneficial for the HR department to take action on how to prevent frequent turnovers in a company.

For example in an academe, teacher turnover and attrition are reported significantly as a global phenomenon (Ingersoll, 2003). Employee turnover and loss of the knowledge of experienced personnel is a critical concern in the all types of organizations in the current era of knowledge workers (DeLong, 2004; Drucker, 1999). In addition to that Abbasi & Hollman (2000) explained that excessive turnover often engenders far-reaching consequences and at the extreme, may jeopardize efforts to achieve organizational objectives due to an organizational brain drain when a key employee leaves. In addition, Abbasi and Hollman (2000) indicated that when an organization loses a critical employee, there is negative impact on innovation, consistency in providing service to guests may be jeopardized, and major delays in the delivery of services to customers may occur.

Companies with a high employee agitate rate face expensive recruitment & training costs, loss of productivity, and a remaining workforce that ends up overworked and therefore more likely to quit. Identifying the most common causes of employee turnover might help a company to take steps to hire and retain qualified personnel in the workplace.

When an employee resigns or leaves the company, it creates significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on its remaining staff or the administration. Definition of voluntary turnover has important implications for organizational manpower planning. It is important to identify turnover intent as early as possible in order to enable planners to help implement courses of action.

If there is an employee who wants to leave the company, the company will lose more money. It has become significantly important in the years ahead to recognize the commitment of individuals to an organization, as well as the organization's need to create an environment in which one would be willing to stay (Harris, 2000). Organizations will need to either create an intellectual capital environment where the transmission of knowledge takes place throughout the structure, or continue to lose important individual knowledge that has been developed during the length of service (Harris, 2000). This deep knowledge is what many believe will help to meet the needs and expectations of the customers and to create and sustain a competitive advantage within the global economy in which organizations are competing in today.

One employee may express burnout and stress in the workplace that can result to many of undesirable things. The employee might think of quitting the job and looking for another organization or start a new career. Involuntary turnover occurs due to circumstances not within the employee's control such as layoff or force resignation due to redundancy in the workplace. If an employer detects that an employee is stressed or expressing burnout in a job or task, the employer may think of ways to divert the feelings and make the employee stay for they might be a great asset to the company.

In Davao City, the study of Fuentes (2012) states that employees, especially the skilled ones, are in constant search for better jobs, working environment, experience and training that could enhance their skills and sustain them in their jobs. It is observed that many employees tend to resign because of the workload and the benefits given by the college is not enough and could not sustain to their needs.

In the selected college, it has been observed that there is a high turnover rate in a couple of years due to some internal conflicts such as stress and burnout because of too much pressure in work. In the last 2 years, 2011-2013, there are four Human Resource Managers who resigned because of work pressure and other matters. Some faculty and staff members also tend to leave the company due to offers from other companies or colleges with bigger compensation, while some went abroad for greener pasture. Many employees feel that the school is not giving those enough resources and the benefit package; they also feel that the benefits they are receiving are not as good as other organizations offer. So they opted to leave the college and search for better financial security. Moreover, many employees served more than five years but still prefer to look for another offer from other companies or colleges. In the last three years, employees who left the company rendered five years of service or more and most of them are tenured and regular employees. There are also employees who left despite their high-rank positions and bigger compensation. These actions left us questions as to what are the factors that tends them to resign and check out other opportunities.

Statement of the Problem

The objective of the study is to determine the influence of demographic indicators, organizational commitment, and burnout in relation to turnover intention. This study focuses on answering the following questions:

1. What is the demographic profile of the respondents in terms of:
   1.1 age

    1.2 employment status
    1.3 religion
    1.4 educational attainment
    1.5 income level
    1.6 number of years in service?
2. What is the level of job satisfaction of the employees?
3. What is the level of organizational commitment of the employees in terms of:
    3.1 affective
    3.2 normative
    3.3 continuance?
4. What is the degree of burnout of the employees in terms of:
    4.1 student/client burnout
    4.2 personal burnout
    4.3 work burnout?
5. Is there a significant relationship between:
    1.1 demographic profile and turnover intention
    1.2 organizational commitment and turnover intention
    1.3 burnout and turnover intention?

FRAMEWORK

This study is anchored on the organizational support theory by Eisenberger, et. al. (1986). This theory holds on that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such Perceived Organizational Support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improves performance would be rewarded. Behavioral outcomes of POS would include increases in role and extra role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover. In a study conducted to nurses and midwives in Ireland indicated that 64% of registered nurses and midwives leaving health care service employment were aged 30 years or under indicating that turnover mainly occurs in the younger age groups (Fuentes, 2012).

Also, Khatri, Budhwar, & Fern's study of employee turnover (1999) employs a model that posits three groups of factors influencing employee turnover, demographic, controllable and uncontrollable factors. Demographic factors include age, gender, religion, education, tenure, and income level, managerial and non-managerial positions.

Many studies have reported significant association between organizational commitment and turnover intentions (Shore & Martin, 1989). When employees have high turnover intention, it does not automatically mean that they will actually leave the company – intentions may or may not lead to behavior. Cementina, Pangan, & Yabut (2012) state that employees who perceive flexible work hours reported higher levels of organizational commitment and job satisfaction. The relationship between these variables was stronger for women and for those with family responsibilities. When a supervisor helps his employees balance their work lives with the rest of their lives, they feel a stronger commitment to the organization. Their trust redoubles, and so do their loyalty and the energy they invest in work. Their performance also improves as well as their organization benefits.

According to studies previously conducted there is a statistically significant relationship between organizational commitment and turnover intention.

Meanwhile, the researches of Ali & Baloch (2009) and Gellatly & Withey (2012) found that the relationship between organizational commitment and turnover intention was significantly negative. Therefore, employees with high level of organizational commitment are less likely to quit than employees who are relatively uncommitted.

Employees who exhibit high organizational commitment are happier at their work, spend less time away from their jobs and are less likely to leave their organization. Numerous Filipino teachers leave the country and teach in other countries and sometimes give up their profession for caregiver or domestic helper job (Jobo as cited in Chavez, 2012).

Experiencing burnout can cause a worker to question his or her career and lead to higher turnover rates. One of the reasons of turnover is poor work performance appraisal and if coupled with the constant effects of burnout, like being over worked or not getting along with a coworker, an employee is even more likely to quit. Burnout is a significant moderator in turnover and if the company works to alleviate workplace burnout, they can better decrease turnover in the workplace. Furthermore, research shows that service professions can be stressful and emotional labor, over time, can lead to burnout (Barcebal, Hechanova, Chua, & Dulay, 2010).

Turnover intentions are positively correlated with stress (Noor & Maad, 2008). The only variable with statistically significant influence on turnover intentions was stress, which has been considered to have a large effect; the results indicate that as an individual's stress level increases, they are more likely to leave their position (Noor & Maad, 2008). Weisberg & Sagie (2004) also stated that physical, mental, and emotional burnout is significantly related to turnover intentions.

Figure 1 shows the three (3) indicators of turnover intentions: Demographics, burnout, and Organizational commitment. These indicators play a vital role in turnover intentions of the company. The figure shows high level of client burnout that will lead to intending to quit and leave the company. Organizational commitment, on the other hand, shows that if there is low intention to company commitment, it will result also into turnover intentions.
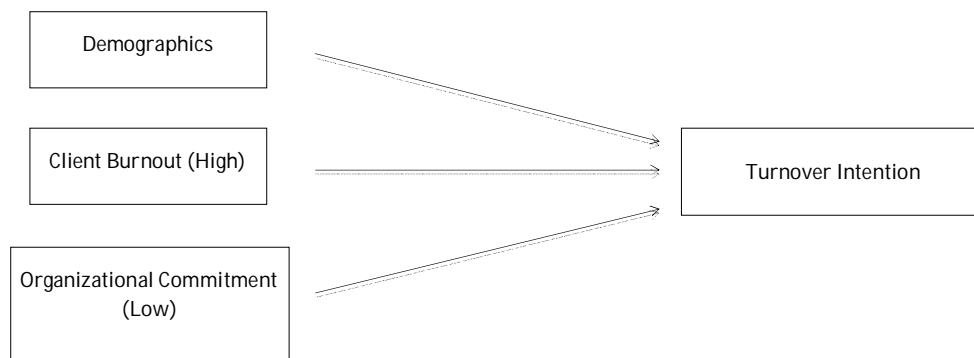

Figure 1. Conceptual Framework showing the relationship of the variables

METHODS

Research Design

The descriptive-correlation design 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 design is used in this study in order to describe the relationship of the

variables of turnover intention. Moreover, it also helps identify the influence of variables to turnover intentions of the employees.

Respondents

The sampling populations for this research were the regular and non-probation faculty and staff. The President, Vice President for Academic Affairs, and Vice President for Finance Administration were excluded in this study because they belong to the senior management and there were less intention for turnover in that position. To determine the sample size, Slovin's formula was used in computing the number of participants which resulted to 107 respondents from the institution.

Research Instrument

A survey-questionnaire was used in this study. The questionnaire serves as a tool to assess the employee's attitudes about the job and most aspects of it. The survey questionnaires were adapted from the study of Fuentes (2012) and Chavez (2012). The questionnaires include: Demographic profile of the respondents, job satisfaction survey which assesses employee's attitudes about the job and aspects of the job, burnout inventory which measures the degree of physical and psychological fatigue and exhaustion experienced by the person, and organizational commitment scale which has subscales of affective, continuance, and normative commitment.

Data Analysis

Frequency and Mean was utilized to analyze the demographic profile of the respondents. Moreover, the sum of scores was used to assess the job satisfaction, organizational commitment and turnover intention of the employees. Chi square analysis was used to analyze the relationship between the variables.

RESULTS AND DISCUSSION

Demographic Profile

Results are presented in tables that answer the statement of the problem. The employees includes some of the administrators, support staffs, academic staffs, the Child Development Center Faculty, High School Faculty, Arts & Sciences Faculty, Full-time Clinical Instructors and faculty of the School of Business & Management. The results revealed that majority of the respondents were Roman Catholics, Bachelor's degree holder with regular status of employment and with a mean age of 33 years. With regards to number of years in service, most of the respondents were found to be in the service for 3-10 years. In income level, majority of the respondents earns 10,000 pesos and above in their monthly salaries and the mean length of service in the organization is 6 years.

Job Satisfaction Level of the Employees

As shown in Table 1, majority of respondents have high ratings of job satisfaction. Those who scored between 121 & 180, they belong to High Level of job satisfaction, those who scored 61-120 are in moderate job satisfaction and who scored 1-60 scored low in job satisfaction level. It showed that majority of the respondents have high job satisfaction, while, few felt a low job satisfaction.

Their attitudes towards the organization and about their job were significantly high. It also showed the harmony in their workplace and the relationship between the respondent to their supervisor and to their co-workers. However, few respondents had problems with the benefits and salary in the organization.

On the job satisfaction level, most respondents answered positively like the relationship towards the supervisor to the employee that the supervisor is quite competent in doing his or her job, and communications is good within the supervisor and the subordinate.

Table 1. Job Satisfaction Level of the Employees (N=107)

Level	Number of Respondents
High (121-180)	98
Moderate (61-120)	9
Low (1-60)	0

However, most respondents expressed negative perceptions towards the compensation that the organization lacks benefits to their employees, and that most respondents are not satisfied with their salaries or the benefit package of the company is not equitable or sustainable to their needs. Also, they expressed that they have too much paperwork that causes them to tire down easily, which results to work burnout.

Level of organizational commitment

The level of organizational commitment of the school is shown in Table 2. Respondents who scored 61-90 shows high level of organizational commitment, while those who scored 31-60 in the questionnaire belongs to the moderate level of organizational commitment, and those who have low organizational commitment scores 1-30. Majority of the respondents scored high organizational commitment and few scored medium level of organizational commitment.

Table 2. Level of Organizational Commitment of the Employees (N=107)

	Number of Respondents
High (61-90)	65
Moderate (31-60)	42
Low (1-30)	0

The three indicators of organizational commitment are affective, normative, and continuance. The overall level of organizational commitment is high to all respondents in the research. In the survey, most respondents showed that they have high affective commitment. It means that they have the tendency to stay with the company that is based on an emotional attachment. The least survey that the respondents answered is the normative commitment in which they tend to remain in the company because of the feelings of obligation to work in the organization.

Degree of Burnout of Employees

The degree of burnout in personal, work, and client of employees is rated high. Table 3 showed number of respondents who scored high and low burnout on the given questionnaire. It showed that majority of the respondents scored high (n=45) personal burnout and work burnout (n= 30) because of their workload and some personal problems.

Table 3. Number of respondents scored high burnout and the three facets of burnout (N=107)

	Number of Respondents
Personal Burnout	45
Work Burnout	30
Client Burnout	32

The indicator of burnout includes personal, work, and client burnout. The overall degree and overall level of burnout of the respondents is moderate. The burnout expressed by the respondents according to the survey showed that they are high on personal burnout. It stated that they are physically burnout and may express or think "I can't take it anymore". Since most

respondent faces clients or students, few respondents answered high on client burnout to which they express tiredness and exhaustion on the clients or students when working. They may also express or think that they are tired of working with the clients or students and they also wonder how long they can be able to continue working with their clients. It could drain their energy when dealing with clients during work hours.

Significant relationship of Demographic variables, Job Satisfaction and Burnout to the Turnover Intention of Employees

Demographic profile and turnover intention

The number of years in service was found to be slightly significant correlate to turnover intentions. If the employee renders few years in the company, he or she is more likely to express resignation since in this years, the employee is still in the phase of experimenting or looking for possibilities in his or her career whereas the employee in longer years of service in the company, he or she can say that it is the last employer he or she be within his or her career. Moreover, they could feel that they owe a lot to the institution that their loyalty to the company is strong and those employees who rendered longer years in the company may feel that they are taken care of by the company.

Job Satisfaction, Organizational commitment and turnover intention

Table 5 shows the cross tabulations of Job Satisfaction and Organizational Commitment towards Turnover Intention. 10 respondents who have intention to leave the company have high score in job satisfaction and 3 of them who intend to leave the company have moderate score in job satisfaction survey. There were 9 respondents who intend to leave the company scored high in organizational commitment and 4 out of 13 scored moderate level in organizational commitment scale. Moreover, organizational commitment has no significant relationship to turnover intention.

However, according to the result of the survey, the higher the commitment of the employee to the organization, he or she may likely not to look for another employer and may stick to the organization.

The employee may express that the organization is delighted on the achievement of his or her work. If the employee may feel that he or she is not recognized in the company, he or she may not commit to the organization and thus, expressing resignation to the company and turnover may result. Affective commitment revealed to have influenced turnover intention that if the employee shows little affective or emotional attachment to the company, it could show greater influence to turnover intention.

Table 5. Job Satisfaction and Organizational Commitment in relation to Turnover Intention

		Turnover Intention yes no	Total	p-value
Job Satisfaction	moderate	3 6	9	
	high	10 88	98	≤.05
Total		**13 94**	**107**	
		Turnover Intention yes no	Total	p-value
Organizational Commitment	moderate	4 38	42	
	high	9 56	65	≤.05
Total		**13 94**	**107**	

Burnout and turnover intention

Table 6 shows the number of respondents who answered low and high burnout. 8 respondents who intend to leave the company are high in burnout scale and 64 respondents who have no intention to leave the company scored low in burnout scale.

Furthermore, burnout showed to have also no significant relationship to turnover intentions. It implies that being burnout does not effect in the turnout intention of an employee. However, if the employee shows exhaustion and feels tired toward client or feeling of finding it hard to work with clients or students, there is a big chance that the employee might leave the company.

Table 6. Burnout in relation to Turnover Intention

		Turnover Intention		Total	p-value
		Yes	no		
Burnout	Low	5	27	**32**	
	High	8	67	**75**	≤.05
Total		**13**	**94**	**107**	

CONCLUSION

Among the variables presented, the demographics, burnout, and organizational commitment revealed to have no significant relationship to turnover intention. This signifies that each of the presented variables linking to turnover intention does not affect the employees' thinking of whether to stay or leave the organization. The employee has the choice to leave the organization or not depends on how the company is treating him or her. Probably, there are still some factors that could justify the turnover intention of every employee in the institution. This supports the theory of George Homan's social exchange theory with the concept of perceived organizational support (Settoon, Bennett, & Liden 1996). 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 influence turnover intention and is 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 impact to the employees thus retaining them in the organization (Fuentes, 2012). Jamison and Petilona (2008) stated that stress in teachers has been a topic of much discussion over the years and it is a phenomenon that can produce both positive and negative results to the employees. Also, teachers tend to be affected by burnout more than any employees in the organization. Since they handle more clients such as students and parents that could make them experience burnout more than the other employees.

In an institution where most employees are teachers, who handle students every day, it is believed that teachers who are committed are those who devote themselves wholly to the teaching profession and to the educational organization. They exert effort to the optimum level. Organizationally-committed teachers are satisfied teachers who display punctuality and loyalty. They have a good record of attendance and are willing to adhere to school policies (Tabuso, 2007).

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